

ADVERSITY QUOTIENT AND JOB SATISFACTION AMONG STAFF NURSES IN LEVEL III PUBLIC HOSPITALS IN CENTRAL LUZON, PHILIPPINES

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Abstract

One of the most affected individuals during the pandemic is the nurses affecting their adversity quotient and job satisfaction. Research on adversity quotient and job satisfaction of nurses on duty is needed to improve their services in the hospitals. This study aimed to ascertain Adversity Quotients as a determinant of job satisfaction among staff nurses in Level III government hospitals during the COVID-19 pandemic in Central Luzon, Philippines. It utilized a quantitative approach to research, particularly descriptive-evaluative, descriptive-comparative, and descriptive-correlational designs, to ascertain adversity quotients as prognosticators of job satisfaction among staff nurses in the four levels III government hospitals in Central Luzon. Data were collected from 605 staff nurses employed in the four Level III Government Hospitals in Central Luzon using the adopted instruments from Stoltz's Adversity Quotient Profile® and Job Satisfaction Questionnaire of Spector. The results showed that the perceived level of adversity quotient of nurses was above average on endurance (WM=42.30) and reach (WM=38.53), average on control (WM=41.31), and below average on ownership (WM=38.46). Nurses agreed moderately on their job satisfaction towards supervision (4.56), and co-workers (WM=4.53). The nurse respondents agreed slightly on Promotion (WM=3.79), fringe benefits (3.73), nature of work (3.81) and operating conditions (4.08), and communication (WM=3.90). They disagreed slightly on contingent reward WM= (3.15) and pay (WM=2.53). The study reveals that there was a significant association between job satisfaction and the "reach" of the adversity quotient. The findings of this study may be used in clinical practice by nurses, and future research may be undertaken to validate the findings of this study.

Keywords: Adversity Quotient, Job Satisfaction, Nurses, Public Hospitals

INTRODUCTION

The nursing profession deals with the greatest challenges, especially during this pandemic period, that are out of control, and sometimes patients' lives are at stake. Through their vocation, nurses have many duties and often face adversities. These include physical, job, and other environmental stressors [1]. They may also face circumstances where their personal beliefs become a challenge, but they must work for their patient's best interests. In some other cases, they are at risk of vicarious trauma or tension as they give clients and patients care services [2].

Job satisfaction, probably the most studied attribute in the behavior of the organization, is an assessment of a person's job content [3]. On the other hand, according to [4], in certain situations, the emotional quotient correlates with the work satisfaction of workers. The emotional quotient lets others understand and regulate their feelings. Hence, it helps workers take charge of their jobs.

On the other hand, there are currently no published studies focusing on the adversity quotient in the Philippines [5].

This study on adversity quotient and job satisfaction is essential to be conducted for nurses to help them cope with various adversities in performing their jobs. Therefore, it is time to focus on these

three different constructs and to extend the literature to the nursing profession in the Philippines; hence, this study aimed to explore if the adversity quotient could be a predictor of staff nurses' job satisfaction who was working in tertiary government hospitals. Likewise, the result of this study will contribute to the improvement of job performance, productivity, and innovation of these frontline healthcare providers toward the attainment of institutional objectives and goals.

OBJECTIVE

This study aimed to ascertain Adversity Quotients as the determinant of job satisfaction among staff nurses in Level III government hospitals during COVID 19 pandemic in Central Luzon, Philippines

METHOD

Research Designs

The study utilized a quantitative approach to research, particularly descriptive-evaluative, descriptive-comparative, and descriptive-correlational research designs to ascertain emotional and adversity quotients as determinants of job satisfaction among staff nurses in central Luzon.

Descriptive-evaluative was used to evaluate or assess the level of adversity quotient and job satisfaction of the respondents; descriptive-comparative was employed to ascertain the significant difference in the nurses' responses to their adversity quotient, and job satisfaction when grouped according to their profile.

Research Locale

The study was conducted in four government tertiary hospitals in Central Luzon during COVID 19 Pandemic. Due to the pandemic's issues, the researcher was not permitted to do her study at the other hospitals. All of the hospitals in Central Luzon, in the Philippines, serve as training and educational institutions.

