

Working Conditions, Work Environment, Recognition, and Job Satisfaction Among Nurses

Tre-Ann Faith A. Agnila¹, Gloria M. Cunanan

¹ Orcid ID: <https://orcid.org/0009-0005-1566-498X>

Liceo de Cagayan University Cagayan de Oro City, Philippines

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ABSTRACT

Nurse retention remains a major challenge for healthcare organizations, making it essential to understand the organizational factors associated with nurses' job satisfaction. This study examined the levels of working conditions, work environment, recognition, and job satisfaction among nurses in selected hospitals in Northern Mindanao, Philippines. Specifically, it assessed the levels of these organizational factors, determined job satisfaction levels, examined their relationships with job satisfaction, and identified predictors of job satisfaction. A descriptive-correlational research design was employed, involving 174 registered nurses selected through simple random sampling from four hospitals. Data were collected using a researcher-developed questionnaire and analyzed using descriptive statistics, Spearman's rank-order correlation, and multiple linear regression. The findings revealed that nurses generally perceived their working conditions ($M = 3.42$), work environment ($M = 3.72$), recognition ($M = 3.42$), and job satisfaction ($M = 3.52$) as high. Among the dimensions of the independent variables, educational opportunity demonstrated a statistically significant positive relationship with job satisfaction ($\rho = 0.155$, $p = .041$), whereas the remaining dimensions showed no statistically significant relationships. Multiple regression analysis indicated that the combined dimensions of working conditions, work environment, and recognition did not significantly predict job satisfaction ($R^2 = .073$, $F = 1.288$, $p = .241$), suggesting that other organizational and individual factors may contribute to nurses' job satisfaction. The study concludes that although nurses generally reported favorable perceptions of their workplace and high job satisfaction, strengthening educational and professional development opportunities may further enhance job satisfaction. Future studies should examine additional organizational and personal factors that may better explain variations in nurses' job satisfaction and retention.

Keywords: Job Satisfaction, work environment, working conditions, nurse retention, recognition

INTRODUCTION

The global shortage of nurses continues to challenge healthcare systems, and I believe this shortage compromises the quality, safety, and continuity of patient care. These challenges highlight the need to understand organizational factors associated with nurses' job satisfaction and retention. Nurse turnover reduces workforce stability, increases recruitment and training costs, and places additional workloads on the remaining staff, thereby affecting organizational performance and patient outcomes. The World Health Organization projected a global shortage of approximately 4.6 million nurses by 2030 if effective workforce retention strategies are not implemented. Similarly, the Philippines faces a projected shortage of 249,843 nurses by 2030, emphasizing the urgent need for evidence-based strategies that promote nurse retention and strengthen the healthcare workforce.

Job satisfaction has consistently been recognized as one of the strongest determinants of nurses' intention to remain in their organizations. Dissatisfied nurses are more likely to experience burnout, emotional exhaustion, reduced organizational commitment, and increased intention to leave, all of which contribute to workforce instability and a decline in the quality of care (Boyle et al., 1999; Larrabee et al., 2003; Sourdif, 2004). The loss of experienced nurses not only affects the efficiency of healthcare organizations but also increases the risk of medication errors, delayed patient assessments, reduced continuity of care, and higher operational costs associated with recruitment and staff orientation.

In the Philippines, the effects of nurse shortages are particularly evident in public and private hospitals. Although the Department of Health recommends an ideal nurse-to-patient ratio of 1:12, reports have shown that actual staffing levels in some tertiary hospitals remain considerably higher, with ratios reaching approximately 1:20 in general wards (Quismorio, 2023). Excessive workloads, increasing patient demands, and workforce shortages place substantial physical and emotional burdens on nurses, ultimately affecting their job satisfaction and their willingness to remain in the profession.

Previous studies have identified several organizational factors that influence nurses' job satisfaction. Favorable working conditions, supportive work environments, and meaningful recognition have been associated with improved employee well-being, organizational commitment, and retention. Working conditions encompass compensation, opportunities for professional development, organizational governance, and employment policies that support nurses in performing their professional responsibilities. Adequate working conditions contribute to employee motivation, productivity, and overall job satisfaction.

Similarly, the work environment plays a crucial role in shaping nurses' professional experiences. A positive work environment is characterized by supportive leadership, effective communication, teamwork, manageable workloads, psychological safety, and adequate staffing. Conversely, unfavorable work environments contribute to emotional exhaustion, burnout, decreased morale, and increased turnover intentions. In a recent study, Boudreau and Rhéaume (2024) reported that nurses working in healthier work environments experienced lower emotional exhaustion and were less likely to consider leaving the profession, highlighting the importance of organizational support in retaining the nursing workforce.

Recognition is another essential component of employee satisfaction. Recognition acknowledges nurses' professional competence, contributions, and accomplishments, fostering a sense of value and belonging within the organization. Employees who perceive that their efforts are appreciated are generally more engaged, motivated, and committed to their workplace. Ahmari and Qannass (2023) found that recognition and empowerment were positively associated with nurses' job satisfaction, suggesting that healthcare leaders who cultivate a culture of appreciation may improve staff retention and organizational performance.

Despite growing international evidence regarding factors associated with nurses' job satisfaction, limited empirical studies have simultaneously examined the influence of working conditions, work environment, and recognition among nurses in Northern Mindanao. Regional differences in organizational culture, healthcare resources, staffing patterns, and management practices may influence nurses' perceptions and experiences, making local evidence essential for developing context-specific workforce retention strategies. Understanding these organizational factors is particularly important as healthcare institutions continue to address workforce shortages while maintaining high standards of patient care.

This study therefore examined the levels of working conditions, work environment, recognition, and job satisfaction among nurses employed in selected hospitals in Northern Mindanao. Furthermore, it determined the relationships between these organizational factors and nurses' job satisfaction and identified whether these variables predict job satisfaction. The findings are expected to provide hospital administrators, nursing managers, and policymakers with evidence to guide organizational interventions to improve nurses' work experiences, enhance job satisfaction, and strengthen nurse retention in the region.

