



FACTORS INFLUENCING JOB SATISFACTION AND PERFORMANCE AMONG BACHELOR OF SCIENCE IN PHYSICAL THERAPY (BSPT) GRADUATES: A BASIS FOR AN ACTION PLAN

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ABSTRACT

Job Satisfaction and Performance have been studied over the past years with their significant role and impact on the quality and overall services among professionals. However, these two factors are mostly applied in different sectors with large scopes that challenge previous researchers to focus on detailed and comprehensive results. Hence, this study aimed to provide localized insights for the Medical Colleges of Northern Philippines (MCNP) Bachelor of Science in Physical Therapy (BSPT) department, educational institutions, and healthcare organizations. Moreover, this study focused on factors affecting job satisfaction and performance among Physical Therapists (PTs) in Region 2, utilizing an action plan based on the lowest satisfaction scores to enhance patient care outcomes and healthcare service quality among graduates of the BSPT program at MCNP. A descriptive research design was employed, with data collected from 33 graduates working in various hospitals in Region 02. Data analysis methods included frequency count, percentage distribution, weighted mean calculations, One-way ANOVA and Independent Sample T-test, and Regression Analysis. Profile variables such as age, gender, years of service, socio-economic status, and hospital category among BSPT graduates were examined. Results indicated that demographic profile variables did not significantly affect job satisfaction. However, factors such as employee competence, responsibility, and relationships were found to impact job satisfaction. Moreover, stress management and work environment were identified as major factors affecting job performance. Additionally, certain variables like age and hospital category were found to correlate with aspects of job satisfaction. The findings suggest that while demographic factors may not directly influence job satisfaction among BSPT graduates, other aspects such as employee competence, responsibility, relationships, stress, and work environment play significant roles in determining job satisfaction and performance. Understanding these correlations could aid in the development of strategies to enhance job satisfaction and performance among BSPT graduates in the region. Lastly, based from the lowest mean results of the study, an action plan of the study supports the "EmpowerPT" to improve job satisfaction and performance, enhancing overall patient care quality.



Key words: *Job Satisfaction, Job Performance, Profile Variables, Physical Therapist, Employee Competence, Responsibility, Influence, Trust, Stress Management, Work Environment, EmpowerPT*

INTRODUCTION

Hospitals are fast-paced environments where healthcare providers diagnose, care for, and treat patients. Within this setting, Physical Therapists play a crucial role in rehabilitative care, enhancing patients' physical health and well-being through therapeutic techniques and exercises.

Job satisfaction and job performance are vital factors influencing a Physical Therapist's career. Ensuring Physical Therapists are satisfied and perform optimally is essential for maintaining quality healthcare services.

In Region 2 of the Philippines, the number of medical colleges offering Bachelor of Science in Physical Therapy (BSPT) programs has grown. These institutions train skilled professionals, yet little research exists on the relationship between job satisfaction and job performance among BSPT graduates, particularly from the Medical Colleges of Northern Philippines (MCNP) in Cagayan.

This study aims to investigate the connection between profile variables, job satisfaction, and job performance among BSPT graduates from MCNP. Using a correlational research design, it will evaluate the profiles, job satisfaction levels, and job performance of these graduates and explore any significant relationships between these variables.

Harter, Schmidt, and Hayes (2002) found a moderate positive relationship between job satisfaction and performance. Judge and Klinger (2008) noted that this relationship is stronger for jobs with high complexity. These findings suggest that job satisfaction is an important factor influencing performance but must be considered in context.

By focusing on BSPT graduates from MCNP, this study addresses a research gap, providing localized insights for the MCNP BSPT department, educational institutions, and healthcare organizations. It will also examine factors influencing job satisfaction and performance, such as work environment, colleague and supervisor relationships, and sense of accomplishment. The findings will benefit BSPT graduates, employers, and educational institutions. Overall, the general objective of this study aimed to investigate if there are factors that affects job satisfaction and job performance among Physical Therapist working in region 2. Also, this study utilized an action plan based from the lowest results, to quantify the profile variables, job satisfaction factors, and job performance among BSPT graduates, aiming to enhance patient care outcomes and healthcare service quality.

Research Design



This research utilized a descriptive survey research design to comprehensively describe job satisfaction and job performance among BSPT graduates of MCNP. The focus will be on exploring various factors that may influence these outcomes without specifically correlating them. Also, a proposed action plan based on the results will be constructed afterwards.

