

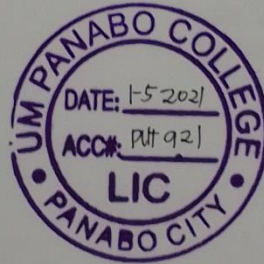
COMPENSATION MANAGEMENT AND PRODUCTIVITY AMONG  
EMPLOYEES OF MEDICAL MISSION GROUP HOSPITAL INC.

A Thesis  
Presented to  
The Faculty of UM Panabo College

UM Panabo College LIC



In Partial Fulfillment  
of the Requirements for the Course  
Human Resource Research  
(HR 324)

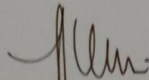


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March 2020

**ACCEPTANCE SHEET**

This thesis entitled "**COMPENSATION MANAGEMENT AND PROFITABILITY AND PRODUCTIVITY AMONG EMPLOYEES OF MEDICAL MISSION GROUP HOSPITAL INC.**" prepared and submitted by **Danica B. Dolormente, Joymee D. Samon and Rona Fe G. Villegas** in compliance with the requirements in the Research Subject under the **Department of Accounting and Business Management Education, UM Panabo College, Panabo City** is hereby accepted.

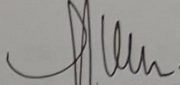


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**APPROVAL AND ENDORSEMENT SHEET**

This thesis entitled "**COMPENSATION MANAGEMENT AND PROFITABILITY AND PRODUCTIVITY AMONG EMPLOYEES OF MEDICAL MISSION GROUP HOSPITAL INC.**" prepared and submitted by **Danica B. Dolormente, Joymee D. Samon and Rona Fe G. Villegas** in partial fulfillment of the requirements for the course Human Resource Research, has been examined and accepted, and is hereby endorsed.



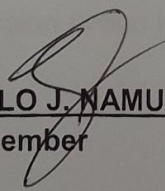
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Accepted and Approved, after examination during the final defense as per requirements of HR 324 (HR Research).

Favorably endorsed for approval to Dr. Liezel V. Chan, Dean of College of (UMPC) UM Panabo College, Panabo City.



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## ABSTRACT

This study aimed to determine the relationship between compensation management and productivity among employees of Medical Mission Group Hospital Inc. utilizing the quantitative non-experimental research design using correlational technique. In this study, the respondents are the employees of Medical Mission Group Hospital Inc. Universal sampling was used to determine the participants. There were a total of 150 respondents involved in the study to determine the correlation between the compensation management and productivity among employees of Medical Mission Group Hospital Inc. The result of the study shows that the level of compensation management among employees of Medical Mission Group Hospital Inc. is moderate. The level of productivity among employees of Medical Mission Group Hospital Inc. is moderate. Above all there is a significant relationship between compensation management and productivity among employees of Medical Mission Group Hospital Inc.

**Keywords:** *Human resource management, compensation management, productivity, Tagum City, Philippines*

## ACKNOWLEDGMENT

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To The **EMPLOYEES OF MEDICAL MISSION GROUP HOSPITAL INC**, who had answered the questionnaire and cooperate to conduct this study;

To our **friends** and **family** for their support in making this study happens. Lastly, to our **Almighty God**, for his divine providence along this journey for without him we could do nothing.

**-The Researchers-**

## **DEDICATION**

We dedicate this research study first, to our God Almighty who give us strength, knowledge and wisdom to complete this study. Also, for his guidance throughout the making of this project. Second, to our family for showing us unending support financially and encouragement who gave us motivation to do this research. Third, to our respected professors, subject teacher, advisers and panel members for sharing their knowledge and insights to make this study possible. Lastly, to our friends who keep on motivating us and giving their helpful advises that made us believe things will be all done and to those people who offered their help to make this study a success.

***Danica B. Dolormente***

***Joymee D. Samon***

***Rona Fe G. Villegas***

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## Chapter 1

### THE PROBLEM AND ITS SETTING

#### Background of the Study

Productivity of each and every company plays a vital role of each company's medium to large scale in operation. This will be the gauge of some company's existence and possible collapse in operation. Productivity have major counterpart in operation such as labour, materials, machine and capital.

For global setting, studies of health care productivity in Canada, Sharpe et al (2007), have also found very weak productivity growth. There was a complaint on lack of medical staffs, delivery of services is not on time, and medicines are expensive that leads to affect the productivity. Thus, the strong desire of patients admitted in the hospital became negative.

In the Philippines, some public hospitals in Laguna faces the problem in productivity. They have no enough medicines, facilities, equipment's and health workers. The lack of health workers gravely injured the service quality of the hospital because it lessens the ability to maintain the personal attention that the hospital provides to the patient. Thus, it leads to poor satisfaction of the patients towards the hospital (Casino, 2013).

As per interview in one of the hospital here in Davao del Norte. The hospital also receives complaints from the patients such are late delivery of medicines, poor personal attention, and lack of reliability for productivity which leads to weak productivity growth.

Thus, the researchers are interested to conduct a study on compensation management and productivity among employees of Medical Mission Hospital of Tagum.

### **Statement of the Problem**

The study sought to determine the compensation management being applied by medical mission hospital in correlation to productivity and understand how it greatly affect the employee.

1. What is the level of compensation management among employees in terms of:
  - 1.1 Fair;
  - 1.2 Equitable ; and
  - 1.3 Consistent;
2. What is the level of productivity among employees in terms of:
  - 2.1 Fewer defects;
  - 2.2 Fewer delays; and
  - 2.3 Reduced cost;
3. What is the significant relationship between compensation management and productivity among employees?

### **Hypothesis**

The null hypothesis was tested at 0.05 level of significance which states that there is no significant relationship between compensation management and productivity among employees.

### **Theoretical and Conceptual Framework**

This study is anchored on the study of Armstrong (2005) which stated that compensation management is an integral part of human resource management

approach to productivity in the organization. It deals with the design, implementation and maintenance of compensation system that are fundamental to the improvement of organizational, team and individual performance. Recompense administration is concerned with the detailing and execution of techniques and arrangements equipped to compensate individual reasonably, impartially and reliably. Hence, there is a positive relationship between compensation and productivity following the values of the organization.

Compensation management alludes to setting up the structure of wage levels for the different positions, planning motivation frameworks, setting person compensation, and motivating forces inside the set-up arrangements. It is an integral part of human resources management that affects employees' performance because it establishes the degree of relationship between employer and the employee (Armstrong, 2005; Martinez, 2012; Scheiner, 2010). It maybe evaluated by the following factors: *fair, equitable and consistent*.

Maleki M, Mosazadeh M & Ahmadi M. (2005) productivity in hospitals may acquires good management and staff motivation and it is also requires sufficient knowledge of hospital personnel on proper use of technology in the treatment of patient, Therefore, it is necessary to conduct training courses for personnel on proper use of technology in the diagnosis and care of patients. This study may evaluated by the following indicators: *fewer defect, fewer delays and reduce cost*.

As shown in the conceptual paradigm figure 1 the independent variable is compensation management which the indicators include *fair* refers to the

**Independent Variable**

**Dependent Variable**

### **Compensation Management**

- Fair
- Equitable
- Consistent



### **Productivity**

- Fewer Defects
- Fewer Delays
- Reduced Cost

**Figure 1.** Conceptual Paradigm Showing the Variables of the Study.

application of fair employee compensation legislation and ethical principles in coming up with salary structure, as well as the salaries offered, must be appropriate to similar jobs with established guidelines for merit increase. *Equitable* refers to employees' perception of their pay in comparison to their workers. *Consistent* defines the standard sustained or the maintenance of a system in the compensation management.

The dependent variable is productivity which indicators include *fewer defect* refers to competencies of advancement. *Fewer delays* indicates to improve the employee knowledge in productivity that will take with them a substantial amount of work, business customers/clients, the knowledge that can be difficult to replace or duplicate. *Reduce cost* defines as a driving force contained by the individuals and incentives given to employees.

