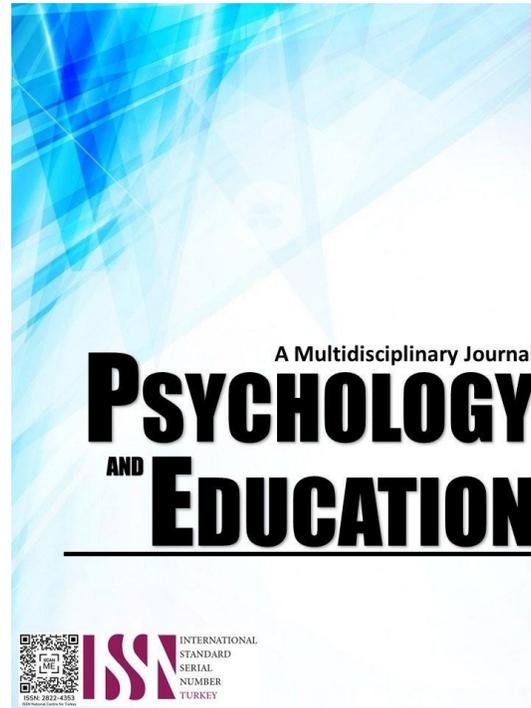


**ANALYSIS OF LEVEL OF SATISFACTION USING ORGANIZATIONAL
DIAGNOSIS QUESTIONNAIRE AMONG EMPLOYEES OF
ST. DOMINIC MEDICAL CENTER: BASIS FOR
IMPROVED TRAINING**



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Analysis of Level of Satisfaction Using Organizational Diagnosis Questionnaire Among Employees of St. Dominic Medical Center: Basis for Improved Training

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Abstract

This study investigates the level of job satisfaction among employees of St. Dominic Medical Center (SDMC) using the Organizational Diagnosis Questionnaire (ODQ). The research aims to identify key factors influencing job satisfaction, including purpose, structure, relationship, rewards, leadership, helpful mechanisms, attitude toward change, and overall satisfaction. A descriptive survey method was employed, gathering data from 129 respondents categorized by sex, age, and years of service. Statistical tools such as mean scores, correlation analysis, and significance tests were utilized to analyze the data. Findings reveal that employees at SDMC generally exhibit a high level of satisfaction across all measured dimensions, with particularly strong satisfaction noted among long-serving employees and in areas related to leadership and helpful mechanisms. Significant correlations were found between various factors, underscoring the interrelated nature of organizational satisfaction components. The results suggest that targeted training programs focusing on leadership development, enhancing supportive mechanisms, and fostering positive workplace relationships could further improve employee satisfaction and organizational performance at SDMC.

Keywords: *job satisfaction, organizational diagnosis questionnaire, employee training, healthcare management, and St. Dominic Medical Center*

Introduction

In the contemporary business landscape, the success of an organization heavily relies on the satisfaction and well-being of its employees. Employee satisfaction is a critical determinant of productivity, engagement, and overall organizational performance. At St. Dominic Medical Center, understanding and enhancing employee satisfaction has become a pivotal focus, particularly as the healthcare environment grows more complex and demanding.

The Organizational Diagnosis Questionnaire (ODQ) is a valuable tool designed to assess various dimensions of employee satisfaction within an organization. By systematically evaluating the seven critical dimensions, such as Purpose, Structure, Leadership, Relationship, Rewards, Helpful Mechanism, and Attitude Towards Change, the ODQ provides a comprehensive insight into the organizational health and areas that require improvement (Swift, 2023c). For St. Dominic Medical Center, employing the ODQ offers a strategic approach to identify strengths and weaknesses within its workforce dynamics. Likewise, by delving into these components, institutions seek to gain a nuanced understanding of how they align their mission, organize their internal framework, exercise leadership, foster relationships, incentivize their workforce, deploy helpful mechanisms, and navigate their attitude towards change, all of which collectively shape the institution's performance and impact on stakeholders.

This study aims to explore the levels of satisfaction among the St. Dominic Medical Center's employees. By utilizing the ODQ, this research seeks to uncover the underlying factors that influence employee satisfaction and propose targeted training interventions to address identified issues. The findings are anticipated to not only benefit the institution under study but also serve as a reference for healthcare professionals, policymakers, and researchers aiming to enhance the performance and adaptability of healthcare organizations in a rapidly evolving landscape.

