

LEVEL OF JOB SATISFACTION OF FILIPINO NURSES IN ATTENDO OY, FINLAND

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Abstract

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<p>In business, job satisfaction and overall experiences of an employee are related to achieving a successful business and employee development. The satisfaction rate of Filipino nurses under Attendo Oy, Finland will enable us to understand the situation of Filipino nurses regarding overall satisfaction with the working hours, the shift cycle, the salary grade, the holidays, the benefits and the commitment. This study aims to create a platform for stakeholders that will strengthen and augment the level of satisfaction of Filipino nurses. The study is based on the answers to a total of 103 respondents. The questionnaire was given to nurses working in Attendo Oy, Finland as assistant nurses or licensed practical nurses. The questionnaires were sent via an electronic form. The data from a total of 25 interviewees were also analysed.</p> <p>This study utilizes Root Cause Analysis, Lean Six Sigma, and SWOT analysis. The methods are used to complete the results and to create a conclusion and suggested recommendations. The research study is a qualitative and quantitative approach that provides to support for the empirical methods. The results show that for the categories of holidays, commitment, working and the benefits, the respondents found them highly satisfactory (which is above 50%). The shift cycle rating was 46%. The overall satisfaction is considered at a good level which is 37% but the undecided was 48 %. On the other hand, the category for salary presented to be the most dissatisfactory. Most Filipino nurses work abroad for better pay. However, this is not the only basis of their satisfaction rate. They also express that career development and management are more important in long-term commitment. In terms of management and leadership were influenced by job satisfaction and commitment.</p>		
Keywords		
Filipino nurse, Nursingassistant, Licensed practical nurse, Job satisfaction		

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1 INTRODUCTION

The demand for labour force today is influenced by many factors like population size, economic changes and force participation rate. The needs of workers and skilled professionals are increasing today worldwide. The number of immigrants is quickly increasing because developed countries need a workforce to provide services to its people. Until recently, migration has not played an important role in contributing to the labour force of a country before the nineties. Most of the developed countries or those with a high ageing population need nurses to provide health care. The countries in need of health care professionals are hiring foreign workers to fill the gaps and needs of the health sectors. (Zaleha, Isa, Said & Jalili 2011.)

Moving and adjusting to a new country are significant factors that may influence job satisfaction. Job satisfaction is an important aspect for better performance within the organization. Job satisfaction is related to productivity, employee turnover, absenteeism, stress and other issues related to business structure and many other elements. (Thiagaraj 2017.)

The study aims to assess the reasons for foreign workers to be satisfied with their respected field of profession. To determine the reasons that cause the dissatisfaction of employees. The study promotes creating action plans for Attendo Oy, Finland and creates a strategic concept to improve job satisfaction among Filipino nurses. Job satisfaction has known to influence the quality of service and the production of the business operation.

Job satisfaction is the emotional and physical response to a current job. It is known as happiness, commitment, or frustration caused by the work that is experienced by an individual. The work environment is the primary source of satisfaction, but many factors affect the satisfaction of an employee, for example, the benefits, the team relationship, and many others. The job satisfaction is also related to efficiency at work. If the employee is not satisfied at work for various reasons, there is a higher possibility that they will look for a better workplace. An employee who is happy and motivated at work shows better productivity and gives higher satisfaction to their customers. For several years, the focus of business industries was the productivity of the overall operation. As research shows, if the employee is happy with his or her job there is a better response toward work productivity. (Sajid Ali Khan 2017.)

Attendo Oy and Filipino Nurses

In 19885, health and social care were monopolised giving the government the sole power to run the health services. The business investors hope to create a company to build up

care for older people. A business plan that focused on a flexible solution for outstanding care in a society with an ageing population was created. The nursing home for the elderly and with special health needs was created amidst some bumps in the road. Attendo received their first contract for steering home care service in Stocksund. (Attendo Oy 2017.)

Attendo has run about 20,000 employees at more than 200 nursing homes, hospitals, clinics and offices in Sweden, Finland, Norway, and Denmark. Twenty-five thousand patients, residents, dental customers, and clients need health care services. In Finland alone, over three-quarter of patients need health care or dental services. The company's leading assets are the employees and workers who provide the services to their clients. The company receives a massive great rating because of the outstanding and excellent service provided to the customers. (Attendo Oy 2017.)

In the twenty-first century, health in Finland has become an important factor in society. Life expectancy is increasing dramatically. The mortality, sickness rate, functional capacity and special health condition socioeconomically and between the regions and sexes are coming into the bigger picture that needs to be resolved. The government needs to properly address and understand the situation to provide proper care and health resolutions. (National Health of Finland 2013.)

Finnish health care focuses on the totality of the right to social welfare and health care services. Quality healthcare stresses accessibility and scientific developments. Excellent preventive measures, primary health services, and medical advancement, as well as environmental issues, are vital elements for balancing the social welfare and healthcare system. The balance is not only in investing in the people of the community but also in the healthcare provider and medical practitioner. (National Health of Finland 2013.)

In general, health is essential even more so for those considered to be the vulnerable group and the minority (mothers, paediatrics, and ageing population). Often, the minority that needs full attention is given less priority in the community.

According to the news under YLE, a broadcasting company in Finland stated that the Nordic health care system like Attendo received a positive experience with Filipino nurses coming to Finland. As a result, Attendo even plans to provide more jobs and recruit more nursing professionals to help the Finnish labour shortage. Many of the Filipino nurses that were hired to Finland have high grades or graduated with honours. As they are living in Finland they were also trained to speak, understand, write, and read the Finnish language, and they show exceptional accomplishment in learning the language. (Yle-uutiset 2013.)

Before moving to Finland, the Filipinos have already received the professional or educational certificate as a Philippine registered nurse. At the beginning of 2013, Attendo care homes across the Helsinki Metropolitan region started to recruit nurses. After migrating to Finland, the Filipino nurses studied in Finland get Finnish accreditation as licensed practical nurses. The present condition in Finland regarding a shortage of nurses and foreign workers is evident. In the years to come, more nurses are still needed to fill the workforce gaps. Economics Affairs Ministry Finland estimates 20,000 care professionals will be needed up to 2025. (Yle-uutiset 2019.)

According to Kulmala, "I'm most astonished by how well their language skills have developed this time, of course, there are some variations but some of them speak fluent Finnish." Language is not only the requirement to be in the global market but is also accompanied by skill. Kulmala's statement regarding the bridging of a language barrier is good feedback especially coming from Finnish assessors. The language is a key part of the process to cope with the culture and work demand in Finland. Therefore, it is essential to learn the language before working in Finland, especially working in elderly care. To provide quality care for the patient it is necessary to be able to communicate to the patient and the family. The Filipino nurse will cope properly in the work field if they can use the local language giving them the ability to communicate with management and their workmates.

On February 26, 2014, Ambassador Bayani S. Mercado, who is based in Oslo, Norway; Consul General Patrick John U. Hilado; and Philippine Honorary Consul in Helsinki Teresita Z. Ruutu visited Attendo Varisto nursing home located in Helsinki to ensure the safety and to be more knowledgeable of the present working conditions of the Filipinos. Attendo's chief executive officer Pertti Karjalainen and other officials welcomed them and met with the Filipino nurses that were working in the previously mentioned nursing home. Karjalainen expressed to the Ambassador his general satisfaction with the work ethic of the Filipino nurses. Karjalainen said that they have employed Filipino nurses since 2012 and acknowledge the possibility and advantages of employing nurses from the Philippines. (DFA 2014.)

1.1 Research questions and objectives

To study the association and different factors of job satisfaction among Filipino nurses that are working under Attendo Oy. To know the reasons for Filipino nurses to be satisfied and/or to be unhappy about their job. To conclude and create recommendations on how to improve the satisfaction of foreign workers in the company. To gather feedback and personal views regarding career development. To enable other researchers to study job

satisfaction of nurses and to use the data that is presented and discussed. The respondents are Filipino nurses that are working under the Attendo Oy. The respondents were given a set of questions through both soft and hard copies. The total respondents were 103 nurses who are currently working at Attendo Oy, Finland.

Research questions

- What are the reasons to be satisfied in terms of employment under Attendo Oy? The link regarding working hours, shifting cycle, salary grade, holidays, benefits and work commitment.
- What is the overall job satisfaction of Filipino nurses under Attendo Oy.
- What are the opportunities to improve the job satisfaction? The analysed data will seek a potential platform for researcher and stakeholders to improve the satisfaction rate of Filipino nurses.

1.2 Process outline

The figure presented below is the process outline. The research is guided with the procedures and step that is necessary to complete the study. The research procedure is performed consistently enabling effective and efficient outcomes and better understanding.

In creating a project, the basis of success is setting goals. The goals should have a focus and well-defined statement. The moment that the focus has been set, the mechanism will pull the subject lines (see Figure 1). The measurement is important for the direction of the project. As it was said, "a sport without a measurable outcome is like a game without a scorekeeper." If the project is not visibly attainable it will not lead to success. If the project is relevant to the company or the current and future condition, it will have a better outcome and understanding the complexity of the company's situation. Time-base is important to achieve the goals and objective. The time target will determine the stage of finalisation and is defined in research as the duration of the study. (Zahorsky 2018.)

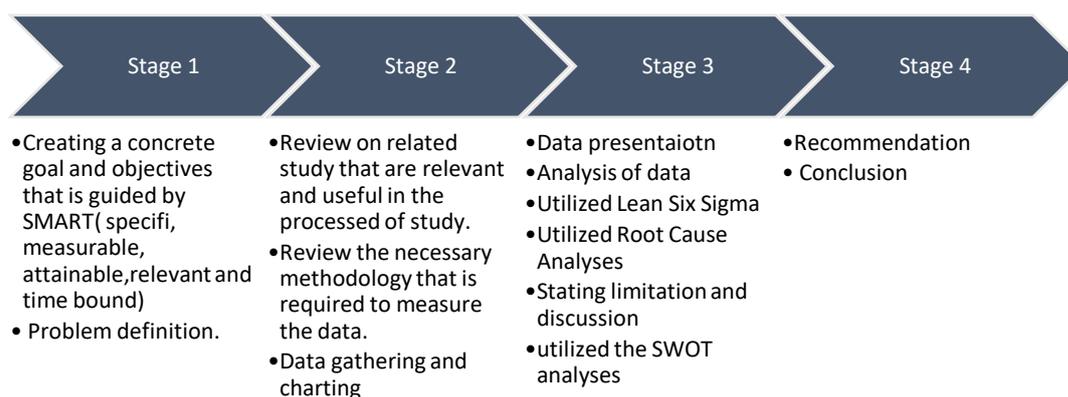


Figure 1 The Research Process

1.3 Research methodology and data collection

Research has two general purposes: It is to increase the knowledge in a specific field and to evaluate, understand, and perform a platform for the new study that has the potential to come up again. (Harmon 2013.) The plan and platform are used to guide the researcher step by step to complete the research project. (see Figure 1).

Research Methods are processes and techniques for doing research or study. Research is a term used mostly in any kind of investigation that is intended to discover interesting or new facts. The extent to which activity is carried out will reflect in the quality of the results. (Jackson 2011, 7-15.)

Research is systematic and has a process that follows to be executed and implemented over time. It is an academic interpretation of a study that involves discovering something and proving the hypothesis or guesses. It is about advancing the frontiers of knowledge. In the workplace, there is a frequent need to research to develop or improve the business operation or service. (Willman 2011.)

This study utilized both a qualitative and a quantitative process. Qualitative and quantitative methods convey great significance and opportunities to the researcher. These methods may have different techniques and strategies that are necessary to complete a study. Combining the two methods will also increase the credibility of a study, whether it is in politics, medicine, sports, health, business, engineering, technology and other aspects or areas of study. The mixed-method is often used in evidence-based practice that promotes more effective and efficient outcomes or results.

Quantitative research is known for quantifying data. The process of creating results from sample data from an entire population or respondents will measure the incidence of

several opinions by the given data. On the other hand, this quantitative study is not only the best methodology to use with qualitative research. Qualitative research aims to explore the unmeasurable data from the population providing an in-depth understanding of the problem space.

There are differences between quantitative and qualitative methods of research. The data sample, data collection, data analysis, and the conclusion or the outcome may show the difference. Qualitative researches aim for individual in-depth interviews, group discussions, and research analyses. This will promote comprehensive views and understanding between the sample population and the researcher. Quantitative research uses a structured technique like the online questionnaire or set of question that have been quantified and converted into statistical data. It also corresponds to pre-formulated questions. (ATLAS 2002–2018.) For this study, the mixed-method is utilized for effective study results and understanding.

2 VIEWPOINTS TO JOB SATISFACTION

Job satisfaction is a state of happiness and contentment. It is the perception of an individual toward his or her work. Job satisfaction has impacted various aspects of the organization. There is much research such as meta-analysis which states that there is no association between the satisfaction of a person and productivity. Some studies discussed that even if a person is not engaged and happy about his or her job, they will keep doing the given task. The literature on the psychology of making decisions regarding work ethics has determined that satisfied workers will not necessarily exhibit higher performance and be well-skilled even if they show a high satisfaction level. (Sahoo 2018.) On the contrary, more have discussed and determined that if an employee is happy, satisfied, and motivated in the company there is a higher chance of productivity and engagement in the goals of the company. (Magloff 2019.)

The population in Finland is steadily growing. There is clear evidence that health assistance is needed for the most vulnerable age group. The statistics show that out of the overall population in Finland, children from the aged 0 to 9 need nursing care and those between the ages of 70 to 100 need health assistance (see Figure 2 below).

Figures 2 and 3 below show the statistics of age population. The graphs illustrate that the difference between the year 1917 and 2017 is that in 2017 the population for the age group from 70 years old to 99 years has increased (see Figure 2 and 3). In 2017, both the vulnerable groups (children and geriatrics) need full attention as of today. Several works have found that geriatric care is the most vulnerable group, but the health industry continues to give them less attention. Eldercare or geriatric care is not the focus of most health industries. It is known that (1) the growing population needs much attention, (2) the country needs a health professional, and (3) to consider the improvement of the staffing in health industries such as nursing homes and hospitals. Finland and other developed countries like Canada, Australia, the United Kingdom needs a growing labour force in health care services. (Health Ministry 2014.)