**Significance of the Study**

The result of the study shall provide insights and valuable contributions to the following;

**Head Department.** This would serve as the baseline study to conduct of further study on influence of social compensation management and productivity among employees of Medical Mission Group Hospital Inc.

**Employees.** This study could provide information about the compensation management and productivity among employees.

**Students.** The result of this study can be used as a future guide or reference to determine compensation management and productivity among employees.

***Future Researchers.*** The results of this study will serve as a springboard to future researchers who will undertake a more in-depth study in with this aspect.

### **Definition of Terms**

**Compensation Management.** This study refers the gesture of management by providing monetary value to the employee for a certain task or line of work performs in the specific operation (Pourreza, 2006). In this study, it refers to fair, equitable and consistent.

**Productivity.** It is the measurement on the rate of production and output of the given or expected capacity. In this study, it refers to the fewer defects, fewer delays and reduced cost.

## Chapter 2

### REVIEW OF RELATED LITERATURE

This chapter presents the different literature and studies that are relevant to this research. This chapter also tells how compensation management and productivity help the employees to embrace work commitment and attain success in the organization.

#### **Compensation Management**

Compensation management process are based on emolument rationalities and methodologies showed within the arrangements, rules structures, and methods that are devised and overseen to supply and keep up suitable sorts and level of pay, benefits, and other forms of compensation within an organization. This constitutes measuring work values, planning and keeps workers advantage. In any case, compensation management isn't almost about cash. It is additionally concerned with that non-financial stipend which gives inborn or outward inspiration (Bob, 2011).

Human resource are the most vital resources for any organization as every organization requires workforce competencies and talents to decide and get every work done and achieve desired results. Compensation is the remuneration received by human resources in return for his/her contribution to the organization. It is an organized practice that includes adjusting the work employee connection by giving financial and non-monetary rewards to representatives. Compensation management is a fundamental portion of human assets administration, making a difference in spurring the representatives, and moving forward organizational viability (Naukrihub, 2010).



Simplistically, the notion of compensation management just species that there is more to rewarding people than throwing money at them. “Money related respect interior the payment bundle still matter, but they are not, since it was a strand. “They, too, push that compensation arrangements are based on building a much more profound understanding of the worker plan overall components of the compensation”. The compensation management process was summed up by the workforce’s satisfaction and loyalty to the company, resulting in the company’s objectives (Mulis & Watson, 2010)

Compensation management is an integral of the human resource management approach to productivity in the organization. It deals with the design implementation, and maintenance of compensation systems that are essential to the improvement of the organizational, team, and individual performance. Compensation management is concerned with the detailing and usage of methodologies and approaches that point to compensate individuals reasonably, impartially, and reliably in understanding with their values to the organization (Armstrong, 2005).

Compensation management alludes to setting up the structure of wage levels for the different positions, planning motivation frameworks, setting person compensation, and motivating forces inside the set-up arrangements. It is an integral part of human resources management that affects employees’ performance because it establishes the degree of relationship between employer and the employee (Armstrong, 2005; Martinez, 2012; Scheiner, 2010). The indicators compensation management are fair, equitable and consistent.

*Fair.* Jack Bucalo (2018) stated that most HR leaders are concerned with the increasing pressure to attract, motivate, engage and retain its employees, especially those high potential and key management ones. Being fair means that the compensation amount was impartially and honestly determined in an objective manner based on merit without any favour. Paying for performance as well is determined by thorough analysis.

According to Denissii and Griffin (2001), the top concern across the country right now is that the employee is being compensated fairly. Human resource specializes in different areas like recruiting and compensation packages, they are in the best position to identify fair compensation plans, establish guidelines for merit increases, conduct pay audits, and, if necessary, help the company phase in compensating correctly.

Chandan (2015) refers to compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organisation. It is fairly paid in a form of wages, salaries and other employee benefits such as paid vacations, insurance, maternity leave etc. He also stated that wages are given to compensate to those unskilled employees for their services rendered to the company. Wages may be based on hourly, daily, weekly or even monthly bases.

*Equitable.* Baker (2002), achieved and pay level is equitable both internally and externally with other employees in the organization. To achieve that goal, the company's salary administration and bonus administration practices must be administered equitable in both areas. In addition, the benefits of various HR personnel, such as onboarding, recruitment, engagement, leadership workshops, management training and skills developments, are minimal.

Clark and Brown (2007) stated that employees are more satisfied when they make referents comparison equity. Pay referent are those whom employees make comparisons like social, historical, organizational, and financial. Mostly workers differentiate their salary with co–equals outside the firm, and when they find equity they are satisfied with their job and salary given.

Dawis and Sector (2008) indicates that there must be an equitable ratio of an employee when it comes in compensation because the effect might be a job satisfaction, otherwise it will result to job dissatisfaction. Feeling dissatisfied might arise when one of an employee's ratios of outcome to input is either greater than or less than compared to other workers. For instance, when one of employees thinks that the salary they get is lesser than other employee, they will feel de-motivated. Compared to those employees who receive a greater amount, they feel motivated and satisfied.

Seniwoliba J. A. (2015), found out on his study that having equitable pay can serve as source of motivation for job satisfaction and individual performance, and workers will feel secure when they aware on how equitable the pay system in terms of its fairness in provision salaries, allowances and other benefits as compared with other workers qualification and responsibilities in the organization.

Ringgo (2008) pointed out that the feeling of equity or inequity will depend on employee's perception, which may be inaccurate not to mention the employee's differences when in terms of compensation.

Onabanio (2004) according to theory stated to equity, when an employees feel that they are being treated in an equitable manner, they will be more productive in the given task or job.

*Consistent.* Lai, H. H. (2011) stated that consistency in compensation plays an important role in every job within the organization because if the company didn't have a global HR system and lacked consistent salary and rewards programs, it can lead to a number of business problems. He also stated that having a good structure is aimed at rationalizing pay in an organization to achieve internal consistency.

Dan Walter (2012) mentioned that compensation management should be consistent and non-arbitrary but compensation policies may target different approaches for different types of workers in a company. For instance, a firm decides to pay a premium for crucial jobs in areas where recruitment costs are probably high.

Laura Schroeder (2012) concluded that the importance of consistent pay makes administration easier and minimizes the risk of perceived unfairness. These are also key benefits but there are other important benefits as well, such as helping the firm manage growth, optimize labour costs and minimize compliance risk.

Martocchio (2017) added that consistent compensation systems and competitive strategy is one of the concerns about establishing job structures and it is possible inflexibility that it creates for companies. If a company follows the structure starting with job descriptions, it helps the management relatively little flexibility and employees will get contented and do extra miles aside from their job description.

## **Productivity**

Productivity means improving gross revenues and profits. As a supervisor, finding ways to progress efficiency may be crucial, making alterations in worker preparation, modernizing gear, or making motivational incentives to boost worker assurance and vitality. Before starting any method of labour productivity, first efforts must be focused to

measure existing output levels to create a baseline, to measure change (Miranda, 2014).

Productivity is a function of four significant factors: employee skills, employee knowledge, reward, and motivation. Taken together, these factors establish the potential productivity of the task. When this potential meets the individual effort, the actual productivity of the responsibility for given period results cannot be controllable by the organization (Sutermeister, 2013)

Root III (2014) productivity is a critical component of every growing company. It take a few steps to assist increment efficiency for the long-term. When a company takes the time to understand and implement the factors that improve productivity in the workplace, it is making a positive investment in the organization's future.