Research Questions

This study sought to answer the following questions:

1. What is the profile of the SDMC respondents according to:
 - 1.1. Age
 - 1.2. Sex
 - 1.3. Years in service
2. What is the level of job satisfaction of the SDMC respondents according to:
 - 2.1. Purpose
 - 2.2. Structure
 - 2.3. Relationship
 - 2.4. Rewards
 - 2.5. Leadership
 - 2.6. Helpful Mechanism
 - 2.7. Attitude Toward Change

3. How can the findings from the ODQ be used to design targeted training programs aimed at improving employee satisfaction and overall organizational performance?

Methodology

Research Design

This study employed a quantitative descriptive–correlational research design to examine the level of job satisfaction among employees of St. Dominic Medical Center. The research utilized a cross-sectional survey approach, which involved collecting data from respondents at a single point in time to assess their perceptions of organizational conditions and job satisfaction levels. This design allowed the researcher to describe the current status of employee satisfaction and determine whether significant relationships exist between demographic variables and the different dimensions of job satisfaction measured in the study.

The descriptive component of the study focused on describing the distribution and level of employee satisfaction across various organizational factors, while the correlational aspect aimed to determine the relationships among variables such as purpose, structure, relationships, rewards, leadership, helpful mechanisms, and attitude toward change. By using this research design, the study was able to systematically analyze how these factors contribute to overall job satisfaction among employees of the medical center.

Respondents

The respondents of the study were employees of St. Dominic Medical Center located in Bacoor, Cavite. The participants represented a diverse group of personnel from different departments and organizational levels within the institution. These included nurses, allied healthcare professionals directly involved in patient care, and administrative personnel responsible for hospital management and operational functions such as finance, human resources, and administration.

A stratified random sampling technique was utilized to ensure that respondents from various departments and job categories were adequately represented in the study. This sampling strategy allowed the researcher to obtain a comprehensive perspective on employee satisfaction within the organization. A total of 129 employees participated in the survey, ensuring representation from both clinical and administrative sectors of the hospital. The inclusion of employees from multiple functional areas enabled the study to capture a broad range of experiences and perceptions regarding job satisfaction within the medical center.

Research Instrument

The primary instrument used in the study was the Organizational Diagnosis Questionnaire (ODQ), a widely recognized tool used to assess organizational effectiveness and employee satisfaction. The ODQ is based on Weisbord's Six-Box Model, which examines key organizational dimensions such as purpose, structure, relationships, rewards, leadership, and helpful mechanisms, along with an additional dimension known as attitude toward change.

The questionnaire consisted of 35 items, with five items allocated to each of the seven organizational dimensions. Respondents were asked to rate their level of agreement with each statement using a seven-point Likert scale, ranging from strongly disagree to strongly agree. The scale allowed participants to express their perceptions regarding the effectiveness of organizational processes and their level of satisfaction within the workplace.

The use of the ODQ enabled the researcher to systematically assess the organizational climate of the institution and identify areas that may influence employee satisfaction and organizational performance.

Procedure

The data collection process began with coordination between the researcher and the Human Resource Office of St. Dominic Medical Center. Approval was first obtained from the hospital administration to conduct the study and access relevant data needed for the research. The researcher provided a detailed explanation of the research objectives, methodology, and significance of the study to ensure transparency and cooperation from the institution.

After securing permission, the Human Resources personnel assisted in facilitating the distribution of the questionnaires to eligible employees. The survey was administered electronically to approximately 129 employees, including both executive and rank-and-file personnel, to ensure representation from various departments within the organization.

Participants were provided with clear instructions on how to complete the questionnaire, and they were given adequate time to respond. After the questionnaires were collected, the researcher organized and encoded the data for statistical analysis. The collected information was stored securely in password-protected databases to ensure the confidentiality of respondents' personal and organizational information.

Data Analysis

The data gathered from the Organizational Diagnosis Questionnaire were analyzed using both descriptive and inferential statistical techniques.