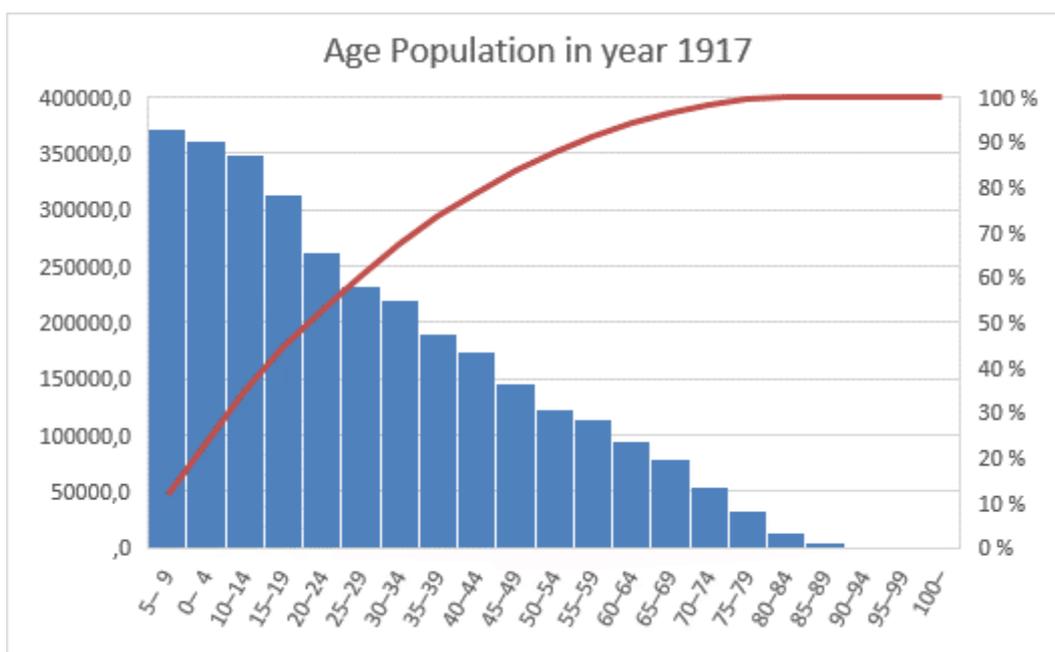


Figure 2 Population 1917 in Finland (Statistics Finland 2018)

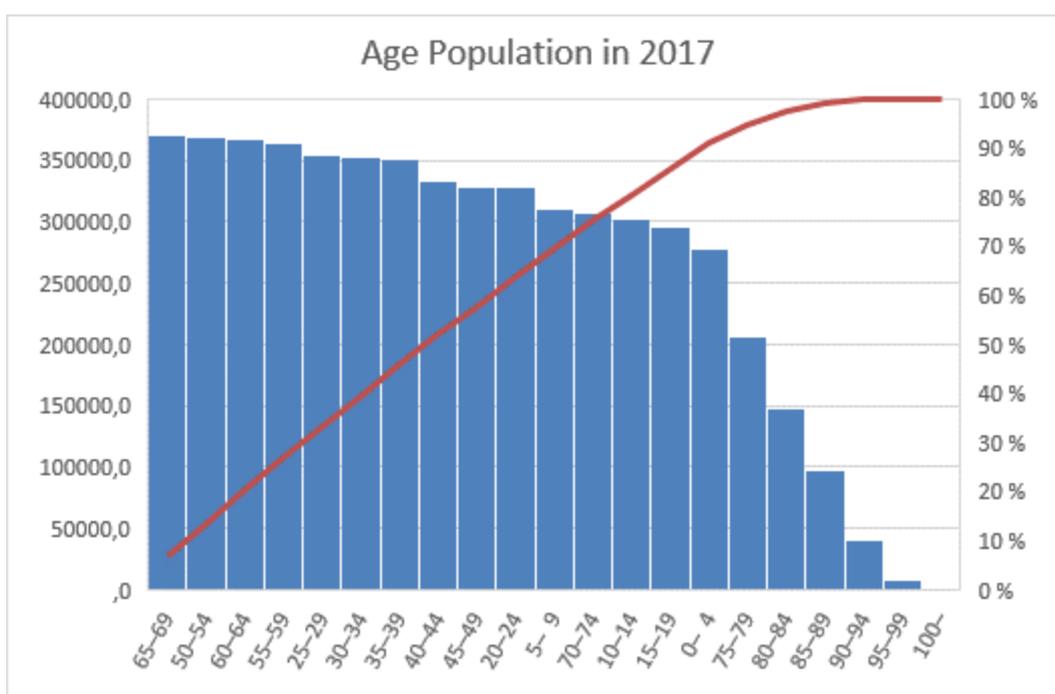


Figure 3 Population of 2017 in Finland (Statistics Finland 2018)

Work-time schedules are key factors of working settings and determine the possibilities for employees to balance work with their other personal life. Dissatisfaction with working hours and work cycle are a vital aspect of job satisfaction. Job satisfaction is slightly higher among workers with on-call duty. Disappointment with working time presents a challenge for balancing one's work life with their family life and personal life.

There are also uncontrolled situations and management regarding time. This contains the attention of private matters and the non-exclusive priority of work-related interests.

Improvements regarding the quality of working time are needed, for employees to make an impact during their working schedule and to increase their individual or personal time. (Wanger 2017.)

To reduce job trauma and work-related stress, it is important to promote firm-level investments in job satisfaction and healthy environment and to pay greater attention to the health cause of job stress. Interests and necessities of employers and employees should be discussed to ensure the flexibility of the company and to protect employees against excessive workloads. This will promote wellness and satisfaction of both employee and employer. (Wanger 2017.)

A work environment contributes to the balance of personal life and psychological stress. The working environment is a fundamental source of an unbalanced life-style. The working hours and the satisfaction rate of employees show a significant relationship regarding absenteeism, turnover, and the company's efficiency and excellence. (Wanger 2017.)

A majority of past research on the chose topic have focussed on working hours and the effects of overworking. These works have concluded that these two factors cause dissatisfaction. If the person is overworked he or she is not only under physically burn-out but also mentally unstable. (Rønsen, Kitterød & Hege 2010.) Furthermore, some research analyzes the relationship between welfare and work hours. The concept of the working schedule includes more than a simple comparison to the preferred work hours with assigned working hours given to employee—mandatory and is bound to an agreement between workers and employers. (Wooden 2006.)

Working time is also related to the location of the workplace involving several factors: the travel time going to work, distribution of the work schedule, work-intensity, and flexibility or calculability. Therefore, factors that determine the satisfaction with working time need to be observed to see the relevance of these factors to job satisfaction. (Rønsen, Kitterød & Hege 2010.)

Today, businesses and organizations are focused on increasing the benefits of the employee. Most organizations give attention to health, wellness, and personal development through training. Investing in employee benefits allows the organization or business to retain competitiveness through their talent and workforce. This is the brand of the organization: to influence not just the employees to commit their time and effort but also the total brand effect on the community. (Wanger 2017.)

In general, the shortage in Finland's workforce has made a significant mark in the past years. Nearly every business industry involving skilled working environments (like health care and construction industry) focuses on giving a competitive benefit to retain and attract top talent. Some even offer and provide a more flexible work schedule, financial rewards and assistance, and avenues to empower and motivate newly hired workers. The new talents will have the power to influence people who are looking for a company that cares about their career development. These benefits can influence the process of recruiting, employee's long-term work relationship, and adequate and relevant training programs to implement new and dynamic skills. (Wanger 2017.)

Organizations and business establishments prioritized the younger generations who seek career development and growth in terms of opportunities. This is evidence that the younger generation seeks not only the benefits but also their personal and professional development. The main reasons they look for external positions with career advancement and a flexible work schedule that accommodates their personal life are better compensation or pay followed by the overall or total benefits. (Kennedy, Hill & Hominik 2017, 3-18.)

The longevity of a contract is an important aspect to consider. Most workers seek good compensation or reward before they even try working for the company. Benefits that include professional development and growth, professional support, and flexible work are options that challenged the organization's competitors. These benefits could also help employee retention and recruitment. In 2017, organizations increased professional and career development benefits which in turn increased the potential retention of employees. (Kennedy, Hill & Hominik 2017, 3-18.)

Nursing is one of the most difficult and stressful jobs. It's a working environment with a blend of physical factors, administrative and organizational malfunction, psychological factors and interpersonal conflict. It is considered the most stressful work as of the present time. Stress affects individuals differently due to different coping mechanisms and reactions toward this matter. The coping factors, operative organizational structure, social environment and community support are effective ways to cope with and manage stress among nurses. When a nurse is unfit and unbalanced due to stress, this results in poor coping skills reflected in the quality of care and one's relationships with those around them. Nursing is a profession based on the social aspect with every day dealing with all kinds of people and the different types of physical and emotional conditions of patients and their significant others. Hygiene factors affect dissatisfaction even though there is no clear evidence that it can cause a higher level of satisfaction.

The aim is to prevent unnecessary emotional situation in work environments. Motivators or managers are a real factor on the employee's productivity. If an employee is satisfied and happy in a company the performance and attitude towards work and goals will show a significant change and will show high-quality services. The absenteeism, tardy, poorly motivated status will change rapidly and workers will have different perspectives toward their goals in the company. They will engage themselves 100 percent in achieving the goals and objectives of the company. The possibility of being motivated and happy at work is vital and provides a bigger picture of productivity and operational improvement. (Iyi 2015, 7-9.)

Filipino nurses have come to Finland to do work that aligns with their qualifications. Filipino nurses work as practical nurses or nursing assistants in Finland. All of them are qualified nurses that finished four-year academic courses and are well-trained nurses in the Philippines. According to Finnish salaries, the average monthly salary of a nurse in Finland is € 2,582: a practical nurse earns € 2,155 and a nursing assistant € 1,671. (Laurinolli 2016.) Precisely because Filipino workers in Finland are dissatisfied, this study aims to find out the totality of job satisfaction of Filipino nurses who are working and living in Finland.

Vartiainen says: "Finland is not the only country. Labour is one sort of commodity sold in the world market. These nurses have of course chosen whether to stay unemployed in the Philippines or to seek employment elsewhere. According to moderate estimates, there are at least 200,000 unemployed nurses in the Philippines". (Laurinolli 2017.)

Job satisfaction concepts may not be concrete theories that elaborate on human motivation and inspiration. Most common theories that were presented overtime were Maslow's Needs of Hierarchy theory (Maslow 1995, 35), which influences the motivation of job satisfaction due to the need to survive and its link to self-satisfaction and Herzberg's motivator-hygiene theory, the Job Characteristics Model. (Hackman & Oldham 1975.)

2.1 Maslow's needs of hierarchy

Maslow's needs of hierarchy theory explain human motivation in a completely psychological aspect (see Figure 4). For the past centuries, it was not only applied in the work setting but was also used to explain satisfaction with work and career development. In the organization, financial compensation and health support are the top benefits that workers need to meet their physiological needs. Employees have various safety concerns, among these are their physical safety at work, job security, and having a suitable company structure and organizational policies. The positive relationship with colleagues

and supervisors in the work environment and feeling of belonging is also one concern. If a person is actively involved in the operation and contributing to the productivity of the company, a person is more engaged in the organization. The final stage is that employee seeks self-actualization that focuses on personal and career growth together with career development. The process of self-actualization could be categorized based on the personal phase of an individual, but all contribute to the very process of self-actualization. As a conclusion, organizations looking to promote employees' job satisfaction should and must meet their employees' basic need for progress. (Hassard, Teoh & Cox 2018.)

The organization has the power to influence basic needs throughout the process, individual coping mechanisms and adjustments may be unique from one person to another. More recently this method is becoming less common as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence. (Spector 1997.)

Others have found fault with the final stage of self-actualization. It has lacked a clear definition and concept to understand self-actualization paired with extensive measurement and an unclear final goal or way to conclude if it was achieved. A person's self-actualization is influenced by its character and related to the past and present experiences. (Maher 2002.)

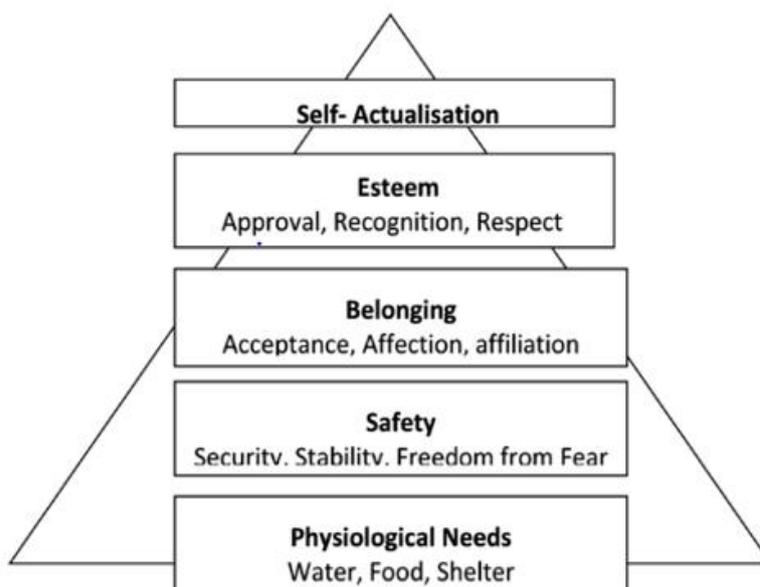


Figure 4: Maslow's needs for hierarchy (Hassard, Teoh & Cox 2018)

2.2 Existence, relatedness and growth

Scientific Management explained the employee as a seeker of economic gain and security. Clayton Alderfer presents a human motivation that was reformulated using the Maslow's need hierarchy; the theory of need was reduced in three bases that overlap (see Figure 5) in the middle layers and are known as Existence, Relatedness, and Growth. (Eddy 1973.)