Population

There were 605 respondents included in the study coming from four (4) level III government hospitals in Region Central Luzon. A recovery rate of 80.67 percent was achieved overall, however, only 605 of the 750 respondents who gave data during the peak of the outbreak of the pandemic were located. The total population of nurses was considered with the following inclusion criteria: 1) licensed staff nurse; 2) currently working in a Level 3 government hospital of Central Luzon ; 3) either permanent or contract of service position; and 4) at least with one(1) year experience. Excluded were those (1) staff nurses that were on leave or absent during the conduct of the study (2) head nurses or supervisors; and (3) those who worked in private tertiary hospitals

Research Instrument

The study utilized adopted research tools to gather the needed data. The research instrument was comprised of three parts:

Part I deals with the questions regarding adversity quotient®, which was measured using AQ Profile questionnaire created by Dr. Paul Stoltz. Stoltz's ARP® version 10.0 is a self-assessment questionnaire that evaluates the individuals' adversity level in responding to different adverse situations. The adopted instrument had undergone reliability and validity testing with the following results: control ($\alpha=0.85$), ownership ($\alpha=0.93$), reach ($\alpha=0.88$), and endurance ($\alpha=0.86$). The questionnaire presents 14 scenarios or events; each was followed by 4 questions. A semantic scaling from 1 to 10 was used. Part II deals with the questions regarding job satisfaction measured using Nurse Job Satisfaction

questionnaire [5]. It is an adaptation questionnaire. The adopted instrument had undergone reliability and validity testing with a result of ($\alpha=0.91$). It has nine (9) components: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. Each component had four questions. A total of thirty-six- item questions utilized 6-point scale ranging from disagree very much to agree very much.

Data Collection Process

After its ethical approval, the researcher designed a letter of request /consent along with the questionnaire regarding the conduct of the study. The letter requesting permission was addressed to the heads of the hospitals to allow the staff nurses of six tertiary hospitals in Central Luzon, Philippines to answer the instrument. The researcher experienced the rigor of research. A research assistant was hired to help the researcher in the collection of data. Proper instruction was given as to how to manage collected instruments.

Ethical Consideration

This study was subjected to ethical review by the Institutional Ethics Review Committee (IERC) of the Our Lady of Fatima University (OLFU) and approved prior to the conduct of the study with reference no. 2019-IERC1-20202 issued on July 23, 2019. Principles in the conduct of research were observed.

Statistical Treatment of Data

For the statistical treatment of this study, the following were utilized by the researcher:

Frequency Distribution and Percentage were used to ascertain the profile of the respondents.

Mean was employed to establish the level of adversity quotient® of staff nurses.

Kruskal Wallis and Mann Whitney U test were employed to test the significant difference in the level of job satisfaction of respondents when grouped according to profile variables.

Spearman Rank Correlation was used to identify the significant association of job satisfaction to adversity and emotional quotients.

Results

1. Assessment of the Level of Adversity Quotient of Nurses

Table 9 shows nurses' overall adversity quotient level at the height of the pandemic. As shown in the table, the nurses had an "above average" level of adversity quotient, as revealed by the overall mean of 160.60 ($SD=8.88$). This implies that the nurses could greatly manage the adversities or challenges in their personal and professional lives even during the pandemic. The study further suggests that the nurses' resilience was generally high.

Table 1: Level of Adversity Quotient of Nurses			
Adversity Quotient	Mean	Qualitative Description	SD
Control	41.31	Average	3.45
Ownership	38.46	Below Average	2.84
Reach	38.53	Above Average	3.17
Endurance	42.30	Above Average	3.11
Overall	160.60	Above Average	8.88
Legend: Control: 48-50 (High); 43-47 (Above Ave); 36-42 (Average); 30-35 (Below Ave); 10-29 (Low) Ownership: 50 (High); 47-49 (Above Ave); 41-46 (Average); 31-40 (Below Ave); 10-30 (Low) Reach: 43-50 (High); 38-42 (Above Ave); 30-37 (Average); 25-29 (Below Ave); 10-24 (Low) Endurance:44- 50 (High); 39-43 (Above Ave); 32-38 (Average); 26-31 (Below Ave); 10-25 (Low) Total: 176-200 (High); 158-175 (Above Ave); 136-157 (Ave); 119-135 (Below Ave); 40-118 (Low)			