Employee productivity is an evaluation of the effectiveness of a specialist or a gathering of specialist. Productivity may be assessed in terms of the yield of a representative in a particular period of time. Ordinarily, a given labourer's productivity will be surveyed relative to normal for representatives doing comparable work. Because much of the organization's success relies upon the richness of its workforce, employee productivity is an essential consideration for businesses (Shanghai, 2015).

Maleki M, Mosazadeh M & Ahmadi M. (2005) productivity in hospitals may acquires good management and staff motivation and it is also requires sufficient knowledge of hospital personnel on proper use of technology in the treatment of patient, Therefore, it is necessary to conduct training courses for personnel on proper use of technology in the diagnosis and care of patients. The indicators of productivity are fewer defect, fewer delays and reduce cost.

*Fewer Defect.* Mosadeghrad AM (2013) mentioned that fewer defects in productivity in health promotion reduces not only the quality of life, but also prevent from efficiency improvement in other economic sectors and causes an increase in disease, disability, physical and mental illnesses and other social, political and economic problems.

Sleeth J, Bach P, Summers A. (2012) added that some nurses expressed a concern that fewer defects of medical equipment may lead to negligence, malpractice and even patient deaths which will result in legal actions taken against the hospital.

Boshoff C & Gray B (2004) cited that preventing or reducing fewer defects ,the company itself must provide available resources use as tools in treating patients. He added also that promoting and encouraging innovation and creating a favourable working environment are the factors that can be effective in productivity in a company.

S Afr Med J. (2016) mentioned that challenges of fewer defects of medical equipment may affect the productivity in patient care and service delivery negatively leading to serious consequences to the image of the company and the nursing profession. in addition, fewer defects was perceived as responsible for prolonging stay of patients in the hospital, resulting in prolonged procedures for referral of patients. This was perceived as unfair treatment of patients and substandard nursing care.

*Fewer Delays.* Tana (2013) stated that fewer delay of services, affirmed the insufficiency and inadequacy of employees which they described as leading to physical and mental exhaustion, and in some cases to further deterioration of their medical condition.

Timeslive (2018) mentioned that fewer delay can affect the impression of patient to the image of the organization, for instance, delay of result of the tests due to improper way of using the machine, there might be an incident that it will lead to failure in productivity. In addition delay of submitting deadline reports is not effective and efficient worker.

Mokoena (2017) stated that fewer delay of material resources shipment ,facilities and equipment and supplies (e.g. glucometers for monitoring blood glucose and needles for lumbar puncture in investigating or diagnosing meningitis), resulting in prolonged patient stay in the hospital.

*Reduced Cost.* Goudarzi G. & Azadi H. (2010) stated that reduced cost is one of the properties of resistive economy that plays an important role in increasing the country's strength in order to move along the frontiers of development; and at the same time reducing its vulnerability against the sanctions. Thus, assessing the productivity of health care services is necessary.

In addition, Rebba V. & Rizzi D. (2006) mentioned that by preventing or reducing cost, available resources can be used to provide more services or expand access to them and improve the quality of hospital services

Eygelaar JE & Stellenberg EL. (2012) stated that reduced cost plays an important role in a business, its one way on how to be an effective entrepreneur. For instance, by reducing staff, by finding ways to make existing staff more productive, and by resisting pressures to increase wages can reduce company costs. In addition, it is one way of earning profit.

## **Chapter 3**

### **METHOD**

This chapter contains the discussion of the research design, research subject, research instrument, data gathering, procedure and statistical treatment data.

#### **Research Design**

The researchers employed a quantitative, non-experimental-correlation research design. In which quantitative design is a means for testing objective theories by examining the relationship among variables. These variables, in a term, can be measured typically on instruments, so that number data can be analyzed using statistical procedures. A non-experimental research design enables the researchers to generate data through the standardized collection (Peter Osharive, 2015). Correlational Research design may collect data on two or more variable; it can measure the reliability and how lager size is needed. The final written report has a set structure consisting of introduction, literature, and Theory, methods, results, and discussion (Creswell, 2008).

#### **Research Subject**

The respondents of the study were the employees of the Medical Mission Group Hospital Inc. in Tagum City. It is conducted using universal sampling were used in this study. The subjects and respondents of the study were the 150 employees of the said hospital. Table 1 shows the respondents of the survey.



**Table 1**

**Distribution of the Respondents**

<b>List of Departments</b>	<b>PERSONNEL</b>
NURSING SERVICES	65
MIS/IT	4
MEDICAL RECORDS	6
GENERAL SERVICES	10
CLAIMS	5
ACCOUNTING/FINANCE	15
HUMAN RESOURCE	3
NUTRITIONIST AND DIETARY	4
ADMISSION	9
LABORATORY	7
RADTECH	3
PHARMACY	6
EMERGENCY ROOM	10
PURCHASING AND SERVICES	3
<b>TOTAL</b>	<b>150</b>

## Research Instrument

Questionnaire was constructed by the researchers to elicit responses. It was presented to the adviser and panellist for the corrections and suggestions. The questionnaire for compensation management was composed of 5 questions per indicator which include fair, equitable and consistent and 5 questions for productivity which includes fewer defect, fewer delays and reduced cost.

The following scales were used in determining the compensation management and productivity among employees of Medical Mission Hospital Inc. in Tagum City.

The following scales were used in determining the compensation management and productivity among employees.

<b>Scale</b>	<b>Descriptive Equivalent</b>	<b>Interpretation</b>
4.21-5.00	Very High	It means that compensation management is very much evident.
3.41-4.20	High	It means that compensation Management is much evident.
2.61-3.40	Moderate	It means that compensation Management is evident.
1.81-2.60	Low	It means that compensation Management less evident.
1.00-1.80	Very Low	It means that compensation Management is not evident.

The following scales were used in determining the compensation management and productivity among employees.

<b>Scale</b>	<b>Descriptive Equivalent</b>	<b>Interpretation</b>
4.21-5.00	Very high	It means that productivity is very much observed.
3.41-4.20	High	It means that productivity is much observed.
2.61-3.40	Moderate	It means that productivity is observed.
1.81-2.60	Low	It means that productivity is less observed.
1.00-1.80	Very Low	It means that productivity is not observed.

### **Data Gathering Procedure**

The researchers utilized the following steps in the gathering of data.

**Seeking Permission to Conduct a Study.** The researchers asked approval from medical director of the establishment to allow them to conduct the study and distribute the questionnaire.

**Construction and Validation of the Instrument.** The constructed questionnaire was forwarded to adviser and experts for validation.

**Administration of Instrument.** After the approval to conduct the study, the researchers personally administered the questionnaires. The distribution was done during their free time. Personal interviews were also conducted for clarity of the answer of the respondents.

**Retrieval of Questionnaires.** The data gathered by the researchers were tallied, computed, analyzed and interpreted through the help of the statistician.

## **Statistical Treatment of Data**

The

result was analysed and interpreted in the light and purpose of the study. The following statistical tools used are the following.

**Mean.** This test was used to determine the level of compensation management and productivity among employees.

**Pearson r.** This was used to determine the relationship between the compensation management and productivity improvement among employees.

## Chapter 4

### PRESENTATION AND ANALYSIS OF FINDINGS

This chapter consists of the presentation and analysis relevant to the queries in the statement of the problem. They presented both in the tabular and textual forms with the corresponding logical and profound description of the result.

#### **Level of Compensation Management among Employees**

The level of compensation management is measured in terms of fair, equitable and consistent. The assessment is based on 5 items questions in every indicator relating to compensation management among employees.

Shown in the Table 2 is the level of compensation management among employees with an overall mean of 3.48 described as high. This means that the level of compensation management among employees is much evident. It implies that compensation is a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organization (Chabra, 2001).