Theoretical and Conceptual Framework

This study is anchored in four complementary theories that explain how organizational factors influence nurses' job satisfaction: Herzberg's Two-Factor Motivation Theory, Maslow's Hierarchy of Needs, Erickson, Tomlin, and Swain's Modeling and Role Modeling Theory, and Hildegard Peplau's Theory of Interpersonal Relations. Collectively, these theories provide a comprehensive explanation of how working conditions, work environment, and recognition contribute to nurses' job satisfaction.

Herzberg's Two-Factor Motivation Theory proposes that job satisfaction and job dissatisfaction arise from two distinct categories of factors. Motivator factors, including achievement, recognition, responsibility,

advancement, and professional growth, promote job satisfaction by fulfilling employees' intrinsic psychological needs. In contrast, hygiene factors, such as salary, organizational policies, interpersonal relationships, supervision, and working conditions, do not necessarily create satisfaction but prevent dissatisfaction when adequately addressed. This theory supports the inclusion of working conditions and recognition as important organizational determinants of nurses' job satisfaction.

Maslow's Hierarchy of Needs further explains that individuals are motivated to satisfy a progression of physiological, safety, social, esteem, and self-actualization needs. Within the nursing profession, adequate compensation, safe staffing, manageable workloads, and workplace safety satisfy basic and security needs. At the same time, supportive relationships, professional recognition, and opportunities for career advancement fulfill higher-order social and esteem needs. When these needs are met, nurses are more likely to experience greater job satisfaction, organizational commitment, and professional fulfillment.

The Modeling and Role Modeling Theory developed by Erickson, Tomlin, and Swain emphasizes the importance of trust, mutual respect, empowerment, and collaborative relationships in achieving positive individual and organizational outcomes. The theory suggests that healthcare leaders who recognize employees' strengths, encourage participation in decision-making, and establish health-directed mutual goals create supportive work environments that enhance professional growth and job satisfaction. These principles provide the theoretical basis for examining recognition and workplace relationships as contributors to nurses' satisfaction.

Peplau's Theory of Interpersonal Relations highlights the importance of therapeutic and collaborative interpersonal relationships in nursing practice. Although originally developed to explain the nurse–patient relationship, its principles are equally applicable to interactions among nurses, managers, and other healthcare professionals. Supportive communication, mutual respect, empathy, and effective leadership foster healthy workplace relationships, improve teamwork, and contribute to positive work environments that promote nurses' job satisfaction.

These theories collectively explain that both organizational and interpersonal factors influence nurses' job satisfaction. Herzberg's theory emphasizes the role of motivational and hygiene factors; Maslow's theory explains how organizational support fulfills employees' hierarchical needs; Erikson's theory underscores empowerment and professional relationships; and Peplau's theory highlights the importance of effective interpersonal interactions. Together, these theoretical perspectives provide the foundation for examining the relationships among working conditions, work environment, recognition, and job satisfaction among nurses.

The study aimed to determine the impact of improving job satisfaction on nurse retention in the hospital. It intends to answer the following:

1. What is the level of work conditions in terms of:
 - 1.1 Salary and Wages.
 - 1.2 Educational Opportunity; and
 - 1.3 Governance?
2. What is the level of work environment in terms of:
 - 2.1 Emotional Exhaustion;
 - 2.2 Work Schedule
 - 2.3 Relationship to co-workers and Management;
 - 2.4 Safety; and

2.5 Nurse-to-Patient Ratio?

3. What is the level of Recognition in terms of:

- 3.1 Knowledge and skill; and
- 3.2 Health-Directed Mutual Goals?

4. What is the level of Job Satisfaction among nurses in the hospital?

5. Is there a significant relationship between job satisfaction and the work environment, work conditions, and recognition of nurses in the hospital?

6. Which variables, singly or in combination, predict job satisfaction?

LITERATURE REVIEW

Job satisfaction among nurses has become a major concern for healthcare organizations because it directly influences employee retention, organizational performance, and the quality and safety of patient care. The global nursing shortage, increasing workload, and changing healthcare demands have intensified the need to understand workplace factors that contribute to nurses' satisfaction and commitment to their organizations. Previous studies consistently demonstrate that job satisfaction is multidimensional and is shaped by organizational, professional, and interpersonal factors rather than by compensation alone. Consequently, healthcare administrators increasingly recognize that improving the nursing work environment is essential for sustaining workforce stability and delivering quality healthcare services.

Working conditions are among the most influential organizational determinants of nurses' job satisfaction. They encompass compensation, opportunities for professional growth, organizational governance, workload, and access to resources that enable nurses to perform their responsibilities effectively. According to Herzberg's Two-Factor Theory, salary and organizational policies function as hygiene factors that reduce dissatisfaction, whereas opportunities for advancement and professional development enhance employee motivation and satisfaction. Similarly, Spector (1997) argued that organizational policies, supervision, communication, and compensation collectively influence employees' perceptions of their work experience.

Although financial compensation remains an important concern among nurses, numerous studies suggest that salary alone does not guarantee long-term job satisfaction. Instead, equitable compensation combined with career advancement opportunities and supportive organizational leadership contributes more substantially to employee commitment and retention. Educational opportunities have likewise been identified as mechanisms for improving professional competence, increasing organizational commitment, and encouraging nurses to remain within their institutions. Effective governance further strengthens satisfaction by promoting participatory leadership, transparent decision-making, and organizational trust. Collectively, these findings suggest that favorable working conditions provide the structural foundation necessary to support nurses' professional performance and well-being.

Among organizational factors, the work environment has received considerable attention because it directly affects both nurses' well-being and patient outcomes. A positive practice environment is characterized by supportive leadership, effective communication, collaborative teamwork, adequate staffing, and sufficient material resources. Aiken et al. (2012) demonstrated that hospitals with supportive practice environments report higher nurse satisfaction, lower burnout, improved retention, and better patient outcomes. Likewise, Lake (2002) emphasized that leadership support, professional autonomy, and interdisciplinary collaboration create practice environments that enhance nurses' performance and organizational commitment. These findings indicate that work environments extend beyond physical conditions to encompass organizational culture and significantly influence nurses' professional experiences.

One major component of the work environment is emotional exhaustion, which represents the core dimension of occupational burnout. Maslach and Leiter (2016) described emotional exhaustion as the depletion of emotional and physical resources resulting from prolonged exposure to workplace stressors. Consistent with the Job Demands–Resources model proposed by Bakker and Demerouti (2007), excessive workload, insufficient staffing, and limited organizational resources increase burnout, whereas adequate support and workplace resources promote engagement and resilience. Studies further indicate that emotionally exhausted nurses are more likely to experience lower job satisfaction, decreased work performance, and greater intention to leave their organizations.