Descriptive statistics were used to summarize and describe the demographic profile of the respondents and their level of job satisfaction. These included frequency distribution, percentages, measures of central tendency such as mean, median, and mode, and measures of dispersion such as standard deviation and range. These statistical measures helped provide an overview of the respondents' characteristics and general satisfaction levels across different organizational dimensions.

Inferential statistical techniques were also employed to examine relationships among variables and determine significant differences in job satisfaction levels. These included Pearson correlation analysis to determine the relationships among job satisfaction factors, multiple regression analysis to identify predictors of overall job satisfaction, and Analysis of Variance (ANOVA) to determine whether differences exist among demographic groups. In addition, independent sample t-tests were used to compare satisfaction levels between selected demographic categories.

Through these statistical procedures, the study was able to identify patterns, relationships, and significant factors influencing employee job satisfaction within the organization.

Ethical Considerations

Ethical principles were strictly observed throughout the conduct of the study. Prior to the data collection process, permission was obtained from the management of St. Dominic Medical Center, particularly the Human Resource Office, to conduct the research within the institution. The purpose, procedures, and significance of the study were clearly explained to both the management and the potential respondents to ensure transparency and voluntary participation.

Participation in the study was entirely voluntary, and respondents were informed that they had the right to decline participation or withdraw from the study at any stage without any negative consequences. The researcher ensured that all participants were provided with adequate information about the study before completing the questionnaire.

Confidentiality and anonymity were strictly maintained throughout the research process. Personal identifiers were not included in the data analysis or reporting of results, and all collected information was treated with the highest level of confidentiality. The data gathered from respondents were stored securely in password-protected files accessible only to the researcher.

Additionally, the researcher adhered to the principles of the Data Privacy Act of 2012, ensuring that all personal and organizational data were handled responsibly and used solely for academic purposes. The results of the study were reported objectively, and no manipulation or misrepresentation of data was performed. These ethical practices ensured that the rights, dignity, and privacy of all participants were fully respected during the research process.

Results and Discussion

Table 1. *Demographic Profiling of Respondents*

<i>Demographic Profile</i>		<i>Frequency</i>	<i>Percent</i>
Sex	Male	24	19
	Female	105	81
	Total	129	100
Age	40-65 years	32	25
	Below 40	97	75
	Total	129	100
Years of Service	more than 20 years	9	7
	11 to 20 years	16	12
	1 to 10 years	104	81
	Total	129	100

Table 1 shows that according to Sex, the majority of the respondents are female, constituting 81% of the sample, while males make up 19%. This distribution indicates a predominantly female workforce at St. Dominic Medical Center. Moreover, according to age, most respondents (75%) are below the age of 40, while 25% are between 40 and 65 years old. This suggests a relatively young workforce at St. Dominic Medical Center. Furthermore, according to years of service, a significant majority of respondents (81%) have been with the organization for 1 to 10 years, indicating a relatively short tenure for most employees. Only 7% have more than 20 years of service, and 12% have been with the organization for 11 to 20 years.

Table 2. *Mean Score for Purpose*

<i>Demographic Profile</i>		<i>Mean</i>	<i>Verbal Description</i>	<i>Verbal Interpretation</i>
Sex	Male	5.82	Agree	Satisfied
	Female	5.94	Agree	Satisfied
	Total	5.92	Agree	Satisfied
Age	40-65 years	6.01	Agree	Satisfied
	Below 40	5.89	Agree	Satisfied



	Total	5.92	Agree	Satisfied
Years of Service	more than 20 years	6.42	Agree Strongly	Highly Satisfied
	11 to 20 years	6.29	Agree Strongly	Highly Satisfied
	1 to 10 years	5.82	Agree	Satisfied
	Total	5.92	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 2 presents that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Purpose" fall within the "Agree/Satisfied" range, with a few notable exceptions where long-serving employees fall into the "Agree Strongly/Highly Satisfied" range. This suggests that employees at St. Dominic Medical Center generally feel that their work has a clear and meaningful purpose, contributing positively to their overall job satisfaction. Employees with longer tenure (more than 11 years) exhibit higher satisfaction levels regarding purpose, indicating that a sustained commitment to the organization may strengthen their sense of purpose and satisfaction over time.