Further, as reflected in Table 2, the first indicator is *fair* obtained a mean score of 2.91 with a descriptive equivalent of moderate. The highest item is number 1 with the mean of 2.98 described as moderate *in providing, generally, both monetary and non-monetary rewards to employees in return for well-rendered work performance.*

**Table 2****Level of Compensation Management among Employees**

<b>Indicators</b>	<b>Mean</b>	<b>Descriptive Equivalent</b>
<b>A. Fair</b>		
1. Provides, generally, both monetary and non- monetary rewards to employees in return for well- rendered work performance	2.98	Moderate
2. Gives minimum or above minimum wage/ salaries within an established salary structure	2.97	Moderate
3. Complies with the mandatory benefits and contributions for all covered regular and probationary employees (13 <sup>th</sup> month pay, Holiday pay, overtime pay, night shift differential, service incentive leave or sick/vacation leave pay, maternity leave benefits, paternity leave benefit ,retirement benefit, health benefits through PHIC & SSS etc.	2.90	Moderate
4. Established a systematic salary structure for the various positions (each job position has a corresponding compensation package provided with a definite formula increments in salaries in terms of years of service rendered or other qualifying criteria)	2.95	Moderate
5. Grants other benefits and incentives following a comprehensive incentive system to compensate or support desirable employee performances (bonus, allowance, educational assistance/scholarships, medical insurances)	2.75	Moderate
<b>Over-all Mean</b>	<b>2.91</b>	<b>Moderate</b>
<b>B. Equitable</b>		
1. Gives their employees' salaries/wages adequate to the amount of time/effort/work they put in their job	3.85	High

responsibilities performed on the job on their other capabilities

4. Ensures that employees receive compensation proportionate for the type of work performed, and distinct from other jobs in the organization 3.99 High

5. Gives employees compensation packages comparable to, if not greater than what other establishments offer within health industry in Tagum City and Davao del Norte 3.99 High

**Over-all Mean 3.96 High**

**C. Consistent**

1. Maintains coherent policies on compensation throughout the organization. 3.57 High

2. Regularly updates with new wage issuances and effects wage adjustments, whenever necessary 3.55 High

3. Implements the same pay structure for all employees without prejudice to race or sex 3.66 High

4. Does not bend or rule out compliance with latest legislation in favor of organizational profitability 3.55 High

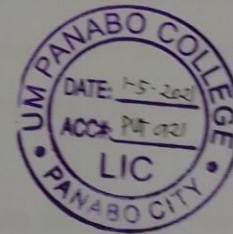
5. Does not omit any single employee in implementing just and correct wage or in granting incentives, benefits or other employee entitlements 3.52 High

**Over-all Mean 3.57 High**

**Total Over-all Mean 3.48 High**

**Legend:**

Scale	Descriptive Equivalent
4.21-5.00	Very high
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Very Low



It means that compensation management is evident. It implies that through compensation management the company provide monetary and non-monetary rewards in return for employees work performance. While the remaining items 2, 4 and 3 having the mean of 2.97, 2.95 and 2.90 described as moderate. It means that compensation management is evident. It implies that management gives minimum wage, established systematic salary structure for various positions and complies with the mandatory benefits for all covered regular and probationary employees. It implies that the management gave adequate salary/wages to employees according to the salary structured. Whereas item 5 got the lowest mean of 2.75 described as moderate. It implies that the management may grant other benefits and incentives following a comprehensive incentive system to compensate or support desirable employee performance.

The second indicator is *equitable* with the mean score of 3.96 with the descriptive equivalent of high, the indicator of compensation management, which has the highest result, is equitable. This means that the compensation management among employees is much evident. As stated by Dawis & Sector (2008), it implies that there must be an equitable ratio of an employee when it comes in compensation because the effect might be a job satisfaction, otherwise it will result to job dissatisfaction.

Further, as reflected in Table 2, the items with the highest mean are numbers 2, 4 and 5 having the same mean of 3.99 described as high. It means that compensation management is much evident. It implies that the management develops compensation packages that methodically and meticulously analyses and evaluates jobs as well as considers and compares each job description from the rest of the jobs within the



organization. The management also ensures that employees receive compensation proportionate for the type of work performed, and distinct from other jobs. Lastly, the management gives employees compensation packages comparable to, if not greater than what other establishments offer within health industry in Tagum City and Davao del Norte. While the lowest item is number 1 with the mean of 3.85 described as high. It means that the compensation management is much evident. It implies that the management may require giving their employees salary/wages adequate to the amount of time/effort/work they put in their job.

The remaining item 3 with the mean of 3.98 described as high. It means that the compensation management is much evident. It implies that the management sets a pay structure that compensates employees based on the amount of work & responsibilities performed on their job other capabilities.

The third indicator is consistent with a mean score of 3.57 describe as high which means that the level of compensation management among employees is much evident. Dan Walter (2012) mentioned that compensation management should be consistent and non- arbitrary but compensation policies may target different approaches for different types of workers in a company.

The highest item is number 3 with the mean of 3.66 described as high in *implementing the same pay structure for all employees without prejudice to race and sex*. It means that the compensation management is much evident. It implies that the management has the same respect regardless of your traits or race. Followed by item 1 got the mean of 3.57 described as high. It means that compensation management is

much evident. It implies that management maintains coherent policies on compensation throughout the organization.

While the lowest item is number 5 with the mean of 3.52 described as high in not omitting any single employee in implementing just and correct wage or in granting incentives, benefits or other employee entitlements. It means that the compensation management is much evident. The remaining items 4 and 2 got the same mean of 3.55 described as high. It means that compensation management is much evident. It implies that establishment was regularly updates with new wage adjustments, whenever necessary and does not bend or rule out compliance with latest legislation in favour of organizational profitability.

### **Level of Productivity among Employees**

The level of productivity among employees is measured in terms of *fewer defects, fewer delays and reduced cost*. The assessment is based on 5 items questions in every indicator relating to productivity among employees.

Shown in Table 3 is the level of productivity among employees with the over-all mean of 3.37 described as moderate. It means that productivity is observed. According to Miranda (2014), productivity means improving gross revenues and profit. In addition, productivity is an essential consideration for businesses today because much of the organizations success relies upon the richness of its workforce.

Furthermore, as reflected in Table 3, the first indicator is **fewer defects** got a mean score of 3.40 described as moderate. The highest item is number 5 with the mean of 3.58 described as high. It means that productivity among employees is much observed.

**Table 3**  
**Level of Productivity among Employees**

<b>Indicators</b>	<b>Mean</b>	<b>Descriptive Equivalent</b>
<b>A. Fever Defects</b>		
1. have been motivated to improve my performance to be worthy of the systematic increment in my compensation	3.32	Moderate
2. feel financially assured with my compensation that I am able to focus more on my work and towards improving my efficiency	3.30	Moderate
3. regular performance review in connection with performance incentives, has enabled me to check my own work goals and commitments towards achievement of organizational aims	3.30	Moderate
4. obliged to fully engage my skills and abilities to find ways to eliminate errors or flaws in performing different processes or in rendering service to clients/patients	3.50	High
5. feel empowered to make decisions concerning my work to minimize, if not eliminate deficiencies	3.58	High
<b>Over-all Mean</b>	<b>3.40</b>	<b>Moderate</b>
<b>B. Fewer Delays</b>		
1. tend to respond to work demands more promptly because I am assured of sufficient pay to meet my own needs	3.45	High
2. inspired to work within schedule or even ahead of schedule because of the incentive system	3.20	Moderate
3. committed to achieved my work objectives punctually without waiting for deadlines most of the time	3.18	Moderate
4. find ways to shorten the length of time required to complete my tasks as I am motivated by the work review linked to pay system and the work culture within MMGH	3.22	Moderate
5. encouraged to continue to improve my delivery of service due to regular recognition and rewards system of the MMGH	3.30	Moderate
<b>Over-all Mean</b>	<b>3.27</b>	<b>Moderate</b>