Work scheduling also contributes substantially to nurses' workplace experiences. Long working hours, rotating shifts, mandatory overtime, and inadequate recovery periods have been associated with fatigue, burnout, and reduced job satisfaction. Caruso (2004) reported that irregular schedules impair performance and increase the risk of clinical errors, while Dall'Ora et al. (2015) found that insufficient rest periods contribute to emotional exhaustion and turnover intentions. Appropriate scheduling practices, therefore, not only improve employee well-being but also promote patient safety and organizational efficiency.

Professional relationships constitute another critical dimension of the work environment. Effective communication, teamwork, and supportive leadership foster collaboration, trust, and psychological safety within healthcare organizations. Bass emphasized that transformational leadership enhances employee motivation and organizational commitment, whereas Laschinger demonstrated that empowering leadership increases nurses' job satisfaction and retention. Positive relationships between nurses, supervisors, and multidisciplinary team members strengthen organizational culture and contribute to more effective patient care.

Workplace safety remains equally important. Healthcare professionals are continuously exposed to occupational hazards, including infectious diseases, workplace violence, and psychological stress. The World Health Organization (2020) emphasized that safe work environments encompass both physical and psychological protection. Similarly, Clarke highlighted that positive safety climates reduce workplace accidents while improving employees' perceptions of organizational support. When nurses perceive their work environments as safe and supportive, they report greater job satisfaction and stronger organizational commitment.

Adequate nurse-to-patient ratios represent another essential component of healthy work environments. Aiken et al. (2002) demonstrated that excessive workloads increase burnout, job dissatisfaction, patient mortality, and turnover. Similar findings by Lu et al. (2012) and Hayes et al. (2012) suggest that manageable workloads enable nurses to deliver high-quality care while maintaining professional satisfaction. Together, these studies indicate that staffing adequacy is fundamental to both workforce sustainability and healthcare quality.

Recognition represents an important motivational factor that strengthens nurses' professional identity and organizational commitment. Herzberg identified recognition as one of the strongest intrinsic motivators influencing job satisfaction. Employees who perceive that their contributions are valued demonstrate greater engagement, higher productivity, and stronger organizational loyalty. Recognition may be expressed through formal awards, performance feedback, career advancement, professional autonomy, or everyday appreciation from supervisors and colleagues.

Beyond acknowledging performance, organizations that invest in nurses' knowledge, clinical competence, and professional development reinforce employees' perceptions of value and belonging. Likewise, initiatives that support nurses' physical and psychological well-being encourage stronger organizational commitment. Studies have shown that recognition not only enhances motivation but also increases retention and improves patient care by fostering a culture of appreciation and professional respect.

Hypotheses of the Study

The following null hypotheses were tested at the 0.05 level of significance:

H₀₁: There is no statistically significant relationship between the dimensions of working conditions (salary and wages, educational opportunity, and governance), work environment (emotional exhaustion, work schedule,

relationship with co-workers and management, safety, and nurse-to-patient ratio), recognition (knowledge and skill, and health-directed mutual goals), and nurses' job satisfaction.

H₀₂: The dimensions of working conditions, work environment, and recognition, individually or in combination, do not significantly predict nurses' job satisfaction.

Scope and Delimitation

This study examined the relationships among working conditions, work environment, recognition, and job satisfaction among registered nurses employed in selected Level II hospitals in Northern Mindanao, Philippines. Working conditions were assessed in terms of salary and wages, educational opportunity, and governance. The work environment was evaluated through emotional exhaustion, work schedule, relationships with co-workers and management, safety, and nurse-to-patient ratio. Recognition was measured using the dimensions of knowledge, skill, and health-directed mutual goals.

The study was conducted among nurses from Iligan Medical Center Hospital, Gregorio T. Lluch Memorial Hospital, Mercy Community Hospital, Inc., and St. Mary's Maternity and Children's Hospital, Inc. Data collection was carried out from October to December 2025. The findings are limited to registered nurses working in the participating hospitals and therefore may not generalize to other healthcare professionals, healthcare institutions, or geographic settings.

Significance of the Study

The findings of this study contribute to the growing body of evidence on the organizational factors associated with nurses' job satisfaction and retention. The results may provide valuable information for healthcare leaders and policymakers in designing evidence-based strategies to strengthen the nursing workforce and improve the quality of patient care.

Nursing administrators. The findings may guide the development of management practices, staffing policies, recognition programs, and professional development initiatives that enhance nurses' job satisfaction and retention.

Hospitals. The study may serve as a basis for organizational interventions that improve working conditions, foster supportive work environments, and strengthen workforce stability while maintaining high standards of patient care.

Human resource managers. The results may support evidence-informed recruitment, retention, performance management, and employee recognition strategies that promote workforce engagement and reduce turnover.

Nurses. The study may increase awareness of organizational factors influencing job satisfaction and encourage participation in initiatives that promote professional well-being, career development, and organizational commitment.

Patients and the community. Improved nurse retention and job satisfaction may contribute to a more stable nursing workforce, resulting in safer, more efficient, and higher-quality healthcare services.

Finally, the findings may serve as a reference for future researchers conducting studies on nurse retention, organizational behavior, workforce management, and job satisfaction, particularly within Philippine healthcare settings.

Definition of Terms

The following are the words that were described operationally to help readers understand better.

Commitment. As used in the study, the degree of nurses' dedication, loyalty, and emotional attachment to their organization and profession.

Emotional Exhaustion. As used in the study, feelings of physical and emotional fatigue resulting from prolonged work demands and continuous patient care responsibilities.

Educational Opportunity. As used in the study, the availability of professional development, continuing education, and career advancement for nurses.

Governance. As used in the study, it encompasses organizational leadership, management practices, and administrative policies that influence nurses' professional practice and workplace experiences.

Health-Directed Mutual Goals. As used in the study, collaborative efforts between nurses and their organization to promote nurses' well-being, self-care, and overall health.

Intent to Stay. As used in the study, it refers to nurses' willingness or likelihood of remaining employed at their current healthcare organization.