2. Assessment on the Level of Job Satisfaction among nurses during COVID 19 Pandemic

2.1 Pay

Table 2 shows the rating of Job Satisfaction of nurses in terms of pay. The nurses exhibited a slight level of job dissatisfaction in terms of pay as indicated in a mean of 2.53 (SD=0.51). The highest rating of 2.97 (SD=0.37) indicates that the nurses slightly disagreed when asked if they paid a fair amount for their work. This is followed by a lower rating of 2.43 (SD=0.69), indicating that nurses moderately disagreed that raises or salary increases were not too few and far between. Salaries of nurses or medical employees in the Philippines are considered low compared to other countries. However, yearly salary increases have been given starting 5 years ago.

Table 2: Level of Job Satisfaction of Nurses in Terms of Pay			
Pay	Weighted Mean	Qualitative Description	SD
1. I feel I am being paid a fair amount for the work I do.	2.97	Disagree Slightly	0.37
2. I Raises are not too few and far between.	2.43	Disagree Moderately	0.69
3. I feel appreciated by the organization when I think about what they pay me	2.35	Disagree Moderately	0.48
4. I feel satisfied with my chances for salary increases.	2.38	Disagree Moderately	0.49
Grand Weighted Mean	2.53	Disagree Slightly	0.51
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.2 Promotion

Table 3 shows the job satisfaction rating of nurses in terms of Promotion. Again, the overall assessment is "disagree slightly," with an overall mean of 3.79 (SD=0.47) in terms of Promotion.

With the highest rating of 4.92 (SD=0.28), nurses moderately agreed or were highly satisfied that people get ahead as fast as they do in other places. They also slightly agreed that there is really too many chances for Promotion on the job with a mean of 4.08 (SD=0.60). The lowest weighted mean of 2.83 (SD=0.52) indicates that the nurses slightly disagreed that those who do well on the job stand a fair chance of being promoted.

Table 3: Level of Job Satisfaction of Nurses in Terms of Promotion			
Promotion	Weighted Mean	Qualitative Description	SD
1. There is really too many chances for Promotion on my job	4.08	Agree Slightly	0.60
2. Those who do well on the job stand a fair chance of being promoted.	2.83	Disagree Slightly	0.52
3. People get ahead as fast here as they do in other places	4.92	Agree Moderately	0.28
4. I am satisfied with my chances for Promotion.	3.32	Disagree Slightly	0.47
Grand Weighted Mean	3.79	Agree Slightly	0.47
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.3 Supervision

Table 4 shows the rating of Job Satisfaction of nurses in terms of supervision. With an average rating of 4.56 (SD=0.44), the nurses were moderately satisfied with the supervision their supervisors provided. In addition, they moderately agreed that their supervisors were equipped with the necessary skills making them competent in their jobs. Hence, the nurses gave the highest rating of 5.56, which moderately agreed that their supervisors were quite competent in doing their job. The nurses also rated 4.88, indicating that they liked their supervisors.

Table 4: Level of Job Satisfaction of Nurses in Terms of Supervision			
Supervision	Weighted Mean	Qualitative Description	SD
1. My supervisor is quite competent in doing his/her job.	5.56	Agree Moderately	0.51
2. My supervisor is fair to me.	3.87	Agree Slightly	0.34
3. My supervisor shows too much interest in the feelings of subordinates.	3.94	Agree Slightly	0.25
4. I like my supervisor.	4.88	Agree Moderately	0.68
Grand Weighted Mean	4.56	Agree Moderately	0.44
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.4 Fringe Benefits

Table 5 shows the rating of Job Satisfaction of nurses in terms of fringe benefits. With an average rating of 3.03 (SD=0.18), the nurses were slightly satisfied as to fringe benefit. With the highest rating of 4.24 (SD=0.43), they slightly agreed with the benefits they received, that the benefits they received were as good as most organizations offer, followed by "The benefits package that we have is equitable" (WM=4.10, SD=0.85), which they "agreed slightly". The benefits provided the same package of fringe benefits to all government hospitals except the private hospitals. The nurses indicated slight satisfaction regarding the fringe benefits the government provided. With a rating of 4.10 (SD=0.85), they slightly agreed with the benefits they received, that the benefits they received were true to other hospitals, and the benefits package was equitable.