**C. Reduced Cost**

1. acknowledges that the motivations of incentives have lead to a decrease in monitoring and follow-up cost	3.54	High
2. recognizes that more employees feel confident to grow in their jobs because of the compensation management, hence, the organization is able to save on supervisory cost	3.33	Moderate
3. recognizes that more employees feel secured in the company and choose to stay in their jobs which help save replacement costs	3.40	Moderate
4. observes and notes of employees effort to improve their processes and correct their mistakes that helps reduce retraining costs	3.44	High
5. motivates employees to transfer their knowledge via incentives design to lessen costs of human resources maintenance	3.54	High
<b>Over-all Mean</b>	<b>3.45</b>	<b>High</b>
<b>Total Over- all Mean</b>	<b>3.37</b>	<b>Moderate</b>

**Legend:**

Scale	Descriptive Equivalent
4.21-5.00	Very high
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Very Low

It implies that employee feel empowered to make decisions concerning work to minimize, if not eliminate deficiencies. Followed by item number 4 got the mean of 3.50

described as high. It means that employees are obliged to fully engage skills and abilities to find way to eliminate errors or flaws in performing different processes or in rendering service to clients/patients. While item number 1 got the mean score of 3.32 describe as moderate. It means that productivity is observed. It implies that employees have been motivated to improve performance to be worthy of the systematic increment in compensation. The remaining item is number 2 and 3 got the same mean of 3.30 described as moderate. It implies that employees may feel financially assured with compensation that they are able to focus more on work towards improving efficiency and regular performance review in connection with performance incentives, has enabled to check work goals and commitment towards achievement of organizational aims.

The second indicator is *fewer delays* with an over-all total mean of 3.27 described as moderate. It means that productivity is observed. According to Times live (2018), that fewer delay can affect the impression of patient to the image of the organization, for instance, delay of result of the tests due to improper way of using the machine, there might be an incident that it will lead to failure in productivity.

As reflected in Table 3, the highest item is number 1 with the mean of 3.45 described as high. It implies that employees might tend to respond to work demands more promptly because they are assured of sufficient pay to meet its own needs. While item number 5, 4 and 2 got the mean of 3.30, 3.22 and 3.20 described as moderate. It means that productivity is observed. It implies that employees are encourage continuing to improve delivery service, find ways to shorten the length of time to complete the tasks and lastly inspired to work within schedule or even of schedule because of incentive system.

The remaining item was the lowest among all is item number 3 with the mean of 3.18 described as moderate. It means that productivity is observed. It implies that employee must be committed to work objectives punctually without waiting for deadlines most of the time.

The third indicator is *reduced cost* with the over- all mean of 3.45 described as high. Rebba V. & Rizzi D. (2006) mentioned that by preventing or reducing cost, available resources can be used to provide more services or expand access to them and improve the quality of hospital services.

As reflected in Table 3, the item with the highest mean are numbers 1 and 5 having the same mean of 3.54 described as high. It means that productivity is much observed. It implies that the management may acknowledges that motivations of incentives have led to decrease in monitoring and follow- up cost, and it might motivates employees to transfer their knowledge via incentive design to lessen costs of human resource maintenance. Followed by, item number 4 with the mean of 3.44 described as high. It means that productivity is much observed. It implies that the management observes and notes of employees effort to improve their processes and correct their mistakes to help retraining costs.

The lowest item is number 2 with the mean of 3.33 described as moderate. It implies that the management might recognize that more employees feel confident to grow in their job because of the compensation management; hence, the organization is able to save on supervisory cost.

The remaining item is number 3 with the mean of 3.40 describe as moderate. It means that productivity is observed. It implies that management may recognize that

more employees feel secured in the company and choose to stay in their job which can help to save replacement costs.

### **Significant Relationship between Compensation Management and Productivity among employees**

Shown in Table 4 is the significant relationship between the compensation management and productivity among employees. The result of the computation using r-value of 0.756 associated with P-value of 0.000 which is less than 0.05. Thus, the null hypothesis is rejected. It can be stated that therefore there is a significant relationship between compensation management and productivity among employees. It implies that compensation management can help the productivity of the hospital or establishment.

The result of this study is supported by theory of Armstrong (2005) stated that compensation management is an integral part of human resource management approach to productivity in the organization, team and individual performances.

**Table 4**

**Significant Relationship between Compensation Management and Productivity among employees**

Correlation Coefficient

Productivity among Employees

---

Compensation Management among Employees	0.756*
--	--------

---

P- value ( 0.000) < 0.05



## Chapter 5

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

Presented in this chapter are the summary of findings, conclusions and recommendation drawn by the researchers from the result of the study.

#### Findings

The findings of the study were the following:

1. The over-all mean obtained by compensation management among employees is 3.48 in terms of fair, equitable and consistent which it is interpreted as much evident.
2. The total over-all mean obtained by productivity among employees is 3.37 which is interpreted as observed.
3. The computed r-value is 0.756 with the P-value of 0.000 which is lesser than the 0.05 level of significance. Thus, the null hypothesis is rejected.

#### Conclusion

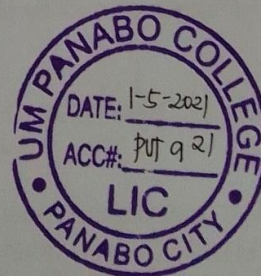
Based on the findings of the study, the following are the conclusions drawn:

1. The level of compensation management among employees in terms of fair, equitable and consistent is high.
2. The level of productivity among employees is moderate.
3. There is a significant relationship between compensation management and productivity among employees.

## Recommendation

Based on the findings and conclusions of the study, the following are the recommendations drawn:

1. The management should emphasize incentives given to employees and provides cash bonuses and increase wage rate or salary. Moreover, the management also offer rewards to motivate employees to produce optimally and use a reward system to acknowledge employees' performance.
2. The employee must sustain effective performance in the organization and ensure effort towards the complicated task and overall performance efficiency.
3. The management may use systematic salary structure for each job position and it includes corresponding compensation package in order for an employee to feel secure and motivated in the task given. In addition the management must motivate employees and review regularly the compensation of each employee.
4. The researcher would like to recommend a further study using other variable to ascertain and evaluate the findings of this research.



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**Websites:**

//www.ncbi.nlm.nih.gov

# Appendix A

## Letter of Permission to Conduct the Study



DEPARTMENT OF BUSINESS ADMINISTRATION EDUCATION

DEPARTMENT OF BUSINESS ADMINISTRATION EDUCATION  
Human Resource Management Program  
Mabini Street, Tagum City  
Telephone: (084) 400-3355 or (084) 655-6400

December 18, 2018

**LEONARDO N. NOVENO, MD**  
Chief of Hospital  
MEDICAL MISSION GROUP HOSPITAL & HEALTH SERVICES COOPERATIVE  
Tagum City, Davao del Norte

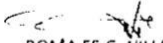
Dear Dir. Noveno:

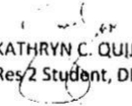
We are BSBA-Human Resource Management students of UM Tagum College, and are endeavoring to conduct a quantitative research as an academic exercise in application of all the theories and concepts learned. In this connection, we humbly ask for your permission to conduct this study in your organization, entitled "*Compensation Management and Productivity among Employees of the Medical Mission Group Hospital & Health Services Cooperative in Tagum City*" which entails participation of the employees to respond to research questions.

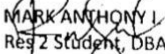
We fully understand that any information that the employees, as participants to this study, may disclose, has to be taken into strict confidentiality. Further, we commit to uphold research ethics in all phases of our study. Hence, we are assuring you that all information provided for us to complete our study shall be protected with all our personal capacities. Along this line also, we express willingness to be informed or directed as to the manner you wish us to approach or carry out this research in your organization.

We sincerely hope for your favorable consideration. We will be deeply indebted to your office and to your organization to be able to complete our college education. Thank you very much.