Job Satisfaction. As used in the study, it refers to nurses' overall level of contentment with their job, work environment, and professional experiences.

Knowledge and Skill. As used in the study, nurses' competence refers to the application of theoretical knowledge and clinical skills to provide safe and effective patient care.

Nurse-to-Patient Ratio. As used in the study, the average number of patients assigned to a nurse during a work shift.

Recognition. As used in the study, it refers to the formal or informal acknowledgment and appreciation of nurses' contributions, achievements, and professional performance by the organization.

Relationship with Co-workers and Management. As used in the study, it refers to the quality of communication, collaboration, mutual respect, trust, and support among nurses, colleagues, and supervisors within the workplace.

Safety. As used in the study, it refers to nurses' perception of protection from occupational hazards and the availability of measures that ensure a safe working environment.

Salary and Wages. As used in the study, total monetary compensation for nurses includes basic salary and applicable employment-related allowances.

Working Conditions. As used in the study, organizational and employment-related factors are those that influence nurses' ability to perform their professional responsibilities, including compensation, governance, and opportunities for professional development.

Work Environment. As used in the study, the physical, social, psychological, and organizational conditions under which nurses perform their professional duties.

Work Schedule. As used in the study, the organization of nurses' working hours, staffing patterns, and shift assignments that influence workload distribution and work-life balance.

METHODOLOGY

Research Setting

This study was conducted in four hospitals located in Northern Mindanao, Philippines. The participating hospitals included Iligan Medical Center Hospital, Gregorio T. Lluh Memorial Hospital, Mercy Community Hospital, Inc., and St. Mary's Maternity and Children's Hospital, Inc. These institutions provide a range of

healthcare services, including inpatient, outpatient, emergency, and specialized nursing care. The hospitals were selected because they employ a substantial number of registered nurses and represent diverse healthcare environments within the region. The study setting was considered appropriate for examining the relationship between working conditions, work environment, recognition, and job satisfaction among nurses because the participating institutions differ in size, patient volume, organizational structure, and healthcare services offered. This diversity provided a comprehensive perspective on nurses' workplace experiences across multiple healthcare settings.

Research Design

This study utilized a descriptive-correlational research design to examine the relationships among working conditions, work environment, recognition, and job satisfaction among nurses in selected hospitals in Northern Mindanao, Philippines. Descriptive-correlational research is appropriate for identifying and describing existing relationships among variables without manipulating the study environment. According to Stangor (2011), correlational research is designed to determine whether variables are associated and to estimate the extent of their relationships, although it does not establish causality.

The descriptive component of the study was used to determine the levels of working conditions, work environment, recognition, and job satisfaction among nurses. The correlational component was utilized to examine the relationship between the independent variables (working conditions, work environment, and recognition) and the dependent variable (job satisfaction).

To further explore the predictive contribution of the independent variables, multiple regression analysis was employed. Multiple regression is a statistical technique that examines the extent to which one or more independent variables contribute to variations in a dependent variable (Creswell, 2014). Through this analysis, the study sought to determine whether working conditions, work environment, and recognition, individually or collectively, could predict job satisfaction among nurses.

Although the study employed regression analysis to assess predictive relationships, it remained non-experimental. Therefore, the findings are interpreted as indicating associations and predictive relationships rather than definitive cause-and-effect relationships.

Participants and Sampling Procedure

The study was conducted among registered nurses employed in four hospitals in Iligan City, Northern Mindanao, namely Iligan Medical Center Hospital, Gregorio T. Lluich Memorial Hospital, Mercy Community Hospital, Inc., and St. Mary's Maternity and Children's Hospital, Inc. The total population consisted of 317 nurses.

A simple random sampling technique was employed to select the study participants. Simple random sampling is a probability sampling method in which every member of the population has an equal and independent chance of being selected, thereby minimizing sampling bias and enhancing the representativeness of the sample (Etikan & Bala, 2017). This method was considered appropriate because a complete sampling frame was available through the nursing administration offices of the participating hospitals.

Prior to data collection, permission to conduct the study was obtained from the hospital administrators and the appropriate ethics review board. Lists of eligible nurses who met the inclusion criteria were secured from the nursing administration offices and served as the sampling frame. The inclusion criteria were Filipino registered nurses aged 20 to 40 years who were employed at the participating hospitals during the study period.

The required sample size was determined using the Raosoft Sample Size Calculator. Based on a population of 317 nurses, a 95% confidence level, and a 5% margin of error, the minimum recommended sample size was 174 respondents. To ensure adequate representation from each hospital, a proportional allocation was applied prior to the random selection of participants.

Selected nurses were invited to participate through official communication channels and personal contact. They were provided with an information sheet explaining the purpose of the study, data collection procedures, potential risks and benefits, confidentiality measures, and their rights as research participants. Written informed consent was obtained from all participants prior to questionnaire administration. Participation was voluntary, and respondents were informed that they could withdraw from the study at any time without penalty.

Data were collected using self-administered questionnaires. Participants were given sufficient time to complete the survey, and completed questionnaires were collected and secured to maintain confidentiality and anonymity throughout the research process.

The use of simple random sampling strengthened the study's external validity by reducing systematic selection bias and increasing the likelihood that the sample accurately represented the target population (Creswell, 2014; Polit & Beck, 2017). Consequently, the findings may be generalized to nurses with similar characteristics working in comparable hospital settings.

Research Instruments

Data were collected using a researcher-developed survey questionnaire designed to measure working conditions, work environment, recognition, and job satisfaction among nurses. The instrument was developed based on an extensive review of related literature and previously published survey instruments. Items were adapted from various sources, including Kinne's (2023) Twenty-Four Employee Survey Questions about Work Environment published on Workhuman.com, Wells and Ballentine's article People Keep Quitting Their Jobs Even as Recession Fears Mount published on Bloomberg.com, and Ovington's (2024) Top Forty-Five Sample Questions for Employee Satisfaction Survey published on HRMorning.com. The researcher developed additional items to ensure alignment with the study's objectives and variables.

The questionnaire consisted of five sections. The first section gathered demographic information, including age, sex, years of employment, and area of assignment. The second section measured working conditions and contained 17 items categorized into three dimensions: salary and wages, educational opportunity, and governance. The third section assessed the work environment through 29 items covering emotional exhaustion, work schedule, relationship with co-workers and management, safety, and nurse-to-patient ratio.