Table 5: Level of Job Satisfaction of Nurses in Terms of Fringe Benefit			
Fringe Benefit	Weighted Mean	Qualitative Description	SD
1. I am satisfied with the benefits I receive.	3.03	Disagree Slightly	0.18
2. The benefits we receive are as good as most other organizations offer.	4.24	Agree Slightly	0.43
3. The benefit package that we have is equitable.	4.10	Agree Slightly	0.85
4. There are benefits we do have which we should have.	3.54	Agree Slightly	0.51
Grand Weighted Mean	3.73	Agree Slightly	0.49
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.5 Contingent Rewards

Table 6 presents the level of Job Satisfaction of nurses in terms of contingent rewards. The level of job satisfaction of nurses as to giving of contingent rewards was agreed slightly as indicated in the rating of 4.40 (SD=0.59) since they slightly agreed that "when you do a good job you receive a recognition for it". Similar findings were shown [15] in which higher satisfaction levels with workers are associated with significant performance measures like the lower leave and absenteeism, possibly due to provisions on fringes. With a rating of 3.22 (SD=0.42), the nurses slightly disagreed that they felt their efforts were rewarded the way they should be.

Table 6: Level of Job Satisfaction of Nurses in Terms of Contingent Rewards			
Contingent Rewards	Weighted Mean	Qualitative Description	SD
1. When I do a good job, I receive a recognition for it that I should receive.	4.40	Agree Slightly	0.59
2. I do feel that the work I do is appreciated.	3.22	Disagree Slightly	0.42
3. There are several rewards for those who work here.	2.21	Disagree Moderately	0.41
4. I feel that my efforts are rewarded the way they should be.	2.77	Disagree Slightly	0.42
Grand Weighted Mean	3.15	Disagree Slightly	0.46
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.6 Operating Conditions

Table 7 shows the rating of Job Satisfaction of nurses in terms of the operating conditions. The nurses showed a moderate level of satisfaction in terms of operating conditions with the highest rating of 4.79 (SD=0.41) where they moderately agreed that their efforts in doing good were seldom blocked by red tape. They also agreed that many of the rules and procedures were doing their job easy (WM=4.23, SD=0.45). The average rating of 4.07 (SD= 0.42) indicated a slight satisfaction of the nurses in terms of operating conditions.

Table 7: Level of Job Satisfaction of Nurses in Terms of Operating Conditions			
Operating Conditions	Weighted Mean	Qualitative Description	SD
1. Many of our rules and procedures make doing a good job easy.	4.23	Agree Slightly	0.45
2. My efforts to do a good job are seldom blocked by red tape.	4.79	Agree Moderately	0.41
3. I don't have too much to do at work.	3.40	Disagree Slightly	0.49
4. I don't have too much paperwork.	3.89	Agree Slightly	0.31
Grand Weighted Mean	4.08	Agree Slightly	0.42
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.7 Co-workers

Table 8 shows the rating of Job Satisfaction of nurses in terms of Co-workers. The level of satisfaction of nurses in working with co-workers had the highest rating of 5.34 (SD=0.48). The nurses moderately agreed that they enjoyed their co-workers. The nurse respondents also agreed that they did not have to work harder at their jobs because of their colleagues' competence (WM= 4.06 SD= 0.26). The nurses also moderately agreed that they did not have to work harder because their co-workers were competent, with a mean of 4.51 (SD= 0.61). Similar findings were found by [13] and [22] that nurses were highly satisfied working with co-workers. The lowest rating of 4.06 (SD=0.26) indicates that nurses slightly agreed there is little bickering and fighting at work. This study backs up the findings [23], which suggest that the level of stress experienced by nurses affects personnel issues, including the work of colleagues.