Existence is known as the lowest need which focuses on physical survival: needs of food, water, shelter, and others that are satisfied by money; and other benefits, such as a safe working environment and security. Relatedness focuses on the relationship of peers, which deals with emotional support, respect, recognition and sense of belongingness influenced by co-workers and one's family. In terms of growth, personal growth and development, this can be achieved only by fully utilizing ones' capabilities. This theory has different needs for the different levels that need to be satisfied. The satisfaction of these needs enables one to fulfil happiness and job satisfaction. (Thiagaraj 2017.)

The theory was mostly applied to human motivation in the workplace to increase morale and business productivity. This allows us to understand what constitutes job satisfaction and to determine incentives that will be necessary for the productivity of both the employee and the business. (Caulton 2012.)

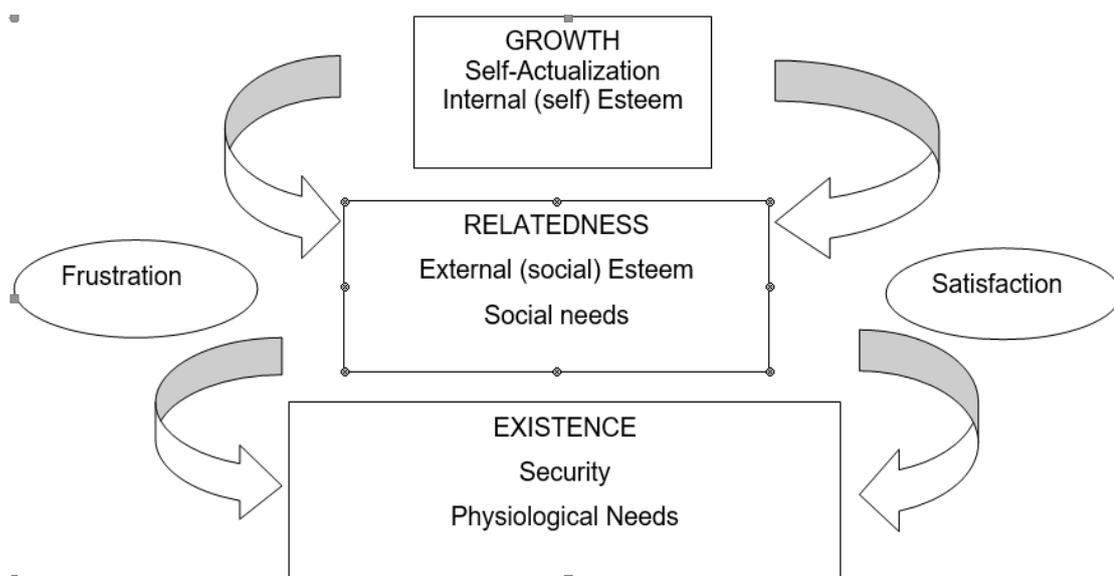


Figure 5 Existence, relatedness and Growth Theory, Clayton Alderfer (Thiagaraj 2017)

2.3 Hygiene and motivational factors

Job satisfaction and dissatisfaction are two opposing concepts that are the same range and are not inseparable. Factors affecting Motivation like the pairs of pay and benefits together with recognition and achievements must be met for employee satisfaction at work. Furthermore, "Hygiene" factor such as working conditions, organizations policies and structure, security, workers' relationship and quality management shows a correlation with job dissatisfaction. (see Figure 6). (Herzberg 1966.)

Hygiene and motivational factors show that the workers are independent. The workers may be satisfied or not depending on how the management provides the needed factors. It is assumed that if the hygiene factor is not met it is evident that employees are dissatisfied, but these factors are neutral. Unmet needs could cause dissatisfaction but not necessarily result in one's satisfaction. On the other hand, motivators may depend on individual needs and interests. The separation may be aided by the complexity of the employee's feelings, as one may simultaneously feel both satisfaction and dissatisfaction. (Herzberg 1966.)

Hygiene factors contribute to dissatisfaction even though there is no clear evidence that it can cause a higher level of satisfaction. The theory aims to prevent the unnecessary emotional situation in the work environment. Motivators or managers are a real factor on the employee's productivity. If an employee is satisfied and happy in a company the performance and attitude towards work and goals will show a significant change and will show high-quality services. The absenteeism, tardy, poor motivated status will change rapidly that workers will have different perspectives towards their goals in the company. They will engage themselves 100 per cent in achieving the goals and objectives of the company. The possibility of being motivated and happy at work is vital and provides a bigger picture of productivity and operational improvement. (Waheed 2011.)

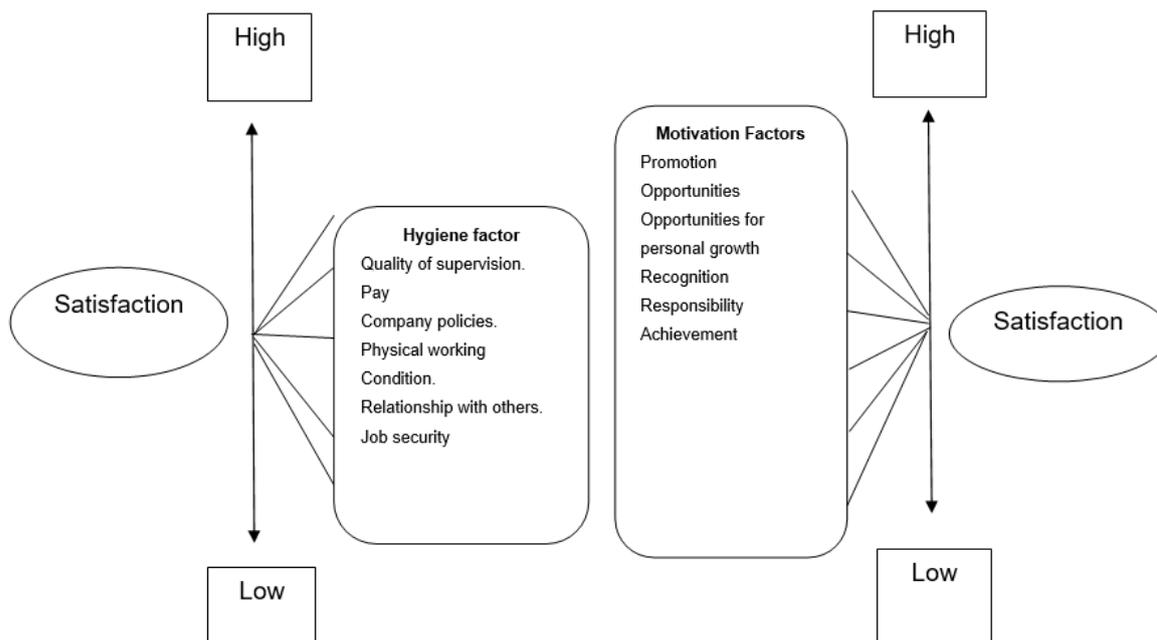


Figure 6 Herzberg's motivator-hygiene theory (Herzberg 1966)

2.4 Theory X and Y

Douglas McGregor created Theory X and Theory Y of the behaviour of workers. Theory X is presented to be the lazy workers who avoid work causing management to believe that workers need to be closely monitored. Theory Y is more participative indicating that people will exercise self-direction and self-control in achieving the organizational objective and goals. This theory believes in managing all employees to be more committed to their work and their responsibilities. Democratic leadership influences the commitment of the employee, not only the compensation and factors affecting the employment of the total work life. (Hattangadi 2015.)

Theory X and Y created by McGregor (see Figure 7) is a valid basic principle to develop positive management styles and techniques. He suggests two fundamental concepts of managing employees. Managers influenced by Theory X show poor results. Those influenced by Theory Y show productivity and better performance. With Theory Y, there's more room for the development of the business and modern understanding of the Psychological Contract, which provides several ways to appreciate the unhelpful nature of X-Theory leadership and the useful constructive beneficial nature of Y-Theory leadership. (Kumar, Moona & Mohamed 2013, 5.)

Theory X and Y	
Theory X <ul style="list-style-type: none"> Assumes that employee dislike work, lack of ambition and motivation, avoids responsibilities and must be directed and coerced to perform. 	Theory Y <ul style="list-style-type: none"> Assumes that employees like to work, seek responsibilities, are capable of making decisions, and exercise self-direction and self-control when committed to a goal.

Figure 7 Douglas McGregor Theory of Management (Kumar, Moona & Mohamed 2013)

2.5 Flow theory

In the psychology of achievement and performance, Mihaly Csíkszentmihályi has suggested a way of learning a new skill and gaining knowledge. It is important to assess the ability of an individual and one's flow of learning. The theory of Flow happens if the person's ability to adapt to the challenge of a new task (see figure 8). If the person is given a task with high demands but has low-levelled ability to perform it, this incongruity may cause high anxiety and stress. The same case may occur when a person has high skills but given low responsibility. (Cherry 2018.)

A mismatch between skills and tasks can cause a feeling of boredom and result in a low level of performance. The manager or leader should have the ability to assess and evaluate the appropriate skills and tasks for every employee. Flow also happens when a skilful individual is involved in an overwhelming task that is attainable. It is the act of learning new knowledge and skills with increasing challenges. If the tasks are too easy, the person gets back the flow by increasing the difficulty of the task. If the tasks are too challenging, a person can return to the flow state by learning new skills and knowledge. This theory has been applied and used in many cases: education, business organization, sports, and even in government organization. On the other hand, Csíkszentmihályi's Flow theory may not always be a way to maintain and improve the motivation of an employee. (Cherry 2018.)

Csikszentmihalyi believes that the flow theory makes an important contribution regarding improving and developing the abilities of employees. Trainers and educators used this theory to increase the engagement towards competitiveness, to increase achievements,

to improve creativity, and to maximize training opportunities. It is also believed that multitasking will rapidly increase as the flow theory is being applied. The importance of understanding this theory will positively impact the condition of the work environment. The employees are motivated to improve their personal development and keep high productivity if the process is utilized to promote the development regarding the professional aspect. (Beard 2014.)

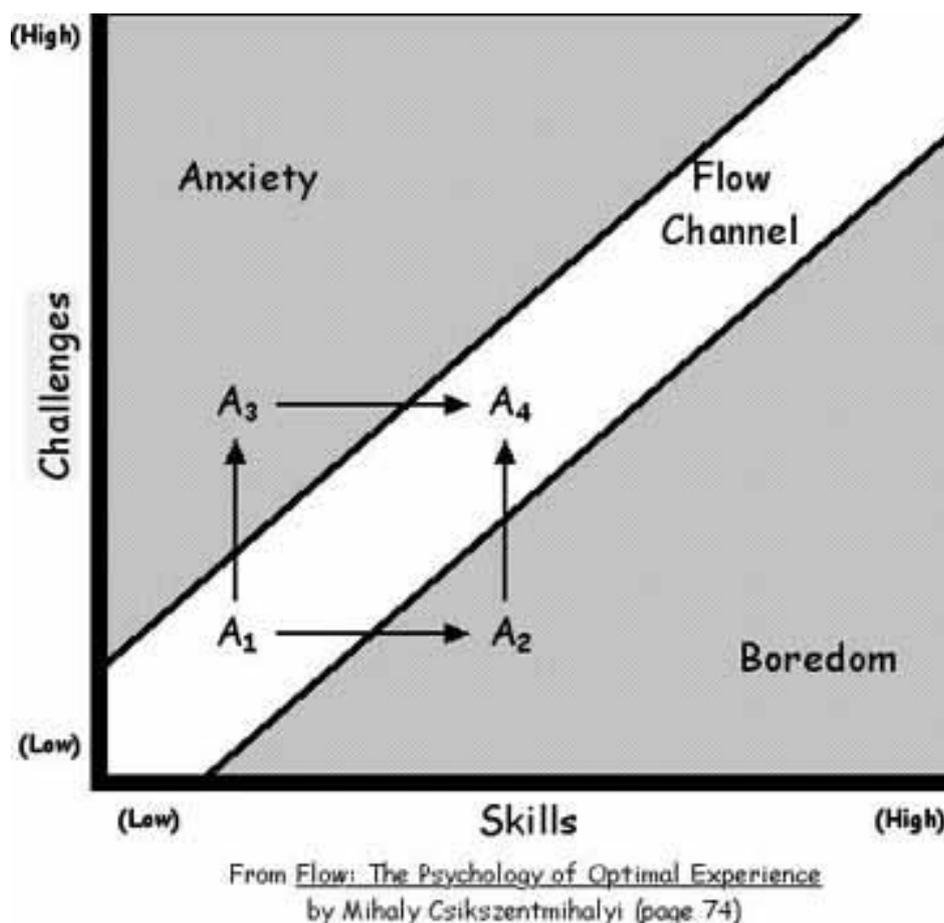


Figure 8 Flow Theory (Beard 2014)

2.6 Overseas Filipino nurses

For many years the shortage of nurses has been a concern for health service across the world. Nurses are in high demand not only in developed countries but also in countries with a high ageing population. World Health Organization said that about 4 million health care workers are needed to set the goal for better health by the Millennium Development Goals. To bridge the gaps in the shortage of health workers, Western countries have started recruiting nurses from foreign countries. Asian countries like the Philippines, India,

and China are providers of nurses and are now also taking the very role of provider. (Matsuno 2006.)

It is well-known that the Philippines is responsible for around 25 percent of all overseas nurses worldwide. Eighty-three percent of these nurses go to the United States of America. Even with this, the demand all over the world for nurses is still currently at its peak. In the last years, the Philippines sent close to 90,000 nurses overseas. (Philippine Overseas Employment Administration 2008.)