The fourth section measured recognition and consisted of 13 items categorized into knowledge, skill, and health-directed mutual goals. The fifth section assessed job satisfaction using 11 items grouped into commitment and intent-to-stay.

All items were rated using a five-point Likert scale, where 5 = Strongly Agree, 4 = Agree, 3 = Neutral/Undecided, 2 = Disagree, and 1 = Strongly Disagree. Higher scores indicated more favorable perceptions of working conditions, work environment, recognition, and job satisfaction.

The questionnaire was distributed anonymously to nurses assigned to both general wards and specialized units of the participating hospitals. Anonymity and confidentiality were maintained throughout the data collection process to encourage honest and unbiased responses.

Validity and Reliability of the Instruments

To establish the validity and reliability of the research instrument, a pilot study was conducted prior to the actual data collection. Content validity was assessed by three experts with experience in nursing research, healthcare administration, and quantitative research methodologies. The experts evaluated the questionnaire for clarity, relevance, appropriateness, and alignment with the study's objectives. Their comments and recommendations were incorporated into the final version of the instrument.

Following the validation process, a pilot test was conducted among 30 registered nurses who possessed characteristics similar to those of the target respondents but were not included in the actual study. The purpose

of the pilot test was to evaluate the clarity, comprehensibility, and consistency of the questionnaire items and to identify any ambiguities or issues that could affect data collection.

The reliability of the instrument was determined using Cronbach's alpha coefficient, which measures the internal consistency of questionnaire items. According to Polit and Beck (2017), a Cronbach's alpha value of 0.70 or higher indicates acceptable reliability, while values of 0.80 or higher indicate good reliability. The results of the pilot testing demonstrated that the instrument possessed satisfactory internal consistency, indicating that the items reliably measured the intended constructs of working conditions, work environment, recognition, and job satisfaction.

Based on the results of the expert validation and pilot testing, the questionnaire was deemed valid and reliable for use in the actual study.

Data Gathering Procedure

Prior to data collection, the researcher secured approval from the Dean of the School of Graduate Studies and obtained ethical clearance from the Liceo Research Ethics Board (LREB). Upon approval, formal letters requesting permission to conduct the study were submitted to the administrators of Iligan Medical Center Hospital, Gregorio T. Lluch Memorial Hospital, Mercy Community Hospital, Inc., and St. Mary's Maternity and Children's Hospital, Inc.

After obtaining institutional approval, the researcher coordinated with the nursing administration offices of the participating hospitals to secure a list of eligible nurses who met the inclusion criteria. The sampling frame was used to select participants through simple random sampling. Selected nurses were then approached either in person or through official communication channels and provided with an information sheet detailing the purpose, procedures, risks, benefits, and the study's voluntary nature.

Prior to participation, written informed consent was obtained from all respondents. Participants were informed that their participation was entirely voluntary and that they could refuse to answer any question or withdraw from the study at any time without penalty or adverse consequences.

The researcher personally facilitated the distribution and retrieval of the survey questionnaires. Participants completed a self-administered questionnaire that took approximately 15 to 20 minutes. Respondents who preferred assistance due to reading or comprehension difficulties were allowed to have the questionnaire read to them, with their responses recorded accurately by a member of the research team.

Completed questionnaires were collected immediately upon completion and coded with identification numbers rather than participant names to protect anonymity. All collected data were treated with strict confidentiality and used solely for academic and research purposes.

Following data collection, the questionnaires were reviewed for completeness, encoded, and prepared for statistical analysis. All records were stored securely, and access was restricted to the researcher. Upon completion of the study, data were retained and disposed of in accordance with institutional research policies and the provisions of the Data Privacy Act of 2012.

Statistical Techniques

After data collection, the responses were coded, tabulated, organized, and analyzed using appropriate statistical tools. The selection of statistical techniques was based on the study's objectives and the nature of the data collected.

Descriptive statistics, specifically the mean and standard deviation, were used to determine the levels of working conditions, work environment, recognition, and job satisfaction among nurses. The mean was used to describe participants' average responses, while the standard deviation was used to assess the variability or dispersion of

responses around the mean. These statistical measures summarized the respondents' perceptions of the variables under investigation.

To determine the relationship between job satisfaction and the independent variables, Spearman's rank-order correlation coefficient (Spearman's rho) was employed.

Spearman's rho is a nonparametric statistic used to measure the direction and degree of association between variables measured on ordinal scales or when data do not meet the assumptions of parametric tests.

The coefficient values range from -1.00 to +1.00, indicating the strength and direction of the relationship between variables.

Multiple regression analysis was utilized to examine whether working conditions, work environment, and recognition, individually or collectively, were associated with job satisfaction.

This statistical technique enabled the researcher to assess the contribution of multiple predictor variables to the dependent variable while controlling for the effects of other variables included in the model.

Specifically, the following statistical treatments were used:

Problem 1: The mean and standard deviation were used to assess the level of working conditions in terms of salary and wages, educational opportunities, and governance.

Problem 2: The mean and standard deviation were used to assess the level of the work environment in terms of emotional exhaustion, work schedule, relationships with co-workers and management, safety, and nurse-to-patient ratio.

Problem 3: The mean and standard deviation were used to determine the level of recognition in terms of knowledge and skills, as well as health-directed mutual goals.

Problem 4: The mean and standard deviation were used to determine the level of job satisfaction regarding commitment and intent to stay.

Problem 5: Spearman's rho was used to assess the relationship between job satisfaction and working conditions, work environment, and recognition.

Problem 6: Multiple regression analysis was used to determine whether working conditions, work environment, and recognition, singly or in combination, were associated with job satisfaction.

The statistical analyses provided the basis for interpreting the findings and answering the research questions. The selected statistical tools were appropriate for the study's descriptive-correlational design and the variables' measurement level.

RESULTS AND DISCUSSIONS

Problem No. 1. What is the level of work conditions in terms of:

- 1.1 Salary and Wages.
- 1.2 Educational Opportunity; and
- 1.3 Governance?