Table 8: Level of Job Satisfaction of Nurses in Terms of Co-workers			
Co-workers	Weighted Mean	Qualitative Description	SD
1. I like the people I work with.	4.22	Agree Slightly	0.52
2. I find I don't have to work harder at my job because of the competence of people I work with.	4.51	Agree Moderately	0.61
3. I enjoy my coworkers.	5.34	Agree Moderately	0.48
4. There is little bickering and fighting at work.	4.06	Agree Slightly	0.26
Grand Weighted Mean	4.53	Agree Moderately	0.47
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.8 Nature of work

Table 9 presents the job satisfaction level of nurses regarding the nature of work. The average rating of 3.81 (SD=0.52) given with a description of slightly agree by the nurses implies a slight level of job satisfaction in terms of nature of work. Nursing is needed in work environments with minimal resources and expanded obligations, and the provision of humane, emphatic, economic, professional, and ethical care. The disparity between high-quality care and stressful work conditions can contribute to exhaustion. With the highest rating of 4.76 (SD=0.43), nurses moderately agreed that they liked doing things they did at work. They also slightly agreed that they did not feel that their job was meaningless (WM=4.46, SD=0.73). This confirms the finding of [13] that the nurses were highly satisfied in their job with a rating of 4.88. On the other hand, with the lowest rating of 2.77 (SD=0.49),

they slightly disagreed when asked that their job was enjoyable since they also provided service to the people.

Table 9: Level of Job Satisfaction of Nurses in Terms of Nature of Work			
Nature of Work	Weighted Mean	Qualitative Description	SD
1. I don't feel my job is meaningless.	4.46	Agree Slightly	0.73
2. I like doing the things I do at work.	4.76	Agree Moderately	0.43
3. I feel a sense of pride in doing my job.	3.24	Disagree Slightly	0.44
4. My job is enjoyable.	2.77	Disagree Slightly	0.49
Grand Weighted Mean	3.81	Agree Slightly	0.52
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agree Very Much			

2.9 Communication

Table 10 shows the rating of Job Satisfaction of nurses in terms of communication. The average rating of 3.90 (SD=0.56) given with a description of slightly agree by the nurses implies a slight level of job satisfaction in terms of communication. The highest rating of 4.30 (SD=0.46) indicates that nurses slightly agreed that communication seemed good within their organization. Communication in an organization is essential, especially between supervisors and subordinates and among nurses.

Table 10: Level of Job Satisfaction of Nurses in Terms of Communication			
Communication	Weighted Mean	Qualitative Description	SD
1. Communications seem good within this organization.	4.30	Agree Slightly	0.46
2. The goals of this organization are clear to me.	4.30	Agree Slightly	0.47
3. I often feel I know what is going on with the organization.	3.44	Disagree Slightly	0.80
4. I Work assignments are fully mm explained.	3.57	Agree Slightly	0.50
Grand Weighted Mean	3.90	Agree Slightly	0.56
Legend: 1.00-1.49 Disagree Very Much, 1.50-2.49 Disagree Moderately, 2.50-3.49 Disagree Slightly, 3.50-4.49 Agree Slightly, 4.50-5.49 Agree Moderately, 5.50-6.00 Agee Very Much			

3. Association of Job Satisfaction to Adversity Quotient

Table 11 presents the association of job satisfaction with the adversity quotient of respondents. The computed correlation coefficient of -0.04, with a qualitative description of a negligible relationship, is not significant between "control" and job satisfaction, because the computed P-value of 0.301 is greater than the 0.05 level. d P-value of 0.301 is greater than the 0.05 level of significance. Therefore, there is no significant association between job satisfaction and the adversity quotient of respondents as to "control". It can be deduced from the results that the nurses' control had no significant influence on their job satisfaction

Between "ownership" and job satisfaction, the computed correlation coefficient of -0.03 with a qualitative description of a negligible relationship is proven to be insignificant, since the computed P-value of 0.488 is greater than 0.05. Therefore, there is no significant association between job satisfaction and the adversity quotient of respondents as to "ownership." It can be deduced from the results that nurses' ownership had no significant association with their job satisfaction

Between "reach" and job satisfaction, the computed correlation coefficient of 0.32 with a qualitative description of the low relationship is proven to be significant, since the computed P-value of 0.003 is less than the 0.05 level. Therefore, there is a significant association between job satisfaction and the adversity quotient of respondents as to "reach." The findings indicate that "reach" has no bearing on "job satisfaction."