Respondents of the Study

This study utilized simple random sampling technique in selecting the 33 Physical Therapists working in a hospital/clinical setting within Region 2 as well as in selecting the supervisors who assessed the level of job performance of the BSPT graduates-respondents. The researchers randomly selected the respondents based on the following criteria: (1) The respondent should be a BSPT graduate/alumna of the Medical Colleges of Northern Philippines; (2) The respondent should be a registered Physical Therapists who are working in a clinical setting for more than 6 months and; (3) the workplace of the respondents should be around the Region 2, specifically on the hospitals/clinic namely Cagayan Valley Medical Center (CVMC), Southern Isabela Medical Center (SIMC), PMP Pain Center, Governor Faustino N. Dy Sr. Memorial Hospital, Region 2 Trauma and Medical Center, STAC – Tuguegarao City Peoples General Hospital (STAC-TCPGH), City of Ilagan Physical Medicine and Rehabilitation Center, St. Paul Hospital – Tuguegarao, Cagayan United Doctors Medical Center, CarePro Physical Therapy and Sensory Integration Center, Dr. Domingo S. De Leon General Hospital, De Vera's Medical Center, and Dr. Ronald P. Guzman Medical Center (RPGMC).

Data Gathering Tool

The data gathering tool used in this study was a standard questionnaire adopted from a study entitled "The Influence of Educational Qualification on Job Performance of Graduate Students of Taguig City University", consisting of two parts. The first part focused on assessing the profile variables of the respondents, wherein they were asked to fill out and/or check their corresponding answers about their name, age, sex, year graduated, civil status, socio-economic status, years in service, name of the hospital, position in the department, level of healthcare facility, and hospital category. Meanwhile, the second part utilized a Four-Point Likert Scale to measure the job satisfaction and job performance of Physical Therapists in their respective clinical settings in Region 2. The Four- Point Likert Scale used in measuring the job satisfaction of the Physical Therapists include Very Satisfied, Satisfied, Partially Satisfied, and Not satisfied with ranges of 3.25-4.00, 2.50-3.24, 1.75-2.49, and 1.00-1.74, respectively. On the other hand, the Four- Point Likert Scale used in measuring the job performance of the Physical Therapists assessed by their supervisors include Very Good, Good, Fair, and Needs Improvement with the same ranges as to the job satisfaction.

Data Gathering Procedure

The gathering of data started by finalizing the survey questionnaires for the respondents. After that, an approval from the Head of Physical Therapy Department was requested and once approved, a letter of consent was presented to the respondents, the Physical Therapists. Following this, an



explanation of the objectives was provided, and the questionnaire was distributed to the respondents through google forms. The questionnaire contained different information required for the study, including items related to Profile Variables, job satisfaction, and job performance. Afterward, the data from the survey questionnaires was collected, tabulated, and analyzed using specific statistical tools selected for the study.

Data Analysis

The data collected through the survey questionnaires was analyzed using descriptive statistics to statistically describe the personal and professional characteristics of the physical therapists, as well as their job satisfaction and performance. Also, the following are the statistical tools to be used in the study:

Frequency count and percentage distribution was used in the profile to statistically quantify the profile of the respondents.

Weighted Mean Average was used to statistically analyze the Four Point Likert Scale answers of the respondents on job satisfaction and job performance.

One-way ANOVA and Independent Sample T-test was used to determine the difference on the job satisfaction of the respondents when grouped according to profile.

Regression Analysis was used to examine the respondent's profile in relation to their job satisfaction.

Regression analysis was used to examine the profile of the supervisor in relation to their assessment on the level of performance of the BSPT graduates.

RESULT

The results and discussion chapter includes the presentation, analysis and interpretation of all the data gathered in this research study. The various results are presented in the succeeding tables. Analysis and interpretations of data are done every tabular presentation.