There are numerous hardworking and dedicated Filipino nurses that are established in other countries and continue providing quality health services. Filipino nurses established the reputation of being compassionate nurses with a good work ethic and outstanding clinical skills. That "brand name" effect has aided the success of groups of Filipino nurses being favourably treated. For the last few years, approximately 8,000 to 9,000 Filipino nurses have gone overseas on an annual basis. The Philippine government and agencies have actively coordinated with companies in Europe in need of nursing workers. The increasing demand for nurses abroad is also a window for the economic increase and better opportunities for Filipino nurses. (Matsuno 2006.)

The unemployment rate has been a problem in the Philippines for many reasons. The education alignment is also the most concerning. The high unemployment rate in the Philippines is (twice) than the neighbouring countries'. Despite the development of the employment process in recent years, it is still considered to be the main reason why Filipinos try their luck and opportunities in western countries. This is also the driving force for many Filipinos to continually attempt finding a job overseas. Unemployment fell to a cyclical low of 8 percent in 1996, before the onset of the Asian crisis; but rose to more than 11 per cent in 2000 and 2001, more than twice the level of many neighbouring countries. (Ray 2002.)

Every year thousands of new graduate nurses fail to land a job due to the shortage of an available workplace. One way to escape this situation is to find better opportunities abroad. The present situation of employees in the Philippines shows low salaries and inappropriate compensation that included professionals such as nurses, teachers, and engineers. Owing to this situation, many enthusiasts leave the country and prefer to work abroad with better pay and benefits. (Andrea 2016.)

Filipino nurses and other health professionals are the major workers that intended to work overseas. The economic condition of the Philippines is strongly affected by migrant remittances, which is about 10 percent of the Gross Domestic Product margin. In 2014,

almost 24 billion U.S. dollars were being remitted to the Philippine Bank. (Bangko Sentral ng Pilipinas 2015.)

Nurses who wish to work abroad seek better opportunities in career development and a better salary. They save better in a foreign country that makes them motivated. They help their families or family members who are left in their home country. (Weber & Frenzel 2014.) Compensation is one of the reasons why Filipino nurses work abroad including benefits that are included in the contract. However, contractual or part-time employees have no benefits granted to them such as health benefits, training program, vacation pay, life insurance, vacation benefits, and other benefits—these are granted to a regular employee. Most often than not the one primary reason that encourages nurses to work overseas is improving career growth and professional development.

Career growth is the motivation and inspiration of every Filipino who works abroad to fulfil their dreams and to perform their professional and educational attainment. The best destinations for these nurses are mostly Canada, New Zealand, United Kingdom, United State of America, Australia, and other English-speaking countries. Recently, non-English countries have also become the choice destination of Filipino nurses—through additional education may be necessary such as language classes and additional professional requirements. (Andrea 2016.)

2.7 Benefits of workers in Finland

The following information is taken from the "2018 Finland Benefits summary" as a general guideline for every worker or labourer to be protected, on the other hand, additional benefits and limitations based on the working contract has not necessarily been discussed in this part.

Public holidays are considering to be one of the most important benefits of every employee. They are entitled to 12 days maximum (there is no substitution if a holiday falls on a weekend). As a permanent employee you are privileged to 2 days in a month gathered from the first year of employment and then 2.5 days per month with a maximum of 30 days in a year (4 weeks of summer vacation and 1-week of winter vacation) depending on the collective agreement. This is according to provisions of the Act on Annual Leave. (Kela 2018.)

For retirement situations, there are employer and employee contributions to the constitutional pension plan (Varma or based on the agreement with TyEL). The contributions are calculated on the base salary and paid out through bonuses or commissions. Worldwide Accident Insurance (ACE) is considered in case there is a

problem or accident while the employee is under the working relationship: lump sum of three times salary payable in the event of accidental death (limit \$1,000,000) and lump sum between 25 percent and 100 percent of the compensation is paid in case of mortality in the event of disability (percent depends on the type of disability). This insurance is paid for 100 percent by the employer and will undergo investigation based on the nature of one's work. Legal healthcare assistance and for preventive measures includes general medical health and procedures: like the medical specialist, medical specialist services, vaccinations, psychological services, and physiotherapy. In the event of sickness and disability, the 30 days is considered a waiting period. Therefore, a sickness allowance is paid out by Social Insurance. (Kela 2018.)

In the event of longer disability insurance or more than 300 days of disability, the employee can file a disability pension from TyEL (government labour industry). If the person suffers from the disease and is proven medically incapacitated, this disability insurance will continue for at least a year. A full disability pension is payable if the work capacity is reduced to 60 percent (2018 Finland Summary Benefits Employees are eligible for most benefits programs on the first day of employment). As a worker covered under the Finnish Social Security base on employment, becoming a permanent resident is also his/her right. (Kela 2018.)

Social Security covers benefits mainly affected by the origin of the worker. After 4 months of permanent working in Finland, the worker will be covered by Social Security. The person's work hours should meet the minimum requirement (EUR 1,189 per month in 2018) extensively—even if the employee is not permanently resident a resident of Finland. However, certain Kela benefits have further entitlement criteria that must be fulfilled by a person to be granted. (Kela 2018.)

3 METHODOLOGY

Participants and survey

The research was conducted in Finland among the Filipino nurses that are working for Attendo Oy. This is a focus group sampling that only focuses on Filipino workers under the same company. The sample population are a total of 103 respondents composed of assistant nurses or licensed practical nurses. The respondents live and work in various places in Finland. The population selection was done critically as possible since the full cycle working hours, shift cycle, holidays and benefits is part of the variable that will influence the result is the working contract may vary from one condition to another. The reason for this is to avoid bias that may influence the answers of the respondents.

The data was collected based on the criteria sampling method. Figures and charts are also presented for future analyses and conclusion. The satisfaction rate of Filipino nurses under Attendo Oy will enable researchers to understand the current situation of the Filipino nurses when it comes to the overall satisfaction of working hours, shift cycle, salary grade, holidays, benefits, and commitment.

This will directly provide a platform for the stakeholders to strengthen and augment or maintain the level of satisfaction of Filipino nurses. The plan is made based on the current working situation of the Filipino nurses. A concrete evidence-based way of planning and implementation will be created using SWOT (strengths, weaknesses, opportunities, and threats) analysis.

The most known and common strategy in business industry and business management studies are frequently focused on answering questions in the form of the following: 'what is', 'who is', 'where are', 'how much is' and 'how many are'. Survey questions are popular as they allow a way to collectively standardize respondents, allowing easy comparison. Survey strategy allows for collective quantitative data to be analyzed using descriptive and inferential statistics. In addition, the relationship of variables in the data can also be analyzed. (Saunders 2012, 178–180.)

Ethical consideration

As a part of ethical practice, each member of the population was informed and was aware of the study that was conducted by the researcher. The members were asked via the online application Facebook Messenger if they were willing to participate in a quick survey that would be sent via email. The participants were informed and agreed on the discussion. The participants received the questionnaire including the instructions.

All the participants have the right to withdraw or extract all the information that they provided as participants. The list of the information given by the participants is possessed by the researcher but is also subject to privacy and confidentiality. The researcher sent an email (info@attendo.fi) to the company Attendo Oy, Finland informing them that this study was conducted. A phone call was received by the researcher where the breadth of the study was discussed. The researcher was then given permission to perform and even collaborate with Attendo Oy personnel to accomplish this study.

Instrument

The respondents answered the questions based on a scale of strongly agree, agree, neutral, disagree, and strongly disagree. Each answer has a numerical representation: 5 is the highest which is the "Strongly Agree" and the lowest is 1 which is the "Strongly Disagree". However, there is a 7 question in total and question number 6 of the questionnaire is answerable by "yes" and "no" only. Demographical data was collected and presented: the age, gender, salary grade, tenure in their own work, and recommendations from the individual person for personal insights.

Methodological Technique

The study uses two major theoretical methods to evaluate and analyse the data that has been collected from the population: The qualitative approach and quantitative. This will be the basis of the study that is critically used by the researcher. The combination of Root Cause Analyses and Lean Six Sigma is the fishbone of the process that will be consistently used throughout the study.

3.1 Bias elimination

Bias is unfair treatment that affects the study and can cause an unconscious and conscious manipulation of subject matter. This can also influence the statistical outcome and can cause misleading information to affect the common good. (Oxford 2018.)

As most researchers will agree, bias exists in all types of studies, even in the meta-analysis or RCT or Randomized Control Trial, a cohort or longitudinal study, and any other type of study. Although researchers attempt and continue to eliminate the bias, there is still the high possibility that bias will become part of the study. Outlining potential sources of bias enables greater critical evaluation of the research findings and conclusions. Researchers convey experience, idea, emotional understanding, prejudices, and philosophy, which contribute to the study and enhance the transparency of possible research bias.

A clear statement of the rationale and choosing an appropriate research design will meet the study's objectives and goals. This will reduce common problems in relation to bias. Getting criticism and educational feedback from experts such as professors, educators, team members, and committees are an essential part of the research process. The professional feedback was collected and analysed to be part of the finalization of the study.

Reducing biases are an important aspect in qualitative research and mostly disregarded by most research and can lead to unfair treatment of the subject matter. The researcher has the obligation to eliminate bias even though total elimination is not possible it should be a consideration of the totality of the research. Bias has many potential sources, such as data gathering, alignment of the population, duration of the study, population and sampling control and many others. (Noble 2017, 101.)

Biases in research can cause misleading results and result in wrong conclusions. This may lead to unnecessary costs in studies and wrong clinical practice can eventually cause harm to the target population. Therefore, critical involvement not only to determine the bias but reduce it as much as possible is the main priority to ensure the validity and credibility of the study. A misclassification bias occurs when the topic is poorly defined: the subject is classified in a wrong way, the process provides misleading information, or the control group is also misclassified. (Šimundić 2012.)

To eliminate bias in this study as much as possible, the population was selected according to the following criteria: They had to be Filipino nurses working under the same company of Attendo Oy and located only in Finland. The Filipino nurses needed to be

working as full-time employees with a full cycle of 6 weeks or 233 hours. Their holidays and benefits are covered and included in their working contract. Their work cycle is mandatory with a shifting time, includes morning shift, afternoon shift, and night shift.

3.2 Root cause analysis

This study focuses on using the theoretical method of Root Cause Analysis. It is a structured facilitated process to identify the root causes of phenomena that resulted in an undesired result and developed corrective actions. The process focuses on asking “why” using the data that is collected and formulated. The process starts at data gathering which is the most vital for the totality and the basis of the following steps. (Think Reliability 2019.)

Factor Charting will be the diagram of visual aid that will enhance root cause identification and knowing the relationship of the variables. The final step will be creating or formulating recommendations and or implementation. Root Cause Analysis (see Figure 9) process identifies failures, other problems that are exciting, factors that contributed to the event, and how to prevent future events. The main purpose of a Root Cause Analysis is to figure out or recognize what occurred, why it occurred, and determine what changes need to be made. This helps us recognize what needs to be changed to improve performance. (Bass 2011.)

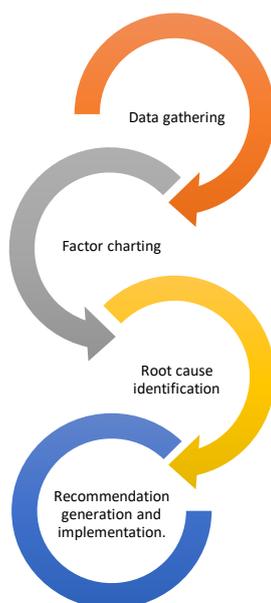


Figure 9 Root Cause Analyses (Major Steps)

3.3 Lean six sigma

It is proven that results in the past, especially for both big and small businesses, are used for quality management and customer service. Lean Six Sigma is used to develop a process and revenue of the organization in improving the quality by focusing on and targeting the damage and problems of the organization. Lean aims to remove or to reduce the waste process and to promote control and avoid recurring problems. By removing the unnecessary process and modifying the system, steps (see Figure 10) are needed to produce and retain a product or service that is satisfactory. Six Sigma reduces variation, so products or services can be delivered reliably. (Go lean six sigma 2012.)

Lean Six is known to identify massive results across different sectors (of businesses and departments). the benefits of this process are asking questions, gathering data, making better results and resolutions together with better performance. Lean Six Sigma combines the power of Six Sigma—strategic alignment and rigorous analytical tools—with Lean's focus on speed and delivers breakthrough results. Lean refers to the reduction of waste or the elimination of unnecessary steps to increase speed and productivity. Six Sigma is the reduction of variance to improve system performance. (TRIPA 2007.)

Kilchiro Toyoda said, *"Every defect is a treasure if the company can uncover its cause and work to prevent it across the corporation."* He believes that the chances of looking on the problem will bring so much to the success of the business. By determining the problem and finding an alternative and solution to the existing problem, one can find the treasure and the ability to sustain the success of the company.

Six Sigma focuses on removing discrepancies and improving the process by following a problem-solving approach using a statistical tool. Lean is mainly concerned with rejecting waste and developing better flow by following the principles and approach to implementing each step. Lean concerns reprocessing for efficiency while Six Sigma improves the reliability of processes. Combining the two processes shows a highly effective result and high-quality procedure. (TRIPA 2007.) This method uses steps to come up with the research frame (see Figure 10).

There are many types of research that successful show the reduction in defects, redundancy, and waste in the operational process. Companies that utilized Six Sigma to improve the quality, level of satisfaction, operational and financial performance show significant improvement. Business industries implemented in many organizations to develop efficient and effective processes that improve workflow, customer satisfaction, and overall quality. (Fairbanks 2017.)

The process has the capability, to use a variation to reduce defects to no more than 3.4 defects per million opportunities. The system will identify using quintile percentage and target and address the lowest rate that will promote the 99 percent opportunity to improve after that implementation of the suggested processes. This method aims to quantify the variable that needs to be measured and provides an opportunity for the researcher to target the failing and the lowest quintile value of the total data quantity. (Fairbanks 2017.) The combination of the procedure of Lean Six Sigma, Root Cause Analysis, and SWOT analysis will effectively improve the investigation and procedure.

Define: Define the problem and what is required to satisfy your employee, customer or organization. This is one of the most critical parts of the process, since defining or recognizing the existing problem may not be visible. This may require the expertise of expert criticism from quality management.