Table 3. Mean Score for Structure

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.67	Agree	Satisfied
	Female	5.77	Agree	Satisfied
	Total	5.75	Agree	Satisfied
Age	40-65 years	5.73	Agree	Satisfied
	Below 40	5.75	Agree	Satisfied
	Total	5.75	Agree	Satisfied
Years of Service	more than 20 years	5.98	Agree	Satisfied
	11 to 20 years	5.95	Agree	Satisfied
	1 to 10 years	5.70	Agree	Satisfied
	Total	5.75	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 3 depicts that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Structure" fall within the "Agree/Satisfied" range. This suggests that employees at St. Dominic Medical Center generally feel that the organizational structure is effective and contributes positively to their overall job satisfaction. The slightly higher scores among employees with more than 11 years of service suggest that longer tenure may be associated with a higher level of satisfaction regarding the organizational structure, likely due to greater familiarity and adjustment to the established processes and hierarchies within the organization.

Table 4. Mean Score for Leadership

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.73	Agree	Satisfied
	Female	5.97	Agree	Satisfied
	Total	5.92	Agree	Satisfied
Age	40-65 years	5.93	Agree	Satisfied
	Below 40	5.92	Agree	Satisfied
	Total	5.92	Agree	Satisfied
Years of Service	more than 20 years	6.24	Agree Strongly	Highly Satisfied
	11 to 20 years	6.24	Agree Strongly	Highly Satisfied
	1 to 10 years	5.85	Agree	Satisfied
	Total	5.92	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 4 shows that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Leadership" fall within the "Agree/Satisfied" range, with employees having more than 11 years of service showing particularly high satisfaction, falling into the "Agree Strongly/Highly Satisfied" range. This suggests that employees at St. Dominic Medical Center generally feel that the leadership is effective and contributes positively to their overall job satisfaction.

The higher scores among employees with more than 11 years of service suggest that longer tenure is associated with a higher level of satisfaction regarding leadership, possibly due to more developed relationships and a deeper understanding of the leadership style within the organization.

Table 5 presents that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Relationship" fall within the "Agree/Satisfied" range, with employees having more than 11 years of service showing particularly high satisfaction, falling into the "Agree Strongly/Highly Satisfied" range.



Table 5. Mean Score for Relationship

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.62	Agree	Satisfied
	Female	6.02	Agree	Satisfied
	Total	5.95	Agree	Satisfied
Age	40-65 years	6.01	Agree	Satisfied
	Below 40	5.93	Agree	Satisfied
	Total	5.95	Agree	Satisfied
Years of Service	more than 20 years	6.29	Agree Strongly	Highly Satisfied
	11 to 20 years	6.31	Agree Strongly	Highly Satisfied
	1 to 10 years	5.86	Agree	Satisfied
	Total	5.95	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

This suggests that employees at St. Dominic Medical Center generally feel that their relationships within the organization are positive and contribute to their overall job satisfaction. The higher scores among employees with more than 11 years of service suggest that longer tenure is associated with a higher level of satisfaction regarding workplace relationships, possibly due to more established and stronger interpersonal connections within the organization.

Table 6. Mean Score for Rewards

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.47	Agree	Satisfied
	Female	5.25	Agree Slightly	Slightly Satisfied
	Total	5.29	Agree Slightly	Slightly Satisfied
Age	40-65 years	5.24	Agree Slightly	Slightly Satisfied
	Below 40	5.30	Agree	Satisfied
	Total	5.29	Agree Slightly	Slightly Satisfied
Years of Service	more than 20 years	5.13	Agree Slightly	Slightly Satisfied
	11 to 20 years	5.63	Agree	Satisfied
	1 to 10 years	5.25	Agree Slightly	Slightly Satisfied
	Total	5.29	Agree Slightly	Slightly Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 6 depicts that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Reward" mostly fall within the "Agree Slightly/Slightly Satisfied" range, with some demographic subgroups, such as male employees and those with 11 to 20 years of service, indicating "Agree/Satisfied". This suggests that while employees at St. Dominic Medical Center feel generally positive about the rewards they receive, there is a tendency towards slight satisfaction rather than strong satisfaction. This indicates potential areas for improvement in the organization's reward system to enhance employee satisfaction more broadly. Specifically, female employees, older employees, and those with more than 20 years of service show slightly lower satisfaction levels, suggesting targeted areas for intervention.