Table 01 **Profile Variables of the respondents**

Frequency	Percentage
AGE	
22 (24-29)	66.7
6 (30-35)	18.2
1 (36-41)	3
4 (42-47)	12.1
SEX	
10 (Male)	30.3
13 (Female)	69.7
YEAR GRADUATED	
4 (1999-2004)	12.7
1 (2005-2009)	3



3 (2010-2014)	9.1
25 (2015-2020)	75.9
CIVIL STATUS	
24 (Single)	72.7
9 (Married)	0.4
SOCIO-ECONOMIC STATUS	
12 (Low: Php 12,082-24,164)	36.4
10 (Lower- Middle: Php24,164-48,328)	54.5
8 (Middle-middle: Php48, 328-84,574)	9.1
YEARS IN SERVICE	
7 (1-2 years)	21.3
11 (3-4 years)	33.3
15 (5 years above)	45.5
NAME OF HOSPITAL	
2-SOUTHERN ISABELA MEDICAL CENTER	6.1
9-CAGAYAN VALLEY MEDICAL CENTER	27.3
5-PMP PAIN CENTER	15.2
3-GOVERNOR FAUSTINO N. DY SR. MEMORIAL HOSPITAL	9.1
1-REGION 2 TRAUMA AND MEDICAL CENTER	3
1- STAC- TUGUEGARAO CITY PEOPLES GENERAL HOSPITAL	3
4- CITY OF ILAGAN PHYSICAL MEDICINE AND REHABILITATION CENTER	12.1
2- ST. PAUL HOSPITAL-TUGUEGARAO	6.1
2- CAGAYAN UNITED DOCTORS MEDICAL CENTER	6.1
1- CAREPRO PHYSICAL THERAPY AND SENSORY INTEGRATION CENTER	3
1- DR. DOMINGO S. DE LEON GENERAL HOSPITAL	3
1- DE VERA'S MEDICAL CENTER	3
1- DR. RONALD P. GUZMAN MEDICAL CENTER	3
POSITION IN THE DEPARTMENT	
25 (PHYSICAL THERAPIST 1)	75.8
2 (PHYSICAL THERAPIST 2)	6.1
1 (PHYSICAL THERAPIST 3)	3
1 (JUNIOR PT)	3
3 (CHIEF PT)	9.1
1 (CONTRACTUAL)	3
LEVEL OF HEALTH CARE FACILITY	
6 (LEVEL 1)	18.2
17 (LEVEL 2)	51.5
10 (LEVEL 3)	30.3
HOSPITAL CATEGORY	
25 (Public/Government)	75.8
8 (Private)	24.2



PROFILE OF THE SUPERVISOR IN TERMS OF HOSPITAL	
2- SOUTHERN ISABELA MEDICAL CENTER	18.2
3- PMP PAIN CENTER	27.3
1- REGION 2 TRAUMA AND MEDICAL CENTER	9.1
1- STAC- TUGUEGARAO CITY PEOPLES GENERAL HOSPITAL	9.1
1- SPHT	9.1
1- CAREPRO PHYSICAL THERAPY AND SENSORY INTEGRATION CENTER	9.1
1- DR. DOMINGO S. DE LEON GENERAL HOSPITAL	9.1
1- DR. RONALD P. GUZMAN MEDICAL CENTER	9.1

Table 01 presents the summarized results of profile variable of the respondents. Firstly, the age shows that among the 33 respondents, there are 22 Physical Therapist who are in the age bracket of 24-29 years old while there is only 1 Physical Therapist in the age bracket of 36-41 years old. According to the data gathered, majority of the respondents are female consisting of 23 Physical Therapist, while male consisted of 10 Physical Therapist. Moreover, 25 Physical Therapists graduated from the year 2015-2020 which garnered the highest frequency, while there is only 1 Physical Therapist who graduated from the year 2005-2009. Furthermore, the result of the civil status shows that among the respondents of the study, there are 24 Physical Therapists who are single and also it indicates that there is no separated and widow/ widower among the respondents. In their socio economic status, the results demonstrated that among the respondents there are 18 Physical Therapists who have a lower-middle status ranging from ₱24,164 - ₱48,328 while there are only 3 Physical Therapists who have a middle-middle status ranging from ₱48,328 - ₱84,574. It also indicates in the part of profile variable that majority of the Physical Therapist rendered services for 5 years above, while 7 Physical Therapist garnered the lowest number of years in service which is 1-2 years. In terms of hospital they are working in, 9 of the Physical Therapist came from Cagayan Valley Medical Center (CVMC) while the lowest which had a frequency of 1 for each hospital were Region 2 Trauma and Medical Center, STAC-Tuguegarao City Peoples General Hospital, CarePro Physical Therapy and Sensory Integration Center, DR. Domingo S. De Leon General Hospital, De Vera's Medical Center, and DR. Ronald P. Guzman Medical Center. There are 25 Physical Therapist 1 based on the data gathered while Physical Therapist 3, Junior Physical Therapist, and contractual reap the lowest number of respondents which had 1 each. Another variable which is the level of health care facility demonstrates that, there are 15 Physical Therapists working in a level 3 health care facility which conveys the highest frequency. Lastly, there are 21 Physical Therapists working in a public/government hospital while there are only 12 working in a private hospital.