Measure: Map the current process to collect data. Data collection is the backbone of the study because this is the frame that is needed to pinpoint the existing problem.

Analyze: Investigate and identify what are the cause/s of the problem. At this point expertise maybe be needed for the synthesizing of all the data that was collected. The data is examined attentively to identify the causes, key factors, possible results, and others.

Improve: Implement a solution that will solve the problem. This portion is where the total management will be responsible for improving the quality of service or management depending on the given recommendation and after the further assessment of the upper management.

Control: Once the implementation has taken place, further investigation and assessment may be required depending on the given recommendation and conclusion. Sustain the improved results. As a part of the cycle, this is not the end of the process; but it could be the start to go back on the first step of defining if there is still an exciting or new problem for the organization and if the researcher has come up with new ideas on how to improve the process that is linked to the given study.

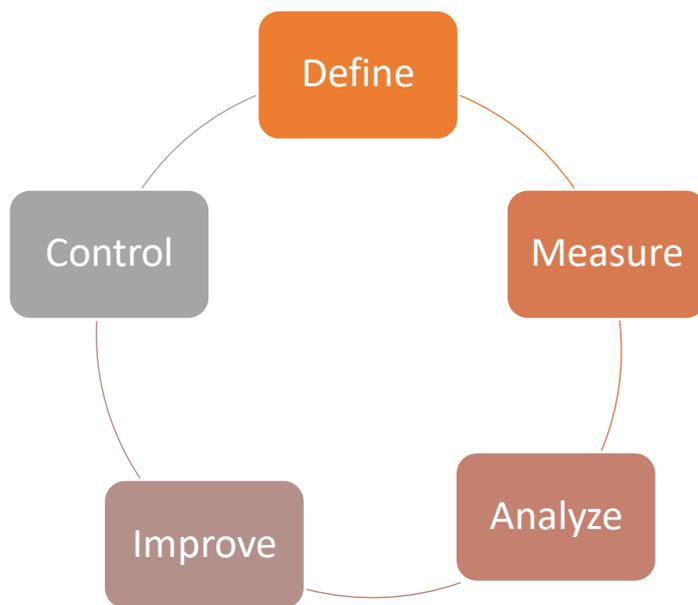


Figure 10 DMAIC Lean Six Sigma

4 DATA ANALYSIS

The following data and information are based on the n=103 survey given to Filipino nurses that were working as licensed practical nurses or nursing assistants working for Attendo Oy, Finland. The total population was collected from different locations throughout Finland.

The survey was conducted through a Google Docs survey. The email was sent to Filipino nurses who are working full time and who have the same coverage of contract binding under Attendo Oy, Finland.

As previously mentioned, the participants were informed about the study and have the right to withdraw. They also have the right to refuse to answer the questionnaire which is covered by ethical consideration. The respondent has the right to exclude their name from the questionnaire. After the data gathering, the collected data was computed and organized through Microsoft Excel for further analysis.

To further enhance the analysis, semi-structured interviews were conducted with 25 participants for additional questions and discussions of their overall experience regarding working with Attendo Oy, Finland. The interviews were specifically conducted to support the data or to gather more information about the feelings, personal experiences, causes of satisfaction, sources of motivation, and their opinions regarding how to improve the job satisfaction in Attendo Oy, Finland.

Compare proportion

Comparison of proportion between variable uses either a percentage component bar chart or two or more charts. The diagram can be used for all types of data, provided that continuous data and data where there are more than six values or categories are grouped. A percentage component bar chart is used for comparison or most likely spreadsheets. (Saunders 2012, 178–180.)

4.1 Interview

This segment further details the semi-structured between the respondent and the researcher. Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as a follow-up to certain respondents regarding their answered questionnaires to further investigate their responses. (McNamara 1999.)

Through Facebook Messenger, the researcher sent a message to request an interview scheduled during the most convenient time for the respondents. In the beginning, an invitation was given to several nurses that are working under Attendo Oy, Finland. The interviews were then conducted in different cities in Finland (Helsinki, Vantaa, Turku, Lahti, and Espoo). The researcher visited the respondents after a prior phone call to conduct a short interview. For respondents in farther areas such as Rovaniemi, Oulu, and Tampere, phone interviews were conducted. The same ethical considerations were made: the participants were informed about the purpose of the study and that they have the right to withdraw in any circumstances.

For the qualitative aspect of the research, the interview seeks to describe the meanings of central themes in job satisfaction and motivation of the respondents. The main task of the interviews is to better understand the meaning or information given by the 25 respondents. (Pallavi 2010.)

The interview covered the personal views and opinions of the respondents. Some of the responses were translated and edited from Filipino to English. The following database on the interview was collected and summarized by the researcher to illustrate the concise data.

Question: What are the sources of motivations you possess that keeps you working with Attendo?

“To be honest I am thankful that I took the chance to come to Finland because this is a big opportunity to improve my skills regarding language, and nursing skills.”

“In general, I am happy about my work and living in Finland because my wife is already here and because of Attendo I can build my family here, which to consider that this country is safe and great. But at some point, or another I don't like to work as a nursing assistant forever. I want to study also advance so I will have the opportunity to find something for me and for my family. It is not only about the salary but also challenging myself to improve and managers should motivate their employee to aim high, because the success of the employee is also the success of the company.”

“In Finland, it is easy to earn and save money than living in the Philippines. Therefore, if they pay Filipino nurses with a better salary, I can say that they will live and stay with the company in a longer work commitment.”

Most of the Filipino nurses say that the source of their motivation to work abroad and commit to long-term service to the company is because of their family. Their families and relatives need financial support and they themselves want to have career development. Most of the respondents mentioned that the reason they moved to Finland is because of better pay and their expectation that the compensation is appropriate with the living standards in Finland.

Question: What is the subject matter that should be addressed or considered in the improvement of managing the work place.

"The reality that the company is facing is that the nurses are at some point overworked not only for Filipino nurses but in general due to the lack of shifting nurses. Because of this, often, quality care and attending to the care needs of the patients or residents are compromised which I consider that the company must address and improve . . . additionally improving the skills and training that is free will improve the motivation of every employee."

"In my opinion, working in nursing homes is the most stressful job in the world. . . dealing with people who are having mental problems, stress, depression, sadness, physical challenges, and total life condition. . . . the burn out is common to nurses, which is the major problem why nurses live and look for other jobs and opportunities. This must be addressed and considered by the company if they want to keep the employee happy."

"Recognition of work effort of the workers should be appreciated and rewarded."

The respondents admitted that poor work-forces cause poor quality care and service. This will not only cause poor service but creates a dangerous or stressful environment for the patients and workers. The distribution of work responsibilities is compromised because of the low number of staff. Additionally, physical and mental burn-out is common because of the stress related to dealing with patients with special health conditions.

Question: What important aspect must the company give attention to?

"Team building or perhaps relaxing with a co-worker will improve the team relationship. Even though this is happening, they should have a program that is based on personality development and that will help the team to be more cooperative with each other."

"My suggestion is if the manager will give the power for the employee to choose their shift so that the balance of personal time and work time will improve. I will say that the absenteeism and tardiness will be minimized."

"Managers should have great leadership skills, especially treating other cultures. . . Attendo looks bad because many managers don't treat their employees fairly and some are not open to a multicultural environment."

"I am satisfied because I have a manager who really knows how to manage and care for her employees. I am also satisfied because I have professional and friendly workmates; we are treated fairly at work."

"Time management is really important for every employee. Therefore, I think even this is a personal responsibility that an employee-manager should also consider . . . for example, if the worker is a mother who needs to take care of her child, a manager needs to give attention to how she can manage her time between family and work."

Leadership is one of the most difficult tasks in the organization. Managers or leaders have a big influence on the satisfaction level of employees. The trained managers will provide better leadership skills and have the power to motivate the employee. Team work also greatly impacts overall work experience. The people who work in a better work environment will commit to a longer work relationship in the organization.

Question: Can you tell me the conditions and total experience you had working with Attendo in the past years?

"Many Filipino people, or basically even Finnish, wanted to work . . . overtime. But most of the managers don't let them do overtime work . . . they replace the added time to a day off . . . even most of us want . . . pay for overtime work or overtime payment."

There are some managers in Attendo that give the full responsibility of a practical nurse to nurses who graduated as licensed practical nurses however, these licensed practical nurses still get paid as nursing assistants. In my opinion, this is the main problem and the reason that some people say inequality is happening."

"For me, the salary is the primary reason why I am working with attending. I'd have more chance of looking for a better pay. I will do so, on the other hand, because the company doesn't provide personal development like

encouraging the worker to also grow professionally. Workers who are stagnant cannot improve professionally."

The salary is an important aspect for foreign workers. They are sacrificing their own time to be away from friends and family to provide a better life for their family living in the Philippines. Their sacrifice should be rewarded and recognised accordingly.

4.2 Non-verbal feedback

The following information are the respondents' personal views and opinions regarding factors that affect their job satisfaction.

"Diversity and inclusion management"

"Faster promotion upon graduation, including salary raise that corresponds to the job done at work. . . most cases an employee is doing a practical nurse's job while having an assistant nurse's position."

"Higher salary, additional workers"

"More training for practical nurses about elderly care management, psychological disorders and its management . . . I observed that most of the practical nurses don't have a background for dealing with psych patients, unlike nurses. And . . . proper management . . . "

"The company should strengthen its working force and motivate employees."

"Workload of permanent employees is very heavy and have more responsibilities than . . . part-time employees. The sad thing is part-timer employees receive a higher salary per hour than permanent employees."

4.3 Overview level analysis

Overall Satisfaction Rate

The respondents' response or rating for the questions asked in the questionnaire were measured and quantified using percentage. The value of 4 and 5 correspond to satisfaction, 1 and 2 shows that they are not satisfied and 3 is valued as neutral or not

satisfied nor satisfied (see Table 1. The level of commitment was a 'yes and no' answer which is also presented and measured in percentage.

Table 1 Total percentage and level of Job satisfaction (n=103)

Satisfaction Rating	Working Hours	Shift Cycle	Salary Grade	Holidays	Benefits	Commitment	Overall Satisfaction
4-5 (Satisfied)	57 %	46 %	31 %	83 %	70 %	Yes 65 %	37 %
1-2 (Dissatisfied)	5 %	16 %	32 %	7 %	13 %	No 35%	16 %
3 (Neutral)	38 %	39 %	37 %	10 %	17 %		48 %

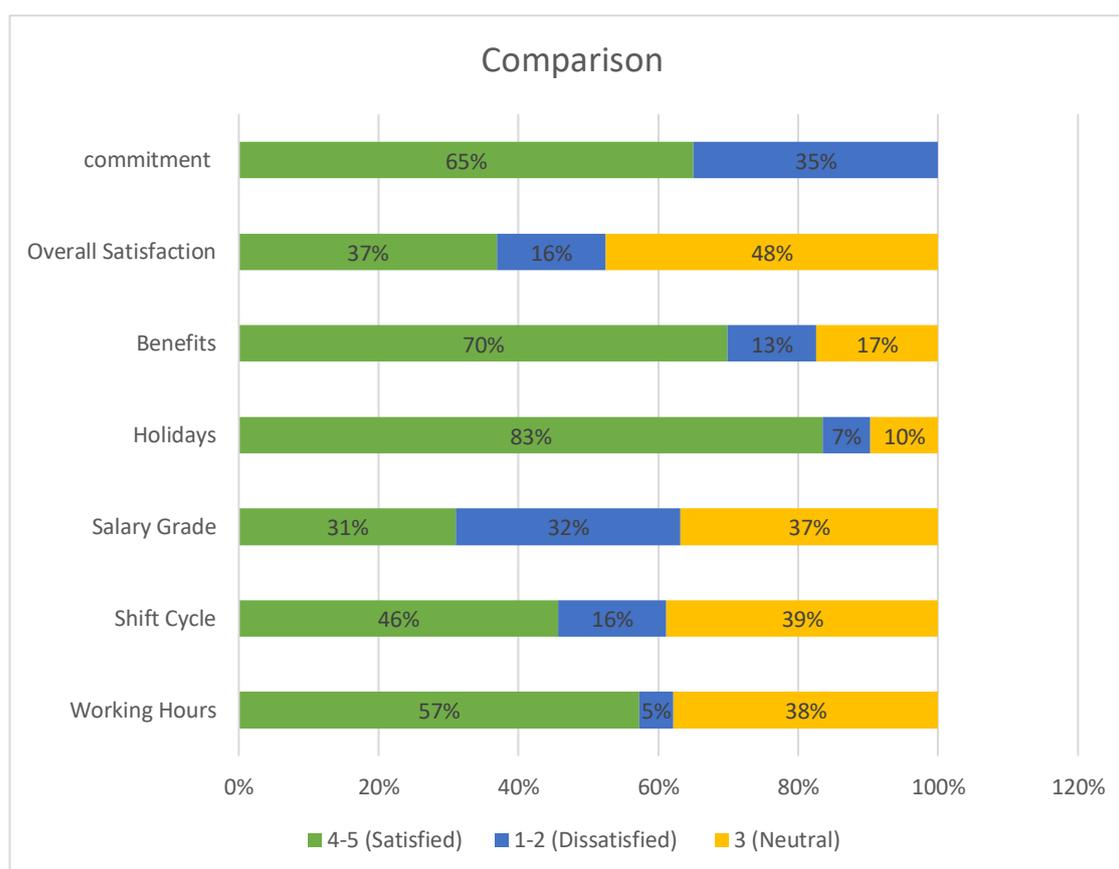


Figure 11 Comparison Chart on the Overall Satisfaction Rate of Filipino nurse (n=103)

Figure 11 illustrates, the comparison of the data using a graph. The total percentage of commitment shows 65 percent which is in quartile percentage. This means that the percentage of commitment is above the median quartile. This shows a high percentage rate of the commitment of Filipino nurses to work for a longer period. One of the reasons why they are committed to working longer is because of the professional growth and improvement in their skills (as mentioned in the interviews).