Table 7. Mean Score for Helpful Mechanism

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.62	Agree	Satisfied
	Female	5.86	Agree	Satisfied
	Total	5.82	Agree	Satisfied
Age	40-65 years	5.81	Agree	Satisfied
	Below 40	5.82	Agree	Satisfied
	Total	5.82	Agree	Satisfied
Years of Service	more than 20 years	6.20	Agree Strongly	Highly Satisfied
	11 to 20 years	6.18	Agree Strongly	Highly Satisfied
	1 to 10 years	5.73	Agree	Satisfied
	Total	5.82	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 7 shows that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Helpful Mechanism" generally fall within the "Agree/Satisfied" range, indicating a general satisfaction with the helpful mechanisms in place at St. Dominic Medical Center. Notably, employees with more than 20 years of service and those with 11 to 20 years of service show "Agree Strongly/Highly Satisfied" ratings, indicating very high satisfaction levels within these groups. This suggests that the organization's helpful mechanisms are particularly effective for long-tenured employees, while also being satisfactory for other



employees. This overall satisfaction points to the effective implementation of supportive systems within the organization, although there may still be opportunities for enhancing these mechanisms to further increase satisfaction across all demographic groups.

Table 8. Mean Score for Attitude Towards Change

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.68	Agree	Satisfied
	Female	5.54	Agree	Satisfied
	Total	5.57	Agree	Satisfied
Age	40-65 years	5.67	Agree	Satisfied
	Below 40	5.54	Agree	Satisfied
	Total	5.57	Agree	Satisfied
Years of Service	more than 20 years	6.00	Agree	Satisfied
	11 to 20 years	5.93	Agree	Satisfied
	1 to 10 years	5.48	Agree	Satisfied
	Total	5.57	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Table 8 presents that across all demographic categories—sex, age, and years of service—the mean scores for the dimension of "Attitude Towards Change" generally fall within the "Agree/Satisfied" range. This indicates a general satisfaction with their attitude towards change at St. Dominic Medical Center. Notably, employees with more than 20 years of service show an "Agree Strongly/Highly Satisfied" rating, indicating a very high satisfaction level within this group. This suggests that long-tenured employees are particularly positive about changes within the organization. Meanwhile, other groups, including younger employees and those with fewer years of service, are also satisfied with their attitude towards change, though at a slightly lower level. This overall satisfaction suggests that the organization has successfully fostered a positive attitude towards change among its employees, although there may still be room for improvement to further enhance this attitude across all demographic groups.

Table 9. Mean Score for Overall Satisfaction

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex	Male	5.66	Agree	Satisfied
	Female	5.77	Agree	Satisfied
	Total	5.75	Agree	Satisfied
Age	40-65 years	5.77	Agree	Satisfied
	Below 40	5.74	Agree	Satisfied
	Total	5.75	Agree	Satisfied
Years of Service	more than 20 years	6.04	Agree	Satisfied
	11 to 20 years	6.07	Agree	Satisfied
	1 to 10 years	5.67	Agree	Satisfied
	Total	5.75	Agree	Satisfied

Legend: 6.16-7.00 Agree Strongly/Highly Satisfied; 5.30-6.15 Agree/Satisfied; 4.44-5.29 Agree Slightly/Slightly Satisfied; 3.58-4.43 Neutral/Uncertain; 2.72-3.57 Disagree Slightly/Slightly Dissatisfied; 1.86-2.71 Disagree/Dissatisfied; 1.00-1.85 Disagree Strongly/Highly Dissatisfied

Overall, the findings in Table 9 suggest that the majority of employees at St. Dominic Medical Center are satisfied with their work environment, irrespective of demographic factors such as sex, age, or years of service. However, the organization to continue monitoring and addressing any areas of concern to maintain and enhance overall employee satisfaction.