Table 02 **Assessment in the Level of Job Satisfaction of the BSPT graduate-respondents**

Job Satisfaction Factor	Categorical Mean	Interpretation
Management	3.07	Satisfied
Employee Competence	3.21	Satisfied
Premises and Technical Conditions	3.08	Satisfied
Remuneration	2.79	Satisfied
Relationship between Employees	3.12	Satisfied
Influence	3.15	Satisfied
Responsibility	3.20	Satisfied
Trust	3.09	Satisfied

Table 02 shows the factors affecting job satisfaction of the BSPT-Graduate respondents, many factors greatly affect this variable wherein one of those is employee competence which gets the highest categorical mean of 3.21 with a descriptive value of satisfied, next is Responsibility with a categorical mean of 3.20 with a descriptive value of satisfied followed by Influence with a categorical mean of 3.15 which conveys a descriptive value of satisfied. Then, another factor under job satisfaction is the Relationship between Employees with a categorical mean of 3.12 with a mean descriptive value of satisfied which follows by Trust with a categorical mean of 3.09 that correspond to a descriptive value of satisfied. Another variable under job satisfaction is the Premises and Technical working condition with a categorical mean of 3.08 which garners a descriptive value of satisfied followed by Management with a computed categorical mean of 3.07 and a descriptive value of satisfied, and lastly is the Remuneration who got the lowest categorical mean of 2.79 with a descriptive value of satisfied.

TABLE 03 Assessment in the Level of Performance of the BSPT graduates as assessed by their supervisors

Job Performance Factor	Categorical Mean	Interpretation
Stress Management	3.59	Very Good
Working Environment	3.47	Very Good
Workload	3.27	Very Good
Salary	2.93	Good

Table 03 shows that in Job Performance, four factors were determined in this study as perceived by the assessment of the supervisors of the BSPT-respondents. Among the variables, Stress management garnered the highest categorical mean equal to 3.59 which corresponds to a descriptive value of very good. This was followed by Working Environment which had a categorical mean of 3.47 and a descriptive value of very good. Next is Workload which gathered a categorical mean of 3.27 which corresponds to very good. The lowest categorical mean among the variables was Salary which had a categorical mean of 2.93 which corresponds to a descriptive value of good.

TABLE 4 Difference on the assessment of the BSPT graduate- respondents in their Job Satisfaction based on their Profile Variables

VARIABLES	LEVEL OF JOB SATISFACTION								
		M	EC	P & TWC	R	RE	I	R	T
AGE	f-value	1.120	1.929	1.089	.079	1.048	1.274	.487	.2230
	p-value	.357	.147	.370	.971	.386	.302	.694	.875
SEX	f-value	.279	.537	.141	.077	1.979	.579	1.968	.417
	p-value	.782	.595	.889	.939	.057	.567	.058	.679
YEAR GRADUATED	f-value	.910	1.716	.906	.958	1.032	.525	.049	.241
	p-value	.448	.186	.450	.426	.393	.669	.985	.867
CIVIL STATUS	f-value	.445	2.789	.951	1.105	.217	.194	.249	.151
	p-value	.510	.105	.337	.301	.645	.663	.621	.700
SOCIO-ECONOMIC STATUS	f-value	.205	1.004	.992	.707	.505	.343	1.066	.490
	p-value	.816	.378	.383	.501	.609	.712	.357	.617
YEARS IN SERVICE	f-value	1.845	1.960	2.0008	.102	.275	.034	.028	.006
	p-value	.175	.159	.152	.903	.761	.966	.973	.994
HOSPITAL	f-value	.706	.470	.391	.628	.596	.496	.444	.774
	p-value	.729	.909	.951	.795	.820	.893	.924	.670
POSITION	f-value	.627	.752	2.035	2.346	.292	.575	.381	1.694
	p-value	.680	.592	.105	.068	.930	.718	.857	.170
LEVEL OF HEALTHCARE FACILITY	f-value	1.919	.835	.508	.040	.187	.174	.105	.295
	p-value	.164	.444	.607	.961	.831	.841	.900	.747
HOSPITAL CATEGORY	f-value	.097	.180	.481	.378	.484	.908	.930	.938
	p-value	.097	.180	.481	.378	.484	.908	.930	.938