Table 11: Association of Job Satisfaction to Adversity Quotient of Respondents				
Adversity Quotient	Job Satisfaction			
	Correlation Coefficient	Qualitative Description	P-Value	Remark
Control	-0.04	Negligible Relationship	0.301	Not Significant
Ownership	-0.03	Negligible Relationship	0.488	Not Significant
Reach	0.32	Low Relationship	0.003	Significant
Endurance	0.01	Negligible Relationship	0.834	Not Significant
Overall	-0.04	Negligible Relationship	0.357	Not Significant

Legend: 0.00 No Relationship, +0.00-+0.20 Negligible Relationship, +0.21-+0.40 Low Relationship, +0.41-+0.70 Moderate Relationship, +0.71-+0.90 High Relationship, +0.91-+0.99 Very High Relationship, +1 Perfect Relationship, Significant at $P < 0.05$

Between "endurance" and job satisfaction, the computed correlation coefficient of 0.01 with a qualitative description of the negligible relationship is proven insignificant, since the computed P-value of 0.834 is greater than 0.05. Therefore, there is no significant association between job satisfaction and the adversity quotient of respondents as to "endurance". Consequently, it can be deduced from the results that no significant relationship emerged in endurance and nurses' job satisfaction.

Finally, between "overall" and job satisfaction, the computed correlation coefficient of -0.04 with a qualitative description of a negligible relationship is proven to be insignificant, since the computed P-value of 0.357 is greater than 0.05. Therefore, there is no significant association between job satisfaction and the adversity quotient of respondents "overall". It is possible to deduce from the results that the adversity quotient does not influence the nurses' job satisfaction.

DISCUSSION

In this study, the adversity quotient affects job performance. A study [6] reiterated that AQ is an indicator of an individual's accomplishment, particularly nurses in the face of overwhelming odds: how a person acts in a predicament, handles the circumstance, finds the right core issue, assumes proper responsibility in that condition, tries to minimize the adverse effects, and is positive that the difficulty will definitely conclude. In terms of different domains to adversity quotient, nurses exhibited an "above average" endurance. This means that the nurses were able to handle the apparent period in which the adversity persisted. The nurses exhibited "above average" reach. This means that they handled well how far the difficulty extended into other life domains. In terms of control, the nurses scored an "average" level... Meanwhile, the nurses scored "below average" in terms of ownership. This suggests that they slightly failed to be willing to take responsibility for improving the situation. It supports the findings of [7] which in the "Katatagang loob" (courage) philosophy identified the Filipinos, which entails Filipino characteristics to cope with adversity. They do not agree that those who work hard will be promoted. A similar finding [8] stated that executives and employees classified ten essential factors influencing their job satisfaction, with the main aspects being good working relationships, salary, recognition from their supervisors, career advancement, learning opportunities, motivation of supervisors to employment, better working conditions, work and professional difficulties, and job-related freedom. A study found that promotion opportunities are the fourth most important element affecting employee satisfaction and leadership [9]. In the Philippines, Promoting government services like the hospitals is difficult unless one employee retires. Even as civil servants' wages seem

to be sufficient, the government still provides constrained plantilla placements that hinder hospitals from hiring more permanent employees and employing contract employees instead. According to superiors and employees, a positive workplace relationship was the most important factor influencing job satisfaction. The next most important factors were salary, superior appreciation, advancement opportunities, learning opportunities, supervisor motivation, a decent working environment, work and professional constraints, and work-related freedom and independence [9]. According to a study [10], the only sure source of job satisfaction is pay and Promotion in developing countries like Pakistan where there is high unemployment and destabilization of the economy. According to [11] supervision translates to a moderate job satisfaction rating since employees are fairly satisfied with their job guidance. This is confirmed by [12] study, which reported that superiors with a positive behavior would demonstrate their empathy about the challenges of the workers and took proper involvement in the workers, and all of these encouraging acts could consequently contribute to job satisfaction. Likewise, the lowest rating was 3.87 (SD=0.34), where the nurses slightly agreed that the supervisors were fair to them. A similar finding was found by [13] that the respondents were highly satisfied in terms of additional compensation for work. Nurses gave a lower rating of 3.03 (SD=0.18) where they slightly disagreed that they were satisfied with their benefits. Nurses receive benefits as health workers such as allowances, hazard pay, bonuses, and others given by the government [14]. Government nurses are more satisfied than private nurses [15].