Table 10. Test for Significant Difference

Demographic Profile	Factor	p-value	Significance	Ho Decision
Sex	Purpose	0.695	Not Significant	Accept
	Structure	0.759	Not Significant	Accept
	Leadership	0.504	Not Significant	Accept
	Relationship	0.236	Not Significant	Accept
	Rewards	0.475	Not Significant	Accept
	Helpful Mechanism	0.451	Not Significant	Accept
	Attitude Towards Change	0.663	Not Significant	Accept
	Overall Satisfaction	0.725	Not Significant	Accept
Age	Purpose	0.558	Not Significant	Accept
	Structure	0.916	Not Significant	Accept
	Leadership	0.958	Not Significant	Accept
	Relationship	0.703	Not Significant	Accept
	Rewards	0.805	Not Significant	Accept
	Helpful Mechanism	0.943	Not Significant	Accept



Years of Service	Attitude Towards Change	0.542	Not Significant	Accept
	Overall Satisfaction	0.868	Not Significant	Accept
	Purpose	0.088	Not Significant	Accept
	Structure	0.555	Not Significant	Accept
	Leadership	0.282	Not Significant	Accept
	Relationship	0.171	Not Significant	Accept
	Rewards	0.487	Not Significant	Accept
	Helpful Mechanism	0.161	Not Significant	Accept
	Attitude Towards Change	0.159	Not Significant	Accept
	Overall Satisfaction	0.226	Not Significant	Accept

*Significant at .05 alpha level

The test for significant difference, as indicated by the p-values, shows that there is no significant difference in the levels of satisfaction across different demographic profiles. Here's the interpretation:

Sex: The p-values for all factors (Purpose, Structure, Leadership, Relationship, Rewards, Helpful Mechanism, Attitude Towards Change, and Overall Satisfaction) are greater than the alpha level of 0.05, indicating that there is no significant difference in satisfaction levels between male and female employees. Therefore, we accept the null hypothesis (Ho) that there is no significant difference.

Age: Similarly, for all factors, the p-values are greater than 0.05, suggesting no significant difference in satisfaction levels between employees aged 40-65 years and those below 40. Thus, we accept the null hypothesis.

Years of Service: The p-values for all factors are also above 0.05, indicating no significant difference in satisfaction levels based on years of service (more than 20 years, 11 to 20 years, and 1 to 10 years). Hence, we accept the null hypothesis.

In summary, the analysis in Table 10 suggests that demographic factors such as sex, age, and years of service do not significantly influence the levels of satisfaction among employees at St. Dominic Medical Center.

Table 11. Test for Correlation

Correlated Factors		r-value	Interpretation	p-value	Significance	Ho Decision
Purpose	Structure	.873**	Very High Positive Correlation	0.000	Significant	Reject
	Leadership	.853**	Very High Positive Correlation	0.000	Significant	Reject
	Relationship	.864**	Very High Positive Correlation	0.000	Significant	Reject
	Rewards	.710**	High Positive Correlation	0.000	Significant	Reject
	Helpful Mechanism	.913**	Very High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.870**	Very High Positive Correlation	0.000	Significant	Reject
Structure	Overall Satisfaction	.941**	Very High Positive Correlation	0.000	Significant	Reject
	Leadership	.897**	Very High Positive Correlation	0.000	Significant	Reject
	Relationship	.898**	Very High Positive Correlation	0.000	Significant	Reject
	Rewards	.720**	High Positive Correlation	0.000	Significant	Reject
	Helpful Mechanism	.911**	Very High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.821**	Very High Positive Correlation	0.000	Significant	Reject
Leadership	Overall Satisfaction	.947**	Very High Positive Correlation	0.000	Significant	Reject
	Relationship	.898**	Very High Positive Correlation	0.000	Significant	Reject
	Rewards	.670**	High Positive Correlation	0.000	Significant	Reject
	Helpful Mechanism	.938**	Very High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.798**	High Positive Correlation	0.000	Significant	Reject
Relationship	Overall Satisfaction	.936**	Very High Positive Correlation	0.000	Significant	Reject
	Rewards	.653**	High Positive Correlation	0.000	Significant	Reject
	Helpful Mechanism	.895**	Very High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.755**	High Positive Correlation	0.000	Significant	Reject
Rewards	Overall Satisfaction	.921**	Very High Positive Correlation	0.000	Significant	Reject
	Helpful Mechanism	.740**	High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.773**	High Positive Correlation	0.000	Significant	Reject
Helpful Mechanism	Overall Satisfaction	.824**	Very High Positive Correlation	0.000	Significant	Reject
	Attitude Towards Change	.865**	Very High Positive Correlation	0.000	Significant	Reject