Table 1

The level of working conditions in terms of salary and wages

Salary and Wages	Mean	Standard Deviation	Verbal Description	Interpretation
1. I am satisfied with my Salary	2.29	1.050	Disagree	Low
2. I am motivated by the hospital's payment policy for my effort	3.17	0.861	Neutral/ Undecided	Moderately High
3. I am satisfied that the hospital frequently revises the salary scale.	3.15	0.812	Neutral/ Undecided	Moderately High
4. I get adequate incentive for extra effort	2.80	0.931	Neutral/ Undecided	Moderately High
5. The hospital has a bonus plan for better achievements of employees and better performance.	2.95	0.803	Neutral/ Undecided	Moderately High
6. I am content with the overall monetary and non-monetary benefits provided by the hospital.	2.93	0.925	Neutral/ Undecided	Moderately High
OVERALL MEAN	3.01	0.764	Neutral/Undecided	Moderately High

Table 1 presents the respondents' assessment of salary and wages, with an overall mean of 3.01 (SD = 0.764), corresponding to a Moderately High level (Neutral/Undecided). This finding indicates that while nurses perceive their compensation as generally acceptable, they remain uncertain about whether it adequately reflects their professional responsibilities and contributions. The results suggest that compensation provides moderate support but may not be sufficient to enhance overall job satisfaction. Although certain aspects of the compensation package appear acceptable, concerns regarding base salary continue to influence nurses' perceptions of their working conditions. This finding is consistent with the study of Lu et al., who reported that compensation is a major determinant of nurses' job satisfaction, with inadequate or uncompetitive salaries contributing to lower morale and reduced workplace satisfaction.

Among the salary and wage indicators, the highest-rated item was "I am motivated by the hospital payment policy for my effort" (M = 3.17, SD = 0.861), which was likewise interpreted as Moderately High. This finding suggests that the hospital's payment policies provide some degree of motivation; however, they are not sufficiently compelling to serve as a strong incentive for employee performance. The moderate rating may indicate that nurses perceive existing compensation policies as only partially fair, transparent, or competitive. This interpretation is supported by John Stacey Adams's Equity Theory, which posits that employees evaluate the fairness of their compensation by comparing their contributions with the rewards they receive. When compensation is perceived as equitable, employee motivation and satisfaction are more likely to improve. Likewise, Milkovich and Newman (2020) emphasized that compensation systems are most effective in motivating employees when rewards are perceived as fair and aligned with individual performance.

The lowest-rated indicator was "I am satisfied with my salary" (M = 2.29, SD = 1.050), which was interpreted as Low (Disagree). This result demonstrates that salary satisfaction remains a primary concern among nurses despite moderate perceptions of other compensation-related benefits. The finding suggests that existing salary levels may not adequately meet nurses' financial expectations or reflect the demands of their profession. Persistent dissatisfaction with base pay may therefore undermine overall job satisfaction and organizational

commitment. This observation supports the findings of Shields and Ward, who concluded that dissatisfaction with salary is a key factor associated with nurses' intentions to leave their organizations, particularly when compensation is perceived as disproportionate to workload and professional responsibilities.

Table 2

The level of working conditions in terms of educational opportunity

Educational Opportunity	Mean	Standard Deviation	Verbal Description	Interpretation
1. I am satisfied with the hospital's educational opportunities.	3.47	0.858	Agree	High
2. The hospital offers incentives to complete a degree or certification program	3.32	0.924	Neutral/ Undecided	Moderately High
3. The hospital encourages you to participate in training to improve your skills and competencies.	3.68	0.853	Agree	High
4. The hospital promotes your position according to your training and field of expertise.	3.27	1.078	Neutral/ Undecided	Moderately High
OVERALL MEAN	3.44	0.836	Agree	High

Table 2 presents the respondents' assessment of educational opportunity, with an overall mean of 3.44 (SD = 0.836), interpreted as High (Agree). This finding indicates that nurses generally perceive their hospitals as providing adequate educational opportunities that support continuous professional development. The result suggests that access to training, continuing education, and learning opportunities contributes positively to nurses' professional growth and workplace experiences. By enhancing their knowledge and competencies, nurses may develop greater confidence in their clinical practice and perceive stronger organizational support. This finding is consistent with the work of Heather K. Spence Laschinger (2012), who reported that access to professional development empowers nurses, strengthens organizational commitment, and enhances job satisfaction.

Among the indicators, the highest-rated statement was "The hospital encourages you to participate in training to improve your skills and competencies" (M = 3.68, SD = 0.853), which was interpreted as High (Agree). This finding demonstrates that respondents perceive their hospitals as supportive of continuous learning and competency development. Such institutional support fosters an environment that encourages lifelong learning, enhances clinical competence, and promotes professional confidence among nurses. According to Raymond A. Noe (2017), organizations that invest in employee training and development experience improvements in employee performance, motivation, and job satisfaction. Likewise, Patricia Benner (1984) emphasized that continuous learning is fundamental to the development of clinical expertise, enabling nurses to deliver safe, competent, and high-quality patient care.

The lowest-rated statement was "The hospital promotes your position according to your training and field of expertise" (M = 3.27, SD = 1.078), which was interpreted as Moderately High (Neutral/Undecided). This finding suggests that nurses remain uncertain about whether promotion and career advancement are consistently based on their qualifications, competencies, and professional expertise. The moderate rating may reflect perceived inconsistencies in promotion practices or the absence of clearly defined career advancement pathways within the organization. Transparent and merit-based promotion systems are important in fostering employee trust, motivation, and long-term organizational commitment. This interpretation is supported by Michael Armstrong (2014), who emphasized that equitable and transparent promotion practices are essential for sustaining employee engagement and motivation. Similarly, Frederick Herzberg (1959) identified opportunities for advancement and

recognition as intrinsic motivators that enhance employee satisfaction and encourage continued professional commitment.

Table 3

The level of working conditions in terms of governance.