LEGENDS:

M- Management

EC- Employee Competence

P & TWC- Premises and Technical Working Condition

RE- Relationship Between Employee T - Trust

I- Influence

R - Remuneration

R- Responsibility

Table 04 shows that the difference on the assessment of the BSPT graduate- respondents in their job satisfaction based on all their profile variables is insignificant, thus accept the null hypothesis.

TABLE 05 Regression Analysis in the profile of the BSPT graduate-respondents affect their Job Satisfaction

	VARIABLES		LEVEL OF JOB SATISFACTION							
			M	EC	P&TWC	R	RE	I	R	T
PROFILE VARIABLES	AGE	r - value	.067	.358	.280	.064	.021	.209	.070	.045
		r ² - value	.004	.128	.079	.004	.000	.044	.005	.002
		p - value	.711	.041*	.114	.722	.907	.242	.697	.803
	SEX	r - value	.077	.359	.282	.064	.346	.219	.333	.081
		r ² - value	.006	.129	.079	.004	.120	.048	.111	.007
		p - value	.915	.126	.289	.940	.148	.478	.171	.906
	YEAR GRADUATED	r - value	.113	.366	.282	.150	.373	.228	.357	.211
		r ² - value	.013	.134	.080	.022	.139	.052	.128	.045
		p - value	.944	.238	.485	.881	.219	.665	.259	.719
	CIVIL STATUS	r - value	.162	.376	.282	.222	.411	.234	.374	.245
		r ² - value	.026	.141	.080	.049	.169	.055	.140	.060
		p - value	.943	.352	.661	.833	.253	.803	.359	.775
	SOCIO-ECONOMIC STATUS	r - value	.176	.378	.300	.317	.475	.274	.381	.292
		r ² - value	.031	.143	.09	.1	.225	.075	.145	.085
		p - value	.971	.497	.749	.699	.202	.818	.487	.772
	YEARS IN SERVICE	r - value	.177	.378	.300	.318	.475	.274	.401	.317
		r ² - value	.031	.143	.090	.101	.225	.075	.161	.100
		p - value	.989	.635	.853	.811	.309	.901	.557	.815
	HOSPITAL	r - value	.259	.457	.306	.330	.555	.370	.408	.317
		r ² - value	.067	.209	.094	.109	.308	.137	.166	.100
		p - value	.965	.493	.912	.870	.186	.777	.662	.894
	POSITION	r - value	.288	.479	.308	.419	.555	.379	.410	.370
		r ² - value	.083	.229	.095	.176	.308	.141	.168	.137
		p - value	.969	.538	.953	.737	.273	.849	.764	.861
	LEVEL OF HEALTHCARE FACILITY	r - value	.312	.490	.328	.424	.557	.387	.410	.370
		r ² - value	.097	.240	.108	.180	.311	.150	.168	.152
		p - value	.975	.614	.964	.815	.369	.893	.847	.887
	HOSPITAL CATEGORY	r - value	.294	.239	.127	.159	.126	.021	.016	.014
		r ² - value	.086	.057	.016	.025	.016	.000	.000	.000
		p - value	.097	.180	.481	.378	.484	.908	.930	.938

The table 5 revealed only one statistically significant relation between profile variables and job satisfaction among the Physical Therapist. Within the age category profile variable, there is a significant relationship between age and the “employee competence” (EC) which had a p-value equal to 0.041.



According to the study of Masinde et. al (2017), results indicated that employee competence moderated the relationship between employee age and employee performance. The result implies that State corporations in Kenya, when making decisions involving employee's age, such as hiring, placement, promotion, compensation, retirement and termination, should bear in mind the fact that the influence of employee age on his or her performance is affected by his competence.