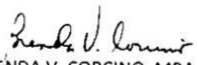
Very sincerely,

  
ROMAFÉ G. VILLEGAS  
Res 2 Student, DBAE

  
KATHRYN C. QUIJANO  
Res 2 Student, DBAE

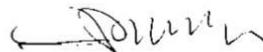
  
MARK ANTHONY L. PARADJI  
Res 2 Student, DBAE

Noted by:

  
BRENDA V. CORCINO, MBA  
BSBA-HR Prog Head/Research Adviser

//bvc

OK 12/21/18



## Appendix B-1

### Validation Letter

May 16, 2019

**PROF. LEAVIC MAGHANOY**

Faculty

UM Panabo College

Dear Ma'am:

We are pleased to inform you that you are chosen as one of our validators on the questionnaire duly modified and prepared by the undersigned. This will be used in the conduct of our study entitled: **Compensation Management and Profitability among Employees of Medical Mission Group Hospital, Inc.**

To this, we attached the following: Validation Sheet and the questionnaire for your reference. The expertise and experience you will share to us will give great advantage to our endeavor.

Respectfully yours,



**Dolormente, Danica**

**Samon, Jaymer**

**Villegas, Rona Fe**

Researchers

Noted by:

**DR. AMELIE L. CHICO**

Adviser

## Appendix B-2

### Validation Letter

May 16, 2019

**PROF. DICKEY O. MOSQUEDA**

Faculty

UM Panabo College

Dear Sir:

We are pleased to inform you that you are chosen as one of our validators on the questionnaire duly modified and prepared by the undersigned. This will be used in the conduct of our study entitled: **Compensation Management and Profitability among Employees of Medical Mission Group Hospital, Inc.**

To this, we attached the following: Validation Sheet and the questionnaire for your reference. The expertise and experience you will share to us will give great advantage to our endeavor.

Respectfully yours,

**Dolormente, Danica**

**Samon, Jaymer**

**Villegas, Rona Fe**

Researchers

Noted by:

**DR. AMELIE L. CHICO**

Adviser

## Appendix D

### Survey Questionnaire

#### QUESTIONNAIRE ON COMPENSATION MANAGEMENT AND PRODUCTIVITY AMONG EMPLOYEES OF MEDICAL MISSION HOSPITAL INC.

**Name (Optional)** \_\_\_\_\_ **Gender: Male ( ) Female ( )**

**No. of Year in Service** \_\_\_\_\_

**Current Position** \_\_\_\_\_

**Estimated Monthly Income:**

_____ below P 5,000	_____ P 20,000 – P24,999
_____ P 5,000 – P 9,999	_____ P 25,000 – P29,999
_____ P 10,000 – P14,999	_____ P 30,000 – P34,999
_____ P 15,000 – P19,999	_____ P 35,000 - above

**Direction:** Please answer all items and check the box of the number that best represents your response according to the given scale. Be assured that your answers will be treated with confidentiality.

Range	Scale	Interpretation
5	Strongly Agree	This means that the condition embodied in the item is observed at all times.
4	Agree	This means that the condition embodied in the item is oftentimes observed.
3	Moderately Agree	This means that the condition embodied in the item is somewhat observed.
2	Disagree	This means that the condition embodied in the item is slightly observed.
1	Strongly Disagree	This means that the condition embodied in the item is not observed.

#### A. COMPENSATION MANAGEMENT

A. FAIR	5	4	3	2	1
The management ...					
1. Provides, generally, both monetary and non-monetary rewards to employees in return for well-rendered work performance.					
2. Gives minimum or above minimum wages/salaries within an established salary structure.					
3. Complies with the mandatory benefits and contributions for all covered regular and probationary employees (13 <sup>th</sup> Month Pay, Holiday pay, Overtime Pay, Night shift differential, Service Incentive Leave or Sick/Vacation Leave Pay, Maternity Leave Benefits, Paternity Leave Benefit, Retirement Benefit, Health Benefits through PHIC& SSS, etc)					
4. Established a systematic salary structure for the various positions (each job position has a corresponding compensation package provided with a definite formula for increments in salaries in terms of years of service rendered or other qualifying criteria)					

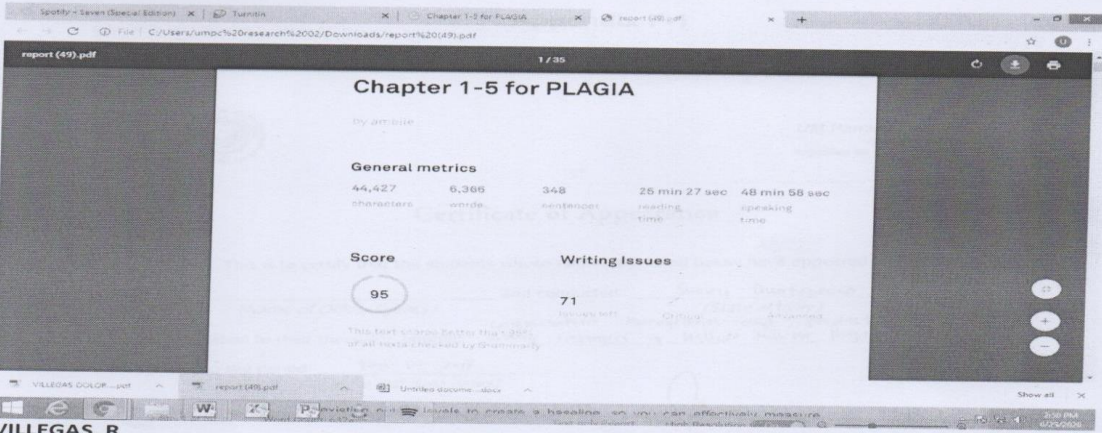
5. Grants other benefits and incentives following a comprehensive incentive system to compensate or support desirable employee performances (Bonus, Allowance, Educational Assistance/Scholarships, Medical Insurances)					
<b>B. EQUITABLE</b> The establishment...					
1. Gives their employees salaries/wages adequate to the amount of time/effort/work they put in their job					
2. Develops compensation packages that methodically and meticulously analyzes and evaluates jobs as well as considers and compares each job description from the rest of the jobs within the organization.					
3. Sets a pay structure that compensates employees based on the amount of work & responsibilities performed on the job and on their other capabilities					
4. Ensures that employees receive compensation proportionate for the type of work performed, and distinct from other jobs in the organization.					
5. Gives employees compensation packages comparable to, if not greater than what other establishments offer within health industry in Tagum City and Davao del Norte					
<b>C. CONSISTENT</b> The establishment...					
1. Maintains coherent policy/ies on compensation throughout the organization.					
2. Regularly updates with new wage issuances and effects wage adjustments, whenever necessary.					
3. Implements the same pay structure for all employees without prejudice to race or sex.					
4. Does not bend or rule out compliance with latest legislation in favour of organizational profitability.					
5. Does not omit any single employee in implementing just and correct wage or in granting incentives, benefits or other employee entitlements.					