Governance	Mean	Standard Deviation	Verbal Description	Interpretation
1. I have confidence in my immediate supervisor.	4.01	0.790	Agree	High
2. I have a supervisor who manages a team with a positive and healthy attitude	3.94	0.858	Agree	High
3. I have a supervisor who has the expertise and abilities to help me and my teammates achieve performance goals	4.00	0.805	Agree	High
4. The management discusses your career path	3.51	0.936	Agree	High
5. The management displays genuine care for your development.	3.62	0.928	Agree	High
6. The management provides you with regular feedback and insights into your performance.	3.63	0.908	Agree	High
7. The management handles disagreements within the team and workplace in a professional manner.	3.63	0.914	Agree	High
OVERALL MEAN	3.80	0.745	Agree	High

Table 3 presents the respondents' assessment of governance, with an overall mean of **3.80** (SD = 0.745), interpreted as High (Agree). This finding indicates that nurses generally hold favorable perceptions of hospital governance, leadership, and management practices. The result suggests that effective organizational leadership, supportive supervision, and sound management contribute positively to nurses' workplace experiences. Leadership characterized by clear communication, guidance, and managerial support fosters an environment that promotes employee confidence, collaboration, and professional commitment. This finding is consistent with the work of Michael Armstrong (2014), who emphasized that effective leadership and management are fundamental in promoting employee satisfaction, engagement, and organizational retention.

Among the governance indicators, the highest-rated statement was "I have confidence in my immediate supervisor" (M = 4.01, SD = 0.790), which was interpreted as High (Agree). This finding reflects a strong level of trust in immediate supervisors and suggests that nurse managers are perceived as competent, credible, and supportive leaders. Confidence in supervisors strengthens interpersonal relationships, facilitates open communication, and encourages teamwork within healthcare organizations. These conditions contribute to a positive work environment that supports employee engagement and organizational effectiveness. This interpretation is supported by Kurt T. Dirks and Donald L. Ferrin (2002), who found that trust in leadership enhances employee satisfaction, cooperation, and organizational performance. Likewise, Linda H. Aiken et al. (2012) reported that supportive nursing leadership is associated with improved nurse satisfaction, better patient outcomes, and reduced turnover.

Conversely, the lowest-rated statement was "The management discusses your career path" ($M = 3.51$, $SD = 0.936$), although it remained within the High (Agree) category. This finding suggests that while nurses generally perceive management positively, career planning and long-term professional guidance receive comparatively less emphasis. The result may indicate that organizational support is more focused on immediate operational concerns than on structured career development and advancement planning. Providing clear career pathways and regular career discussions can strengthen nurses' professional commitment and encourage long-term organizational retention. This interpretation is supported by Raymond A. Noe (2017), who emphasized that career planning and development are essential for enhancing employee motivation, growth, and retention. Similarly, Heather K. Spence Laschinger (2012) highlighted that opportunities for professional development and career advancement foster greater organizational commitment and job satisfaction among nurses.

Overall, the findings demonstrate that respondents perceive governance positively, particularly in terms of leadership credibility and supervisory support. However, the relatively lower rating for career path discussions indicates an opportunity for hospitals to strengthen career development initiatives. Establishing structured career planning programs, mentorship opportunities, and transparent promotion pathways may further enhance nurses' professional growth, organizational commitment, and overall job satisfaction.

Table 4

Summary of the level of working conditions

Variables	Mean	Standard Deviation	Verbal Description	Interpretation
Salary and Wages	3.01	0.764	Neutral/Undecided	Moderately High
Educational Opportunity	3.44	0.836	Agree	High
Governance	3.80	0.745	Agree	High
OVERALL MEAN	3.42	0.782	Agree	High

Table 4 presents the overall assessment of working conditions, yielding a mean score of 3.42 ($SD = 0.782$), interpreted as High (Agree). This finding indicates that nurses generally perceive their working conditions positively across the dimensions of salary and wages, educational opportunity, and governance. The result suggests that supportive organizational practices, opportunities for professional development, and effective leadership contribute to favorable workplace experiences among nurses. Positive working conditions are likely to enhance employees' professional well-being, strengthen organizational commitment, and promote greater job satisfaction. This finding is consistent with the study of Lu et al., who reported that supportive working conditions are closely associated with higher levels of nurses' job satisfaction, improved retention, and better organizational outcomes.

Among the dimensions of working conditions, governance obtained the highest mean score ($M = 3.80$, $SD = 0.745$), interpreted as High (Agree). This finding demonstrates that respondents perceive hospital leadership and management practices positively, particularly regarding supervisory support, organizational guidance, and administrative effectiveness. Strong governance creates a work environment in which nurses feel supported, valued, and actively involved in organizational processes, thereby enhancing confidence and professional commitment. This interpretation is supported by Linda H. Aiken et al. (2012), who emphasized that supportive leadership and effective management structures are fundamental characteristics of healthy work environments and are associated with improved nurse satisfaction and patient outcomes. Likewise, Heather K. Spence Laschinger (2012) reported that empowering leadership and effective governance strengthen nurses' perceptions of organizational support, professional autonomy, and job satisfaction.

Conversely, salary and wages received the lowest mean score ($M = 3.01$, $SD = 0.764$), corresponding to a Moderately High level (Neutral/Undecided). This finding indicates that although nurses generally evaluate their

overall working conditions favorably, they remain uncertain regarding the adequacy of their compensation. The result suggests that financial remuneration remains an area requiring organizational attention, as dissatisfaction with salary may affect employee morale, organizational commitment, and retention. This interpretation is consistent with Frederick Herzberg's (1959) Motivation–Hygiene Theory, which identifies salary as a hygiene factor that prevents dissatisfaction when adequate but may contribute to employee dissatisfaction when perceived as insufficient. Similarly, Shields and Ward found that compensation influences nurses' job satisfaction primarily when it is perceived as inequitable or inadequate relative to workload and professional responsibilities.

The findings indicate that governance serves as the strongest component of nurses' working conditions, reflecting positive perceptions of leadership and organizational support. However, the comparatively lower evaluation of salary and wages suggests that improvements in compensation policies may further strengthen nurses' workplace experiences. Enhancing both organizational leadership and equitable compensation practices may contribute to sustained job satisfaction, increased organizational commitment, and improved nurse retention.

Problem No 2. What is the level of work environment in terms of:

- 2.1 Emotional Exhaustion;
- 2.2 Work Schedule
- 2.3 Relationship to co-workers and Management;
- 2.4 Safety; and
- 2.5 Nurse-to-Patient Ratio?