The overall satisfaction rate shows that 37 percent of nurses are satisfied, 16 percent are dissatisfied, and 48 percent are neutral level showing that most nurses working in the company were left undecided. The percentage for the respondents with a neutral level gives us the insight that the company policies and regulations may have a big impact on the total work experience of the Filipino nurses. The overall satisfaction rate of 37 percent still shows that the company tries to provide for the welfare of total population. Although, the dissatisfaction rate of 16 percent is a bit high and is an aspect that the company may have to improve on for the overall satisfaction level of their employees.

The benefits show a high level of satisfaction with a rating of 70 percent. This is in between the upper quartile and median quartile. The undecided is 17 percent and dissatisfied is 13 percent. The benefits also fall on a high rating and can be interpreted as a very good sign that most of the workers are satisfied with the company's benefits.

Holidays show the highest level with 83 percent. This is above the upper quartile in the percentage meaning a high satisfaction level. The dissatisfaction rate is only 7 percent and neutral is 10 percent.

Salary shows the lowest level on the quartile with 31 percent. The dissatisfaction is at 32 percent and the neutral percentage is 37 percent. This means that the total population is almost equally divided between being satisfied, neutral, and dissatisfied. Working hours show 57 percent satisfaction, 38 percent neutral, and 5 percent dissatisfaction.



Figure 12 Overall Satisfaction Rate (n=103)



Figure 13 Commitment Rate (n=103)

High range of the overall satisfaction

The highest satisfactory rate falls under the Holidays and Benefits with 83 percent and 70 percent satisfaction rate, respectively. Therefore, Holidays and Benefits are the factors that greatly affect Filipino workers' overall satisfaction (see Figure 12).

As figure 13 shows, the commitment level is 65 percent (see Figure 13) showing the competitiveness of the company. The company can increase the level of commitment in the next few years. The commitment has a great impact on the revenue or personnel turn over. If the turnover will decrease, the possibility of higher revenue or income of the general expenses towards employees will decrease. Absenteeism and productivity will be managed accordingly.

Low range of the overall satisfaction

Top opportunities are Salary Grade and Overall Satisfaction with a 31 percent and a 37 percent satisfaction rate. These are the conditions or factors that influence the satisfaction rate of the total population (see Figure 12). Theories and previous studies show that the salary or reward influence job satisfaction the most. On the contrary, this is evaluated with some specific categories. The respondents are only choosing between salary, working hours, holidays, benefits, and shift cycle. The category for salary is the lowest as this may be the poorest condition that the company has provided.

The overall satisfaction is not considered to be low, but can still be improved overtime. Hence this overall satisfaction level and the overall experience is not only influenced by the criteria that is discussed but also their personal experiences. Individual experience—based on one's feelings or emotional state—has the biggest impact on a person's response.

4.4 Gender

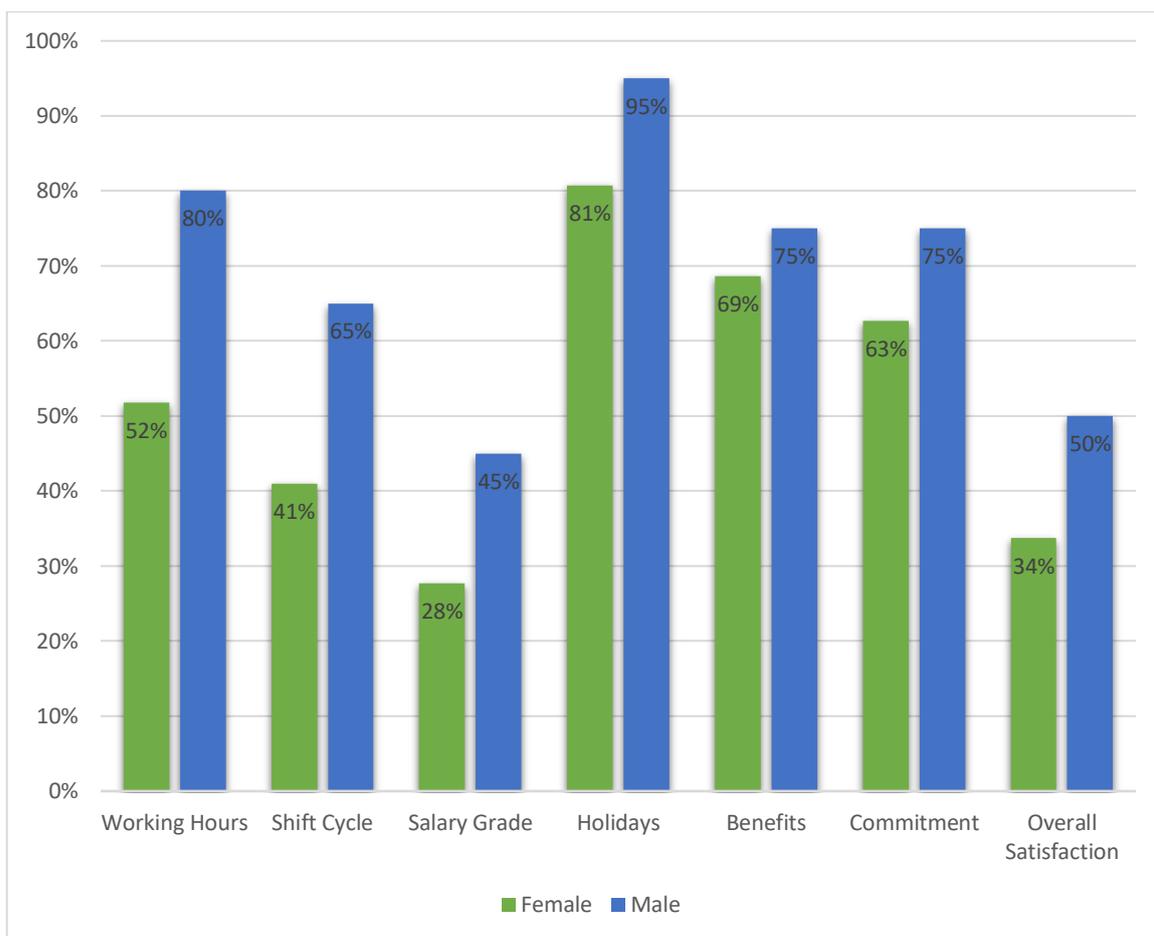


Figure 14 Gender Profile (n=103)

Comparison of demographics to overall satisfaction

The results demonstrate that males are more satisfied than females regarding the overall qualifications such as working hours, shifting cycle (morning, afternoon shift and night shift), salary grade, holidays, benefits, and the work commitment. Males are more satisfied than females including Overall Satisfaction with a 16 percent difference (see Figure 14).

4.5 Tenure

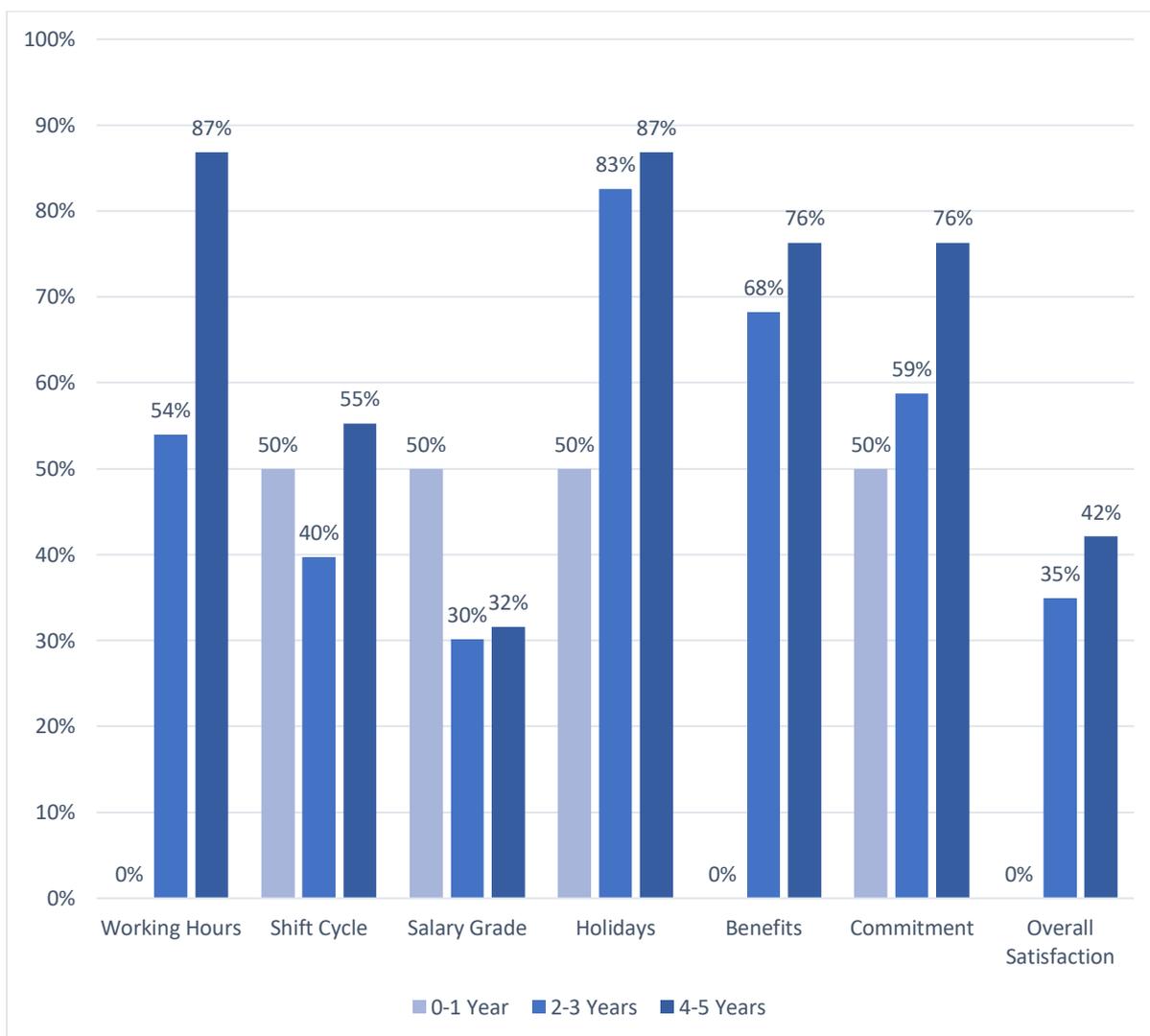


Figure 15 Tenure Profile (n=103)

Comparison of tenure to overall satisfaction

The results in Figure 15 demonstrate that employees with tenure of 4 to 5 years and who are working in a nursing home are most satisfied compared to 0 to 1 year and 2 to 3 years working under the said company. This satisfaction is for all factors including working hours, shift cycle, salary grade, holidays, benefits, and commitment. The graph displays 42 percent on overall satisfaction and for those with 2-3 years tenure is 35 percent (see Figure 15).

The emotional adjustment and cultural adaptation may influence the reason why the longer they stay in the said country, the more satisfied they are. Hence, the longer they stay in the working condition the better they understand the work environment. Language

is also part of the adjustment because they are mandated to use the Finnish language at work. Speaking the local language is important for their day to day responsibilities.

On the other hand, the longer they stay, the more they may want a higher salary. This may be because living in Finland is expensive. Goods and services in Finland are known to be expensive. Thus, this may cause the demand for higher salaries from the tenured workers.

4.6 Salary

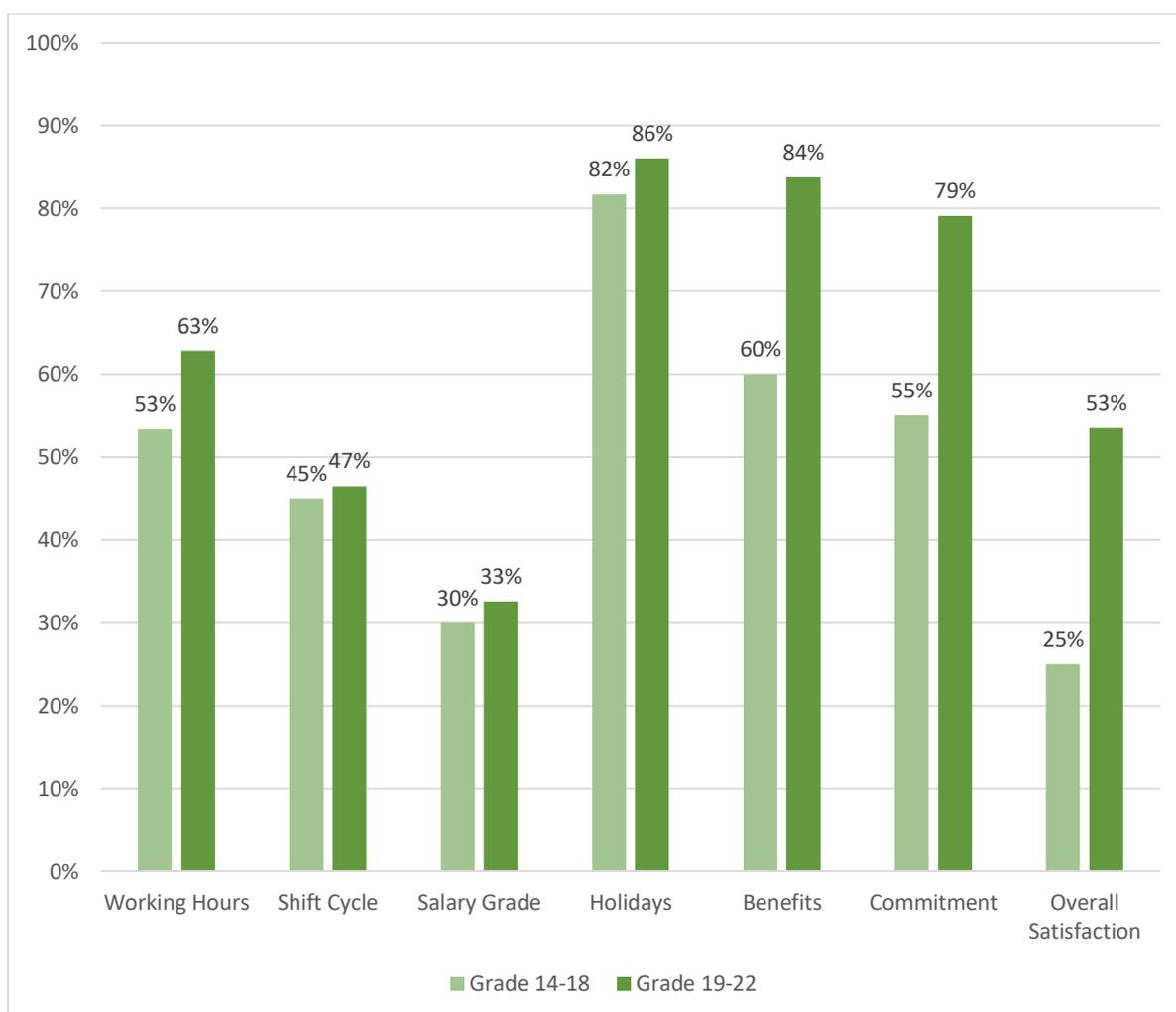


Figure 16 Salary Grade Profile (n=103)

Comparison of salary to overall satisfaction

Out of all the necessary factors affecting job satisfaction from questions 1 to 7, those with the salary grade of 19 to 22 have a significantly higher satisfaction rate than those who have a salary grade of 14 to 18 with a difference of 2 percent. Although this is not that high a percentage of difference, it is still considered significant because the overall

satisfaction rate is 31 percent combined. It also shows that the higher the salary the higher the satisfaction in terms of the work shift, shift cycle, holidays benefits and commitment (see Figure 16).