**A. COMPENSATION MANAGEMENT**

**II. PRODUCTIVITY**

<b>A. FEWER DEFECTS</b> <b>As an employee...</b>	5	4	3	2	1
1. I have been motivated to improve my performance to be worthy of the systematic increment in my compensation.					
2. I feel financially assured with my compensation that I am able to focus more on my work and towards improving					

my efficiency.					
3. the regular performance review in connection with performance incentives, has enabled me to check my own work goals and commitments towards achievement of organizational aims.					
4. I am obliged to fully engage my skills and abilities to find ways to eliminate errors or flaws in performing different processes or in rendering service to clients/patients					
5. I feel empowered to make decisions concerning my work to minimize, if not eliminate deficiencies.					
<b>B.FEWER DELAYS</b> <b>As an employee, I ...</b>	5	4	3	2	1
1. tend to respond to work demands more promptly because I am assured of sufficient pay to meet my own needs.					
2. am inspired to work within schedule or even ahead of schedule because of the incentive system					
3. am committed to achieve my work objectives punctually without waiting for deadlines most of the time.					
4. find ways to shorten the length of time required to complete my tasks as I am motivated by the work review linked to pay system and the work culture within Medical Mission Group Hospital (MMGH).					
5. am encouraged to continue to improve my delivery of service due to regular recognition and rewards system of the MMGH.					
<b>C.REDUCED COST</b> The management ...					
1. acknowledges that the motivations of incentives have lead to a decrease in monitoring and follow-up cost.					
2. recognizes that more employees feel confident to grow in their jobs because of the compensation management, hence, the organization is able to save on supervisory cost.					
3. recognizes that more employees feel secured in the company and choose to stay in their jobs which help save replcemennt costs.					
4. observes and notes of employees' effort to improve their processes and correct their mistakes that helps reduce retraining costs.					
5. motivates employees to transfer their knowledge via incentives design to lessen costs of human resources maintenance.					



VILLEGAS, R  
DOLORMENTE, D  
SAMON, J

## GRAMMARLY CERTIFICATE 95%

  
DR. AMELIE L. CHICO  
Research Coordinator

# Appendix F-1

## Certificate of Appearance




UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Survey Questionnaire  
(Name of Office/Agency) (State activity)  
in relation to their thesis/FS entitled "Compensation Management and Productivity  
among employees of Medical Mission Hospital Inc."  
during the period Jan. 09, 2018  
(State inclusive dates)

  
Noel Torres  
Name and Signature of Authorized Personnel




UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Survey Questionnaire  
(Name of Office/Agency) (State activity)  
in relation to their thesis/FS entitled "Compensation Management and Productivity  
among employees of Medical Mission Hospital Inc."  
during the period Jan - 03, 2018  
(State inclusive dates)

  
Mark Anthony Lopez  
Name and Signature of Authorized Personnel



## Appendix F-2

### Certificate of Appearance



UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Jenny Guzman  
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Compensation Management and Productivity -  
among Employees of Medical Mission Hospital Inc."  
during the period Dec. 26, 2017  
(State inclusive dates)

\_\_\_\_\_  
Name and Signature of Authorized Personnel



UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Suey Gutierrez  
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Compensation Management and Productivity  
among Employees of Medical Mission Hospital Inc."  
during the period Dec. 29, 2017  
(State inclusive dates)

\_\_\_\_\_  
Name and Signature of Authorized Personnel

# Appendix F-3

## Certificate of Appearance



UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the \_\_\_\_\_ and conducted Survey Questionnaire  
*(Name of Office/Agency)* *(State activity)*  
in relation to their thesis/FS entitled "Compensation Management and Productivity among Employees of Medical Mission Hospital Inc."  
during the period Dec. 28, 2017  
*(State inclusive dates)*

Christina Bugas  
Name and Signature of Authorized Personnel



UM Panabo College  
Research Office  
Arguelles St. San Francisco  
Panabo City

### Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the \_\_\_\_\_ and conducted Survey Questionnaire  
*(Name of Office/Agency)* *(State activity)*  
in relation to their thesis/FS entitled "Compensation Management and Productivity among Employees of Medical Mission Hospital Inc."  
during the period Jan. 9, 2018  
*(State inclusive dates)*

Anna Perez  
Name and Signature of Authorized Personnel

Appendix F-4

Certificate of Appearance



UM Panabo College  
Research Office  
Arguellos St. San Francisco  
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Survey Questionnaire  
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Compensation Management and Productivity among Employees of Medical Mission Hospital Inc."

during the period \_\_\_\_\_  
(State inclusive dates)

[Signature]  
Name and Signature of Authorized Personnel



UM Panabo College  
Research Office  
Arguellos St. San Francisco  
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

\_\_\_\_\_ and conducted Survey Questionnaire  
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "Compensation Management and Productivity among Employees of Medical Mission Hospital Inc."

during the period \_\_\_\_\_  
(State inclusive dates)

[Signature]  
Name and Signature of Authorized Personnel

## Certification



RESEARCH AND PUBLICATION CENTER  
Mabini Street, Tagum City  
Davao del Norte  
Telefax: (084)655-9607 Local 128

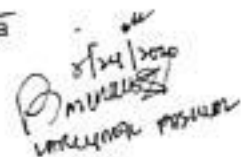
# CERTIFICATION

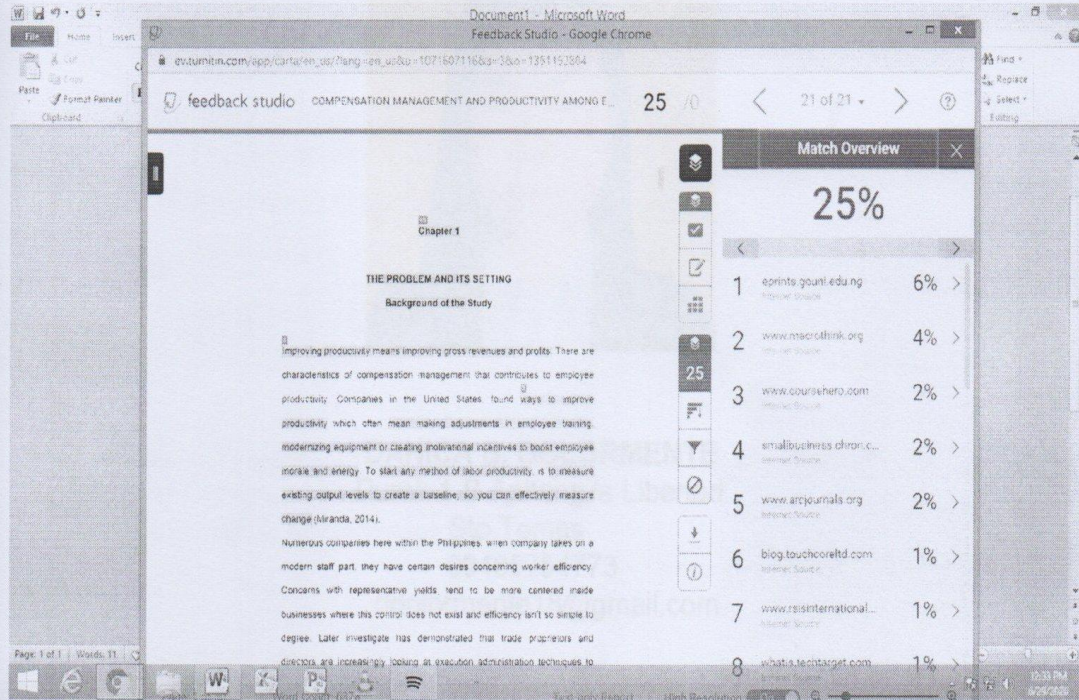
TO WHOM IT MAY CONCERN:

This is to certify that Rona Fe G. Villegas complied and accomplished the statistics for her Research entitled: Compensation Management and Productivity among Employees of Medical Mission Hospital, Inc.

Given this 24<sup>th</sup> day of February, 2020 at Um Tagum College, Tagum City, Davao del Norte, Philippines.