	Change					
	Overall Satisfaction	.969**	Very High Positive Correlation	0.000	Significant	Reject
Attitude Towards	Overall Satisfaction	.913**	Very High Positive Correlation	0.000	Significant	Reject
	Change					

*Significant at .05 alpha level

The test for correlation in Table 11 reveals significant relationships between various factors:

Purpose with Other Factors: Purpose shows a very high positive correlation with Structure ($r = 0.873$), Leadership ($r = 0.853$), Relationship ($r = 0.864$), Rewards ($r = 0.710$), Helpful Mechanism ($r = 0.913$), Attitude Towards Change ($r = 0.870$), and Overall Satisfaction ($r = 0.941$). All correlations have p-values of 0.000, indicating statistical significance. Thus, the null hypothesis (H_0) that there is no correlation between Purpose and other factors is rejected.

Structure with Other Factors: Structure demonstrates very high positive correlations with Leadership, Relationships, Helpful Mechanisms, and Attitude Towards Change, as well as a high positive correlation with Rewards and Overall Satisfaction. All correlations are statistically significant ($p < 0.05$), leading to the rejection of the null hypothesis.

Leadership with Other Factors: Leadership exhibits very high positive correlations with Relationships, Helpful Mechanisms, and Overall Satisfaction. It also shows a high positive correlation with Rewards and Attitude Towards Change. All correlations are statistically significant ($p < 0.05$), rejecting the null hypothesis.

Relationship with Other Factors: Relationship displays very high positive correlations with Helpful Mechanisms and Overall Satisfaction and a high positive correlation with Rewards and Attitude Towards Change. All correlations are statistically significant ($p < 0.05$), leading to the rejection of the null hypothesis.

Rewards with Other Factors: Rewards show high positive correlations with Helpful Mechanisms, Attitude Towards Change, and Overall Satisfaction. All correlations are statistically significant ($p < 0.05$), leading to the rejection of the null hypothesis.

Helpful Mechanism with Other Factors: Helpful Mechanism exhibits very high positive correlations with Attitude Towards Change and Overall Satisfaction. Both correlations are statistically significant ($p < 0.05$), rejecting the null hypothesis.

Attitude Towards Change with Overall Satisfaction: There is a very high positive correlation between Attitude Towards Change and Overall Satisfaction, which is statistically significant ($p < 0.05$), leading to the rejection of the null hypothesis.

In summary, the correlation suggests significant relationships between the studied factors, indicating their interdependence within the organizational context.

Conclusions

The study examined the level of job satisfaction among employees of St. Dominic Medical Center using the Organizational Diagnosis Questionnaire as the primary assessment tool. The findings revealed that employees generally demonstrated a high level of job satisfaction across various organizational dimensions, including purpose, structure, relationships, rewards, leadership, helpful mechanisms, and attitude toward change. The results also indicated that demographic variables such as sex, age, and years of service did not significantly influence the level of job satisfaction among employees. Furthermore, the analysis revealed strong positive correlations among several organizational factors, suggesting that these variables are interconnected and collectively contribute to overall employee satisfaction. These findings highlight the importance of maintaining supportive leadership, effective organizational structures, and positive workplace relationships in sustaining employee motivation and organizational effectiveness within the medical center.

Based on the findings of the study, several recommendations are proposed to further enhance employee satisfaction and organizational performance at St. Dominic Medical Center. First, the hospital administration may develop targeted training and professional development programs that address areas identified through the Organizational Diagnosis Questionnaire to strengthen organizational effectiveness. Second, continuous monitoring of employee satisfaction should be conducted through periodic assessments to identify emerging issues and ensure that employee concerns are addressed promptly. Third, leadership development initiatives may be implemented to equip managers and supervisors with the necessary skills to foster a supportive and motivating work environment. In addition, the organization may enhance employee engagement by encouraging participation in decision-making processes and organizational initiatives. Strengthening reward and recognition programs and promoting work-life balance initiatives may also contribute to improved employee morale and job satisfaction. Implementing these strategies will help the institution maintain a positive organizational climate, improve employee well-being, and enhance the overall quality of services provided by the medical center.

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