The higher the salary the higher the satisfaction rate. For this analysis, we see that in most cases, foreign workers mainly decide to work overseas for a better salary. Let's face it, foreign workers will always have a primary reason to work abroad. During the interviews, some mentioned career growth and development as contributing factors to their decision to work overseas. This finding is just part of the over-analysis because there may not be concrete evidence to say that the population is not satisfied because of the low salary.

4.7 Root cause analysis

The most impactful factor with the Overall Satisfaction of Filipino workers is directed towards Salary Grade and Shift Cycle.

Salary Grade is mainly because of one's financial income versus one's daily expenses (Housing, food, city services, transportation, and other personal needs). In addition to this, it is a common fact that in Filipino culture overseas Filipino workers continuously support their family and relatives in the Philippines.

Shift Cycle – This is mainly due to sudden changes in shifting schedules that may compromise the rest hours of workers. The way to improve the shifting cycle is to give direct authority or power to employees to choose the schedule they want. This is not only applicable for Filipino nurses but also to all employees, considering that the shift cycle is a 24-hour cycle.

Males are most likely to be more satisfied with their job description of Females. This is mainly because of gender differences in one's expenses and workload expectations such as physical challenges. However, the concept of gender equality and skill differences may be in consideration during the hiring process. There is no direct reason to hire males more than females in this aspect of gender equality. On the other hand, the number of males and females is not equally distributed. This is the limitation of the results between both sexes.

Tenure enables Filipino workers to be more committed to working mainly because of the ability to adjust to the location, culture, diverse community, and language skills that are required in daily work. Improving the skills and abilities of nurses will continuously open possibilities for job satisfaction regarding self-esteem. Advancement of free training and

motivations for further educational attainment will increase one's motivation and self-control.

Salary Grade directly impacts commitment and overall job satisfaction, because this is the main factor and driving mechanism for working—even if there is evidence that some workers will say that they are driven also by their personal and professional growth.

Introducing the culture and diversity of a Finnish work environment to newly employed Filipino workers prepares them for any adjustment necessary when it comes to Location, Culture, and Diversity specific to Attendo Oy. This will increase the marketing strategies (an applicant or employed) with tenure benefits as what has been previously mentioned.

To increase the salary satisfaction and commitment of employees, businesses and organizations should review the possibility of increasing the threshold of an employees' Salary Grade, if applicable, or one's promotion at work. The motivation for productivity is not only based on the factors that were presented. Improving work satisfaction includes the work environment and team relationship.

The relationship with other workmates and how a manager works within the team influence the satisfaction of the worker. As stated in the interview results, improvements regarding management and fair treatment among the workers will make the employee more comfortable at work and will work with the company longer. This includes a clear vision and understanding of the shared goals, strategies and work plans, along with the individual responsibilities of each team member. The essential factors for employees and work relationships include interpersonal qualities of trust, communication, and mutual accountability (Snow 2012).

4.8 SWOT analysis

A SWOT analysis has been used strategically to look at the past, present, and future condition of the company or study. It analyzes and facilitates the strengths, weaknesses, opportunities, and threats. The process will examine and determine internal and external factors that help or hinder the company from achieving specific goals and objectives. This creates possibilities for brainstorming or to help focus on the key areas. There are limitations to SWOT analysis, such as the risk of over-simplification: the vested interest can prevent weaknesses and threats from being acknowledged and there's the danger of data overload as there are no obvious limits. (SWOT 2013.)

Determining the strengths of the company for improving the commitment and job satisfaction of Filipino nurses will improve the productivity and the delivery of quality care

to both patients and the family of residents in nursing homes. Knowing the needs of employees will improve the welfare and the total wellness of each employee promoting effectiveness and efficiency and lessening tardiness and absenteeism.

The action plan includes: giving credits to the service of the employee, especially appreciating and/or rewarding the longevity of their contribution to the institution; promoting the health and wellness of each employee by considering a balance between resting and working periods. Providing wellness support such as recreational activities and health services are needed.

In addition to the above mentioned components of the action plan are the following: autonomous scheduling is when an employee has the power to choose the schedule they wish and to promote balance between work schedule, social life, resting period, family time and personal time; promoting educational development such as training and updates regarding advancements in improving the delivery of quality service and care; and improving the team relationship, such as cultural awareness, team building, team discussions, and goal orientation.

Strengths are classified to show the point of reference for job satisfaction. The indicators are salary, holidays, benefits, work shifting, and commitment of the employee for the long-term. At this point, the salary has the biggest impact on the satisfaction of Filipino nurses. This is due to the personal expenses and recognition toward effort and reward toward nurses' skills. As evidence, the salary of nurses' in Finland is acceptable and reasonable. The action plan is to evaluate and reconsider if the increment of the salary is to be possible.

The working cycle is a big factor that affects the resting period and social relationship. Self-scheduling allows the worker to make decisions regarding their preferred shift and promotes a less interrupted resting period. Hence the social life which is needed to promote balance will also be practised by the employees. Nurses' workload is a highly demanding job which most of the workers have indicated to have a great impact on their stress management crisis. Through the action plan, self-scheduling will lessen the circumstance of burn-out.

There is concrete evidence that training and continuous learning is essential for individual productivity and quality care delivery. Nurses consider that improving quality care such as training in improving the equipment in care delivery are factors to promote job satisfaction.

Team-building or improving workers' relationship with each other are also factors to promote job satisfaction. Having a happy and healthy collaboration between workers

improves the satisfaction rate of the employee. This includes the management and workers relationship.

The action plan may not apply to all the nurses in Finland due to the demographic data. This means that the conditions and circumstances may vary from one location to another. For example, the self-scheduling may not be applicable due to the low workforce and available employees affecting the ability of management to provide the accurate numbers of workers for a specific working schedule. This needs further analysis and pilot studying by the company and management.

Training and improving the skills of nurses may be delayed because of a lack of resources. For example, the training committee needs to evaluate and assess what are the appropriate training courses for the nurses in specific health filed. Trainers and educators need to be scheduled as with the employees. The information dissemination among nurses may be limited due to demographic and resource availability.

For the context of working in a team, these two perspectives determine a team's ability to ensure high performance. This makes teambuilding a necessary companion to the operational and programmatic efforts of organizational capacity strengthening.

Workshops enhance the team relationship and will develop the shared mission in achieving high-quality outcomes, evaluating the critical elements and individual contributions that comprise this vision, and guiding plans or agreements to realize this vision in their organizations. It will also promote practice on key skills needed to address the inevitable challenges that arise in teams, notably, appreciating individual differences, communicating collaboratively, and managing conflict. (Snow 2012.)

If the company will be able to sustain and continuously monitor the level of satisfaction of nurses, there will be evident advantages. The company will sustain the workers to commitment for a longer period of employment and lower the absenteeism and tardy rates. The productivity and quality of care will continuously be practised and will promote good marketing; and it will increase the yearly revenue.

In every circumstance, there are threats. In general, the biggest threat is that this action plan needs to be carried out and sustained by the whole organizational structure. The leaders, managers, trainers, and employees are expected to collaborate in aiming for and achieving the goals. We need to guarantee 100% participation and approval to increase the chances of getting more Filipino nurses to be part of the employment record.

SWOT analysis

<p>Strengths</p> <p>To be able to facilitate the point for reference of Filipino nurses' level of Satisfaction.</p> <p>To be able to enhance any help needed and create an action plan to leverage their level of Satisfaction.</p> <p>To create a platform in implementing awareness and assistance in sustaining their satisfaction and creating other sources of motivation and recommendation to improve the overall satisfaction.</p> <p>To promote the welfare of the Filipino nurses and understand the in-depth views and emotional status of the workers.</p> <p>Train the managers and leaders to promote multi-cultural awareness.</p> <p>Enable managers to increase their leadership skills and promote a positive working environment.</p>	<p>Weaknesses</p> <p>Filipino nurses are in different locations geographically and demographically; the level of satisfaction may vary.</p> <p>The specific action plan may not be applicable for some of the Filipino nurses.</p> <p>Education and training programs may be delayed due to unavailable resources to facilitate the information dissemination.</p> <p>The managerial environment may influence the overall implementation.</p>
<p>Opportunity</p> <p>If be able to sustain and continually forecast and evaluate the job satisfaction level, will be able to sustain and increase the number of nurses employed, their productivity, and the level of commitment in their respective work area.</p> <p>If action plans will be implemented and reviewed, the result of leveraging the level of satisfaction will increase.</p> <p>It will be able to create a platform—online or offline—we can increase the level of awareness in any form of education.</p>	<p>Threats</p> <p>Overall possible threat:</p> <p>Filipino nurses may or may not take advantage of the possible changes to happen. We need to guarantee 100% that they are on board, so we can get a higher chance of getting more Filipino nurses to be part of the employment record.</p>

4.9 The solar system of job satisfaction

The solar system of job satisfaction is created based on the results of this study. Some elements affect the person to feel satisfied with their job. Job satisfaction is influenced by many factors (see Figure 17). The solar system of job satisfaction demonstrates that to achieve the equilibrium of happy work experience the daily elements must be considered. In the solar system, it is known that planets follow a certain orbit to avoid clashing and creating an unbalanced rotation. When the factors of job satisfaction are not observed the balance between the relationship of one element to another may cause compromises to arise in job satisfaction level.

Job satisfaction influences the following characteristics. In this study, the factors are identified to be the basic needs of humans, self-development and autonomy, task enhancement, recognition, team efforts, working condition, promotion and opportunities, stress management and work discussion.

Stress is one of the main reasons why turnover is very high for most companies. Stress is common to every workplace and this can inflict health problems. This is a risk factor in developing physical health problems and related mental health problems. Preventing mental health problems is a critical situation and must be addressed by the company to promote the wellness of their employees. The study shows that job satisfaction is reduced because related job stress may lead to employee's absenteeism mind turnover. It is also related to low performance and poor productivity. (Jang 2016.)

Team communication is significant in the work environment. Lack of communication can cause confusion and misunderstanding. The confusion between management, staff, and among the departments will lead to frustration and disappointment in the work environment. The best way to communicate is by using both verbal and written documentation. Being on the same page and understanding what is the given role and goals will make work more efficient. The morals of the company are important. Most of the time gossip and rumours damage the dignity of the company and affects the relationship with the workers. This is related to emotional stress, leading to poor production. Managers must address this kind of problem suitably and professionally. (Ashe-Edmunds 2019.)

Mind this, one's attitude towards work is very complex. Therefore, clustering makes a better understanding of job satisfaction. Working condition as a factor includes the influence related to the employee also known as subjective factors. The impact of the environment such as its safety is very important. (Babić 2013.) During the interviews, the respondents mentioned improving the training of the nurses. This training pertains to the

safety of both patient and nurses. Some equipment is needed and must be provided by the company to enable the quality service and safety for both patient and nurses.

In the traditional organization, autonomous practice is not common to perform. A study shows that if the organization has an autonomous employee, the employee will have a higher satisfaction rate and better productivity. Employees who are given freedom allied with autonomy, experiences a rise in job satisfaction. This improvement in the level of job satisfaction in employees stems from a feeling of greater responsibility for the quality of their work. Autonomy has also been shown to increase motivation and happiness, along with decreasing employee turnover. (Robertson 2019.)