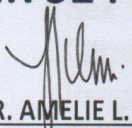
  
Prof. Rex Sarvida

  
8/24/2020  
Rona Fe G. Villegas



VILLEGAS, R  
 DOLORMENTE, D  
 SAMON, J

## CONGRATULATIONS PASSED THE PLAGIARISM 25% HR 324 (HR RESEARCH)

  
**DR. AMELIE L. CHICO**  
 Research Coordinator

Student's Name: \_\_\_\_\_  
 in case of emergency: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Contact No: \_\_\_\_\_

• Tertiary Education  
 Bachelor of Science in Business Administration  
 UAT Pambuco Campus  
 11 Angeles St., Brgy. San Francisco, Pambuco City



**DANICA B. DOLORMENTE**

Purok 1-B Apitong, la Libertad

Sto. Tomas

09485754773

ddolormente18@gmail.com

**PERSONAL INFORMATION**

Age	:	22
Date of Birth	:	August 16, 1997
Height	:	4'5
Weight	:	55
Status	:	Single
Sex	:	Female
Citizenship	:	Filipino
Religion	:	Roman Catholic
Father`s Name	:	Robert G. Dolormente
Mother`s Name	:	Lorenza B. Dolormente
In case of emergency:		Robert G. Dolormente
Address	:	Purok 1-B Apitong la libertad,

Sto.tomas

Contract No. : 09514561646

## EDUCATIONAL BACKGROUND

- **Tertiary Education**  
Bachelor of Science in Business Administration  
UM Panabo College  
P.N. Arguilles St., Brgy. San Francisco, Panabo City
  
- **Secondary Education**  
Sto.Tomas National High School  
Menzi, Sto.Tomas Davao Del Norte  
2013-2014
  
- **Elementary Education**  
Maryknoll High School  
Sto.Tomas Davao Del Norte  
2009-2010

## KNOWLEDGE AND SKILLS:

- Computers (MS Word, Excel, Power Point, Adobe Photoshop)
- Good Communication Skills
- Always willing to learn new things

## TRAINING AND SEMINARS:

### **Igniting Team Spirit and Strengthening Camaraderie**

New Bldg. UM Panabo College

September 21, 2019

## CHARACTER REFERENCE

**DR. CHRISTY E. BAYANAY**

Doctor

Sto.tomas, Davao del Norte

09556834560

**DR. MAXIMO M. ESTELA**

Mayor

Sto.tomas Davao del Norte

09519934505

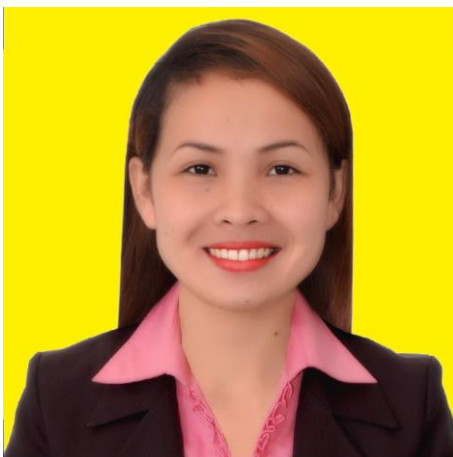
**DR. ERIC M. ESTELA**

Vice Mayor

Sto.tomas Davao del Norte

09102278945





**RONA FE G.VILLEGAS**

Block 8 Lot 4, Purok 7, Salvacion, Panabo City

+639072848812

[ronafevillegas@gmail.com](mailto:ronafevillegas@gmail.com)

**PERSONAL INFORMATION**

Age	:	27
Date of Birth	:	January 2, 1993
Height	:	5'3
Weight	:	48
Status	:	Single
Sex	:	Female
Citizenship	:	Filipino
Religion	:	Roman Catholic
Father`s Name	:	Ronaldo Villegas
Mother`s Name	:	Flory Fe Villegas
In case of emergency:		Flory Fe Villegas
Address	:	Block 8 Lot 4, Purok 7, Salvacion Panabo
City		
Contract No.	:	09383043006

**EDUCATIONAL BACKGROUND**

- **Tertiary Education**  
Bachelor of Science in Business Administration  
UM Panabo College  
P.N. Arguilles St., Brgy. San Francisco, Panabo City
  
- **Secondary Education**  
A.L. Navarro NATIONAL High School Lasang, Davao City
- **Elementary Education**  
Rizal Elementary School  
San Francisco , Panabo City

#### **KNOWLEDGE AND SKILLS:**

- Computers (MS Word, Excel, Power Point, Adobe Photoshop)
- Good Communication Skills
- Always willing to learn new things

#### **TRAINING AND SEMINARS:**

##### **Igniting Team Spirit and Strengthening Camaraderie**

New Bldg. UM Panabo College

September 21, 2019

#### **WORK EXPERIENCE:**

##### **Work Experience**

**Sept.3, 2018 –Present**

*Superbuy Account- Callnovo Philippines  
Customer Service Representative*

**May 2, 2017 –June 11, 2018**

Zuneca Inc. (Mindanao Distribution Outlet)  
Tagum City

***Territory Manager- (Tagum and Panabo Area)***

*(Detailing & Promote medicine to Doctors, taking order in Pharmacies, make deliveries to Pharmacies, conduct inventory at pharmacies & collection)*

**June 6, 2016 – Nov.6, 2016**

Zuneca Inc. (Mindanao Distribution Outlet)  
Tagum City

***Medical Representative***

*(Detailing & Promote medicine to Doctors, taking order in Pharmacies, make deliveries to Pharmacies, conduct inventory at pharmacies & collection)*

**July 10 2013 - May 15, 2016**

Red Ribbon Bakeshop Inc.  
Gaisano Grand Mall Panabo

***Store Crew***

*(Inventory reports, handling the branch, forecast, counter cashiering, cake letterer, assist customers).*

**December 10, 2012- May 21, 2013**

Innovatronix Imaging Center Inc.  
Gaisano Grand Mall Panabo

***Sales Attendant***

*(Cashier, photo editor, assist customers, photographer)*

**February 23, 2010-February 23, 2011**

Starbright Printing Press Inc.  
General Santos City

***Liaison Officer/Collator***

*(Receipts shuffler, follow up taxes in BIR, Delivered receipts)*

## CHARACTER REFERENCE

**DR. CHRISTY E. BAYANAY**

Doctor

Sto.tomas, Davao del Norte

09556834560

**DR. MAXIMO M. ESTELA**

Mayor

Sto.tomas Davao del Norte

09519934505

**DR. ERIC M. ESTELA**

Vice Mayor

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**JOYMEE D. SAMON**

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**PERSONAL INFORMATION**

Age : 25  
Date of Birth : February 11, 1995  
Height : 5'6  
Weight : 58  
Status : Single  
Sex : Female  
Citizenship : Filipino  
Religion : Roman Catholic  
Father`s Name : Dionisio O. Samon  
Mother`s Name : Connie D. Samon  
In case of emergency: Dionisio O. Samon  
Address : Purok 13-A ,Maricris Village,  
A.O Floirendo, Panabo City  
Contract No. : 09467410763

**EDUCATIONAL BACKGROUND**

- **Tertiary Education**  
Bachelor of Science in Business Administration  
Major in Human Resource Management  
UM Panabo College  
P.N. Arguilles St., Brgy. San Francisco, Panabo City
- **Secondary Education**  
Tulalian National High School

Tulalian Sto.Tomas Davao Del Norte  
2010-2011

- **Elementary Education**  
Tulalian Elementary School  
Tulalian Sto.Tomas Davao Del Norte  
2006-2007

#### **KNOWLEDGE AND SKILLS:**

- Computers (MS Word, Excel, Power Point, Adobe Photoshop)
- Leadership
- Teamwork
- Always willing to learn new things

#### **TRAINING AND SEMINARS:**

##### **Time Management and Organizational Skills Seminar**

UM Panabo College

Panabo City

September 30, 2017

##### **On the Job Training**

Pag-Ibig Fund Panabo Branch

February 2017

#### **CHARACTER REFERENCE**

**GRETCHEN A. CAWALING**

Med-Tech

TADECO Hospital

0909-145-7199

**BENELEO A. CABUGSAN**

HR Staff

TADECO

0930-177-6226

**LEONEIL J. BUERON**

PS #01, Supervisor

Tagum Agricultural Development Company Inc. (TADECO)

0912-043-8457