DISCUSSIONS

The profile variable of the respondents, specifically their age, showed that most of the Physical Therapists were Gen-Z, while the least were Gen-X. According to the data gathered, there were more female Physical Therapists than male. Moreover, most of the respondents were fresh graduates from the years 2015-2020, while only a few graduated from the years 2005-2009. Furthermore, the results of the civil status showed that there were more single physical therapists, and there were no separated or widowed individuals among them. Regarding their socio-economic status, the results demonstrated that most Physical Therapists had a lower-middle status, while the least had a middle-middle status. It also indicated in the profile variable that the majority of the Physical Therapists had rendered services for over 5 years, while a minority had only 1-2 years of service. In terms of the hospitals they work in, the highest number of Physical Therapists were employed at Cagayan Valley Medical Center (CVMC), while the lowest numbers are distributed among Region 2 Trauma and Medical Center, STAC-Tuguegarao City People's General Hospital, CarePro Physical Therapy and Sensory Integration Center, Dr. Domingo S. De Leon General Hospital, De Vera's Medical Center, and Dr. Ronald P. Guzman Medical Center. Most of the Physical Therapists hold the position of Physical Therapist 1, based on the data gathered, while Physical Therapist 3, Junior Physical Therapist, and contractual positions had the lowest number of respondents. Another variable, the level of the healthcare facility, demonstrated that there were more Physical Therapists working in Level 2 healthcare facilities. Lastly, the highest number of Physical Therapists are working in public/government hospitals, with the remaining working in private hospitals.

In job satisfaction, many factors greatly affect this variable which include employee competence, having the highest categorical mean, followed by responsibility, influence, relation between employees, trust, premises and technical working condition, management, and lastly is the remuneration who got the lowest categorical mean of all the factors that affects job satisfaction.

In job performance, four factors were determined in this study as perceived by the assessment of the supervisors of the BSPT-respondents. Among the variables, stress management garnered the highest categorical mean followed by working environment, workload, and lastly, salary who got the lowest categorical mean of all the factors that affects job performance.

On the difference on the assessment of the BSPT Graduate-respondents in their job satisfaction when grouped according to profile, the data showed that there was no significant relationship on all of the profile variables of the Physical Therapist respondents on their job satisfaction.



In the relationship of the profile variables of the BSPT Graduate to their job satisfaction, a lot of factors affects this relationship but only one of the profile variables were found significant. It was found out that there is a significant relationship between age and the employee competence. This implies that age is a significant predictor of employee competence among physical therapists. As physical therapists age, their competence levels, as perceived in their job satisfaction, tend to have a relationship in their employee competence.

Lastly, the proposed result-based action plan was made to provide a structured approach to addressing the lowest mean scores identified in the study such as management, work conditions, remuneration, and stress management. The plan proposes specific objectives and activities, including training programs, career advancement pathways, facility maintenance, salary alignment, workload management, feedback mechanisms, supervisor responsibility clarification, trust-building in management, workplace environment enhancement, resource availability, and performance appraisal systems. These targeted interventions are designed to create a supportive and productive work environment, ultimately enhancing the quality of patient care.

CONCLUSION

This study found out that job satisfaction and performance among BSPT graduates of MCNP found age to be a significant predictor of employee competence, influencing job satisfaction. Factors such as responsibility, influence, and workplace relationships also affected job satisfaction, while remuneration had the lowest impact. In terms of job performance, stress, working environment, and workload were rated highly, with salary being the least influential. The study found no significant relationship between other profile variables and job satisfaction. Through the findings of the study, a proposed action plan entitled "EmpowerPT" was developed to target interventions to improve management, work conditions, remuneration, and stress management. These efforts aim to enhance job satisfaction and performance, ultimately improving patient care quality.

RECOMMENDATIONS

The researchers recommend future studies with larger respondent pools to expand on current findings and emphasize non-demographic factors influencing job satisfaction and performance among BSPT graduates. They suggest investigating correlations between specific demographic variables and job performance while considering the limited impact of supervisor profiles. Effective management and supervision strategies, structured career development plans, and fostering a culture of trust are crucial for job satisfaction and professional development. Recognizing employee competence and maintaining a well-equipped working environment are pivotal for job satisfaction. Additionally, transparency in remuneration and performance evaluations and promoting mutual respect among co-workers are essential for enhancing job satisfaction and creating a supportive work environment for BSPT graduates.

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