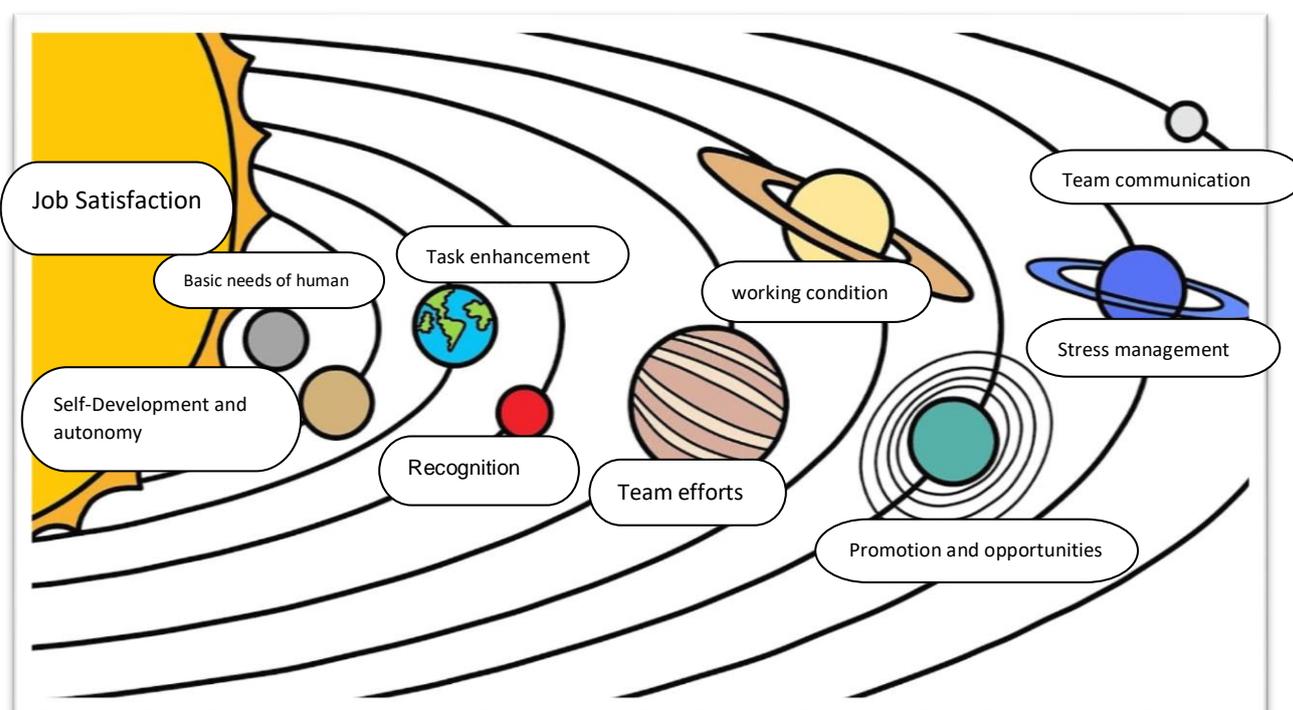


Figure 17 The solar system of job satisfaction

4.10 Limitation

The limits of this study, such as recommendations may not be applicable based on the guidelines and policies of the company, depending on the focuses and organizational practices that may be altered. Recommendations need further study and discussion with the management. On the other hand, these enable the organization and other researchers to continue to use the data for future study and analyses.

The presented data and study may only focus on the existing needs of an employee. Thus, there are other scopes and criteria on achieving job satisfaction and are

recommended for further study and further data analysis. As the theoretical framework, the recommendation must be implemented, and controlled. The process is recommended for reassessment and further evaluation. This study is also recommended for further analysis to promote more effective findings regarding the job satisfaction of a Filipino nurse. Some methods of the theory need additions for further research and continuous analysis by the organization. It is recommended that a longitudinal study should be performed. The satisfaction level of a person may change over time. The rapid change of management, leadership, and policies may also influence the results.

The research process tried to avoid biases, but the existence of biases may be possible due to the different management styles and policies from one location to another. Bias may also be present because there are some privileges that were not universally made available to some of the employees or respondents.

One of the important aspects of one's career is a promotion. This is one of the motivations of every employee to strive to perform or achieve the goals and objectives of the company. Companies use promotion as a reward for highly productive workers. Creating incentives to reward the great efforts of the worker is a strategic way for motivation. Promotions and rewards were related to job satisfaction and long-term commitment of employee. (Kosteas 2019.)

4.11 Reliability and Validity

Reliability states to the degree to which the same answers can be obtained using the same instruments. Research is linked with levels of reliability where other researchers need to be able to generate the same results for the same research methods using similar conditions—if the research is conducted on a specific situation and criterion. (Dudovskiy 2019.)

An excellent quantitative and qualitative research should be valid and reliable. The avoidance of mistakes and misleading information should be observed in the study. For this study, the validation was practiced and performed by the researcher. The methods of gathering data were executed by means of eliminating the possible biases and making sure the proper candidate in selecting the population was selected. (Shuttleworth 2018.)

The validity of the study is the consistency of the aligned study criteria. This is the confidence level of the total subject target. The study shows the deferent types of validity, one of them is criterion validity is the level of measurement regarding the relationship between variables. (Price 2019.)

Construct Validity is used as an appropriate measurement tool. This is used to measure the phenomenon or situation being studied. The application of construct validity is efficient and effective when variables are interrelated to the subject line of the study. Criterion-Related Validity is known to be a comparison of tests. This gives validity by the result of the observations that are enclosed to the criteria of the variables. The Face Validity is a most common validity category because this is associated with subjective data finding. This means that the population gives direct influence on the topic that affects the findings, and this is an opinion based on experience. (Dudovskiy 2019.)

The research began during the season that the Filipino community would gather together annually on their own expenses. For them, this is a good way to create a community that will help, support, and understand the situations. This is also conducted to talk about the problems that Filipino nurses face in Finland. As a result, the support group will improve the satisfaction of the Filipinos not only for their professional wellbeing but also their personal lives as they are living and coping with living in the Finnish culture and environment.

As the government of Finland and the Valvira (Health Ministry in Finland) mention, there is evidence that nurses are needed in Finland because of the nurse ratio is not appropriate to the number that they need to assist. The issues regarding nurse and patient ratio should be the priority for nursing homes because of the legal issues such as possible negligence and poor-quality care. (Yle news 2019.)

The author is influenced by his emotions and perspectives because the researcher is also a Filipino nurse working under the same company. The response of the respondents does affect the researcher and the results with knowledge of the basic personal information of both the interviewer and interviewee.

The researcher has and is also currently experiencing the same similarities regarding the management of the company. This directly influences the overall interpretation of the study. The day to day experience of the research working as a practical nurse has influenced some of the analysis and assessment, despite the study being guided and utilizing some methods in avoiding biases and unpredictable situations.

On the interview part, the conversation is considered semi-structured. This allows the interviewer to influence the personal answers of the interviewee because both interviewer and interviewee may have same situations and ideas regarding management, leadership, organizational policy and rules, and the main purpose and priority why they are committed to working in this company. The languages that were used during the interviews were Filipino, English and Finnish. To assure that the information was correct, the author

repeated the answers and translated them for the interviewees in a language more familiar to them. The interviewee responded if the meaning is not altered or changed.

The personal experience and the personal ideas of the researcher affected the overall study. The emotional desires may not have been made evident in the study, but the author is aware that it does affect the decision making and personal interpretation. The emotions of the author influenced decisions regarding multiple situations which are affected by the content of thoughts, depth ways of understanding, and content of contained goals.

5 CONCLUSIONS

Data shows that there is a direct impact of the salary grade and shift cycle toward commitment and job satisfaction. The conclusion on this is evidence that compensation is one of the most important aspects in employee's motivation and shift cycle that is not properly managed by the employers which directly impacts one's resting period. This may in turn cause dissatisfaction.

Thus, this is also the major motivation of Filipino workers who aim to and eventually work overseas: due to the better salary, the ability to help their family back home, and development in their career. Job satisfaction is "the pleasurable emotion state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job value". (McNally 1976.)

There are many possible contributing factors to job satisfaction. Recent research evidence shows that satisfaction may not necessarily lead to individual performance development but does lead to organizational level progress. Finally, there is still considerable debate about whether satisfaction leads to performance or performance leads to satisfaction. (Fred 2010.)

Emotions or feelings of a person towards their job affects their satisfaction. In any job, attitudes toward different aspects such as compensation, work environment, work schedule, training program, colleague relationship, etc. contribute to ones' satisfaction. (While & Barriball 2005.)

The overall satisfaction may be based on personal satisfaction and one's personal views toward their own job or work. It needs to consider the personal views and opinions of every individual, as every personal view and interest may not be coherent to the job.

Basic needs that promote work motivation are not necessarily limited to daily needs to survive. There is a significant effect of salary for motivation. It is also evident that other benefits also influence the satisfaction of a person thus it is also evident that there are other sources of motivation like personal growth and personal safety and work relationship.

When a leader or manager completely ignores his or her employees, 40 percent will actively disengage from work. Criticizing an employee, not directly attacking one's shortcomings but actively providing concrete and precise feedback for improvements, paired with the missed appreciation of one's good attitude toward work on a regular basis

leads to 22 percent chance that employee will actively disengage from the working environment. When we are criticized for our wrongdoing or for being inadequate, there is a higher chance that an employee will keep pushing his or herself and will have a vision and goal to become a better performer. If the recognition of one's strengths and the provision of rewards are constantly provided to the employee, there is only a 1 percent chance that the employee will be uncooperative. This means that by providing a positive working environment, the employee will have a higher commitment to the goals of the company. In addition, there is what they call influence, which means that if the employee goes to work unhappy to do things, whether this is actively or passively done, the people around will be stimulated both in a positive and negative way. (Sinek 2017.)

All employees are the bread and butter of every company. Employees are more committed to the company and its goals not only because of the salary or any bonuses. The employees are committed because they want to be. A new generation of culture is arising about caring for people which allows the employee to flourish and enrich their relationship within the company. This happens if the leader will listen to the employees and gives attention to what they need. Without pressure or demanding attitude towards the workers, they will naturally work together to encourage each other and advance the goals of the company. There is a difference between working because an employee is forced to work with working because it's an art of the employee's mastery. (Sinek 2017.)

The presented data and study only focus on the existing needs of an employee. Thus, there are other scopes and criteria for achieving job satisfaction that are recommended for further study and data analysis. As the theoretical framework, the recommendation must be implemented and controlled; and the process is recommended for reassessment and an extended evaluation.

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APPENDICES

Appendix 1

This is the email that was forwarded to the company to perform the study and survey among Filipino nurses working under Attendo Oy, Finland.



Arthur Jimeno

su 2.9.2018, 2.44

joni.makela@attendo.fi



Vastaa kaikille |

Thesis about Filipino nurses,
Dear Joni,

My name is Arthur Jimeno from the Philippines and working also in Attendo, and currently studying international business management here in Lahti AMK. I did a survey about the Filipino workers about their satisfactory rate on their respected work as part of my thesis.

I am not really sure whom I can contact about this matter that I can use the data for my thesis, like presenting satisfaction rate or level of Filipino nurses working under Attendo, working as lähihoitaja and hoiva-avustaja, also I would like to collaborate with personnel in Attendo so I can give my final results and output as well.

Thank you so much

Terveisin: Arthur

After a few days, an HR representative gave a phone call to the researcher and gave approval to the researcher to conduct the study. The HR personnel also ask for the final version of the study for the benefits of the company and improving job satisfaction among Filipino nurses and other nurses.



Arthur Jimeno

ma 3.9.2018, 14.55

Selja Ratia-Kuosmanen <selja.ratia@attendo.fi> ↵



Vastaa kaikille

Dear Selja,

Thank you so much for the email, yes I remember the phone call.
I will keep in touch you.

Best regards,
Arthur Jimeno
1800143/ 04IBU18k
Faculty of Business and Hospitality Management
Lahti University of Applied Sciences Ltd.
P.O. box 214, FI-15101 Lahti, Finland

...

Appendix 2

Online survey questions

- Name – optional
- Email Address
- Age
- 26 and Above
- 25 and Be
- Gender
- Female
- Male
- How long have u been working as a Licensed Practical Nurse or Nursing Assistant
- Salary Grade
- Question 1: I am satisfied with my working hours in 6 weeks
- Question 2: I am satisfied with the shift cycle given to me in 6 weeks
- Question 3: I am satisfied with the salary grade that was bind in the work contract
- Question 4: I am satisfied with the holidays that are bind in the work contra
- Question 5: I am satisfied with the benefits that were bind in the work contact
- Question 6: I am committed to working long term
- Question 7: I am satisfied with my job
- Feedback and suggestions to the company

Appendix 3 The image of GoogleDocs Survey

QUESTIONS RESPONSES

Job Satisfaction

Thank you so much for participating. Please do answer the following question accordingly. This survey is conducted to evaluate the job satisfaction of Filipino Nurses working under Attendo Oy. Finland.
1= strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Email address *

Valid email address

This form is collecting email addresses. [Change settings](#)

⋮

Untitled Title

Description (optional)

⋮

1. I am satisfied with my working hours in 6 weeks. *

	1	2	3	4	5	
Not very	<input type="radio"/>	Very much				

2. I am satisfied with the shift cycle given to me in 6 weeks. *

	1	2	3	4	5	
Not very	<input type="radio"/>	Very much				

3. I am satisfied with the salary grade that was bind in the work contract. *

	1	2	3	4	5
	<input type="radio"/>				

4. I am satisfied with the holidays that are bind in the work contract. *

	1	2	3	4	5
	<input type="radio"/>				

5. I am satisfied with benefits that is binded in the work contact *

	1	2	3	4	5
	<input type="radio"/>				

6. I am committed to work long term. *

yes

No

7. I am satisfied with my job. *

1	2	3	4	5
<input type="radio"/>				

Name (optional)

Short answer text

age *

- below 25 years old
- above 26 years old

age *

- below 25 years old
- above 26 years old

Gender *

- male
- Female

How long have u been working *

- 1 year
- 2 years
- 3 year
- more than 4 years

Salary Grade *

- Grade 14
- Grade 15
- Grade 16
- Grade 17
- above Grade 18



Recommendation to improve job satisfaction

 Paragraph 

Long answer text

Appendix 4

An email was sent to the respondents to schedule a phone call. On the date and time, the was agreed between the researcher and respondents a phone call was made. The opening discussion was asking permission regarding the interview. The privacy of the respondents was kept. The researcher discloses the rationale of the research and informs the respondents that he or she has the right not to participate in the interview.

Interview questions

1. What are the sources of motivations you possess that keeps you working with Attendo?
2. What is the subject matter that should be addressed or to is considered in the improvement of managing the stuff?
3. What is the important aspect must the company give attention to?
4. Can you tell me the conditions and total experience you had working with Attendo in the pass years?