Table 5

The level of the work environment in terms of emotional exhaustion

Emotional Exhaustion	Mean	Standard Deviation	Verbal Description	Interpretation
1. My Work causes me stress.	2.22	0.730	Disagree	Low
2. I am happy with my work.	3.71	0.705	Agree	High
3. I am satisfied working in my company.	3.64	0.783	Agree	High
4. I feel a sense of belonging at work.	3.81	0.800	Agree	High
5. I feel deeply connected to the work I do	3.86	0.740	Agree	High
6. I am deeply motivated and driven by the mission and goals at work.	4.22	1.060	Strongly Agree	Very High
7. When I speak up at work, my opinion is valued.	3.68	0.812	Agree	High
8. I feel good about my experience at work.	3.90	0.742	Agree	High
9. Do you feel the hospital is open to change?	3.48	0.891	Agree	High
OVERALL MEAN	3.64	0.627	Agree	High

Table 5 presents the respondents' assessment of emotional exhaustion, with an overall mean of 3.64 (SD = 0.627), interpreted as High (Agree). This finding indicates that nurses generally experience a positive emotional work environment characterized by motivation, engagement, and a sense of connection to their professional roles. The result suggests that respondents experience relatively low levels of emotional exhaustion while maintaining positive psychological well-being, enabling them to perform their responsibilities effectively. A supportive work environment that provides adequate organizational and interpersonal resources may help nurses manage work-related demands and sustain job satisfaction. This finding is consistent with the Job Demands–Resources Model developed by Arnold B. Bakker and Evangelia Demerouti (2007), which explains that sufficient job resources reduce emotional strain, enhance work engagement, and promote employee well-being.

Among the indicators, the highest-rated statement was "I am deeply motivated and moved by the mission and goals at work" (M = 4.22, SD = 1.060), interpreted as Very High (Strongly Agree). This finding demonstrates that nurses possess a strong sense of purpose and intrinsic motivation toward their profession and organizational mission. Meaningful work serves as an important psychological resource that strengthens resilience, encourages sustained engagement, and protects employees from emotional exhaustion. This interpretation is supported by Viktor E. Frankl (1963), who proposed that finding meaning and purpose in one's work enhances resilience and psychological well-being. Likewise, Edward L. Deci and Richard M. Ryan (2000) emphasized that intrinsic motivation derived from meaningful work promotes greater engagement, higher job satisfaction, and improved psychological functioning.

Conversely, the lowest-rated statement was "My work causes me stress" (M = 2.22, SD = 0.730), interpreted as Low (Disagree). This finding suggests that respondents generally do not perceive their work as excessively stressful despite the demands of the nursing profession. The low level of perceived work-related stress may reflect supportive organizational practices, effective coping strategies, or workplace conditions that help nurses manage occupational demands. Lower perceived stress is an important indicator of a healthy work environment because it contributes to emotional stability, professional effectiveness, and sustained job satisfaction. This interpretation is supported by Christina Maslach and Michael P. Leiter (2016), who reported that lower occupational stress is associated with reduced burnout and greater job satisfaction among healthcare professionals. Similarly, Hans Selye (1976) explained that when stress remains within manageable levels, individuals are more likely to maintain psychological well-being and optimal work performance.

Overall, the findings indicate that nurses experience a positive emotional work environment characterized by strong intrinsic motivation and relatively low perceived stress. These results suggest that organizational practices that foster meaningful work, provide emotional support, and promote psychological well-being may help sustain employee engagement, reduce emotional exhaustion, and enhance overall job satisfaction.

Table 6

The level of working environment in terms of the work schedule

Work Schedule	Mean	Standard Deviation	Verbal Description	Interpretation
1. My work schedule is flexible enough for me to meet my family/personal responsibilities.	3.92	0.675	Agree	High
2. I canceled plans of a personal nature to handle my workload.	3.81	0.639	Agree	High
3. My work schedule gives enough time to rest physically and mentally.	3.37	0.998	Neutral/Undecided	Moderately High
4. I often have phone calls for sudden duty.	3.11	1.039	Neutral/Undecided	Moderately High

5. My requested off-duty time is being granted.	3.79	0.914	Agree	High
OVERALL MEAN	3.57	0.630	Agree	High

Table 6 presents the respondents' assessment of work schedule, with an overall mean of **3.57** ($SD = 0.630$), interpreted as High (Agree). This finding indicates that nurses generally perceive their work schedules as manageable and supportive of both their professional and personal responsibilities. The result suggests that favorable scheduling practices contribute to a healthier work–life balance, enabling nurses to meet workplace demands while fulfilling family and personal obligations. Work schedules that provide adequate flexibility may enhance employee well-being, reduce work–family conflict, and promote greater job satisfaction. This finding is consistent with the work of Jeffrey H. Greenhaus and Tammy D. Allen (2011), who emphasized that flexible work arrangements improve work–life balance and contribute to higher levels of employee satisfaction and overall well-being.

Among the indicators, the highest-rated statement was "My work schedule is flexible enough for me to meet my family/personal responsibilities" ($M = 3.92$, $SD = 0.675$), interpreted as High (Agree). This finding demonstrates that respondents generally perceive sufficient flexibility in their work schedules to accommodate personal and family commitments. Flexible scheduling is an important organizational practice that helps nurses balance competing role demands while maintaining professional effectiveness. Such flexibility may reduce work-related stress, strengthen organizational commitment, and improve employee morale. This interpretation is supported by Jeffrey H. Greenhaus and Tammy D. Allen (2011), who reported that flexible work arrangements reduce work–family conflict and enhance employee satisfaction. Within healthcare settings, flexible scheduling has likewise been associated with improved nurse retention, increased morale, and better workforce stability.

Conversely, the lowest-rated statement was "I often have phone calls for sudden duty" ($M = 3.11$, $SD = 1.039$), interpreted as Moderately High (Neutral/Undecided). This finding suggests that although nurses generally perceive their schedules positively, unexpected duty calls and schedule changes remain a concern. Such unpredictability may interfere with personal commitments, reduce opportunities for adequate rest, and contribute to work–life imbalance. Frequent unscheduled work demands may also increase physical and emotional fatigue, potentially affecting both employee well-being and the quality of patient care. This interpretation is supported by Claire C. Caruso et al. (2004), who reported that irregular and unpredictable work schedules in healthcare are associated with increased fatigue, stress, and reduced well-being among healthcare workers. Similarly, Jeanne Geiger