Related findings were obtained by [16], who discovered that the physicians in Shandong Province of China were not satisfied with their working conditions. With a rating of 2.38 (SD=0.49), nurses moderately disagreed that they were contented with the wage increase that the government is providing despite the salary standardization being given every year. The study of [16] supports this finding since the respondents of their study had low work satisfaction in terms of rewards. The lowest rating of 2.21 (SD=0.41) indicates that nurses were moderately dissatisfied with the number of rewards given to those who work in hospitals. The overall assessment was "disagree slightly" with overall mean of 3.15 (SD=0.46). This assertion is in line with [17] research that fringe benefits such as health coverage, vacations, and other perks may influence employees' satisfaction ratings. A HR Focus report (2007), as cited [18], found that "fringe benefits "and other incentives have been rated as the most significant determinants of job satisfaction. This conclusion is similar to [19] finding that college lecturers in Pakistan have been reasonably satisfied with operating conditions. On the other hand, nurse respondents disagreed slightly that they did not have much to do at work with a mean of 3.40 (SD=0.49). A study [20] found that their work conditions did not satisfy nurses. The working ties with other staff groups and colleagues improve satisfaction at the workplace. [21].). the working ties with other staff groups and colleagues improve satisfaction at the workplace. [22]. the study [23] stressed that the nature of job could contribute to exhaustion. The study [24] established the significant role of workers and supervisor support in order to ensure employee satisfaction. Nurses with 4.30 (SD=0.46) ratings agreed that the organization's goals were clear. The lowest rating of 3.44 (SD=0.80) indicates that the nurses disagreed slightly that they frequently felt they knew what was going on in the organization. Their jobs as nurses in hospitals were critical, so they were fully aware of their work assignments. These findings reinforced the conclusion by [25] that the superior, assistant communication relationship is the most crucial factor in subordinate work satisfaction and that the perceptions of the employee's supervisory communication can also significantly affect employee satisfaction. In contrast, the study of [26] revealed that subjects who had personal positive coping methods demonstrated a high level of employee satisfaction" and adversity, which is similar to the findings of [27] that no link exists between adversity quotient and employee satisfaction. The current study also supports the findings of [28], which discovered that there is no significant relationship between employee satisfaction and Adversity Quotient. The present study also supports the findings

of [28], which found that there is no significant relationship between employee satisfaction and Adversity Quotient. The study displayed that there is no significant relationship among Control, Reach, and Endurance and over-all AQ, although there is a significant relationship between AQ Ownership dimension and the level of job satisfaction.

The results of the current study negate the study [29], which found out that as adversity level got higher, job satisfaction likewise increased. The current study's findings contradict the findings of [29], which discovered that as adversity increased, so did job satisfaction. According to the findings of their study, the AQ and job satisfaction of nurses who worked in the particular unit were higher than those of nurses who worked in the general ward; thus, it may be necessary to address the difference in working departments in order to improve job satisfaction.

CONCLUSIONS

The level of adversity quotient of nurse-respondents was above average on endurance and reach, average on control, and below average on ownership. Nurses agreed moderately on their job satisfaction toward supervision and co-workers. They agreed slightly on Promotion, Fringe Benefit, and Nature of Work, Communication, and operating conditions. However, they disagreed slightly with contingent rewards and pay. It is also revealed that there was a significant association between job satisfaction and "reach" of adversity quotient.

Recommendations

Based on the conclusions drawn, the following are recommended:

- 1) Since the level of job satisfaction among the nurses in terms of fringe benefits and contingent awards was relatively lower, the findings of this study may provide input to come up with a policy or recommendation to increase the existing benefits for them. In addition, awards for diligent or exceptional nurses may also be presented in accordance with the Civil Service's merit award rules.
- 2) The management can sustain the high level of adversity quotients to nurses by providing dissemination to other hospitals. However, the adversity quotient in terms of ownership needs to be improved since it is below average by sending them to relevant training and seminars. Coaching may also be done.
- 3) Since adversity quotient is subjective, HRMO of hospitals may develop a program to the endurance, especially on core and ownership of adversity.
- 4) Another study related may be conducted among nurses in the private level III hospitals in Region III to see the findings that may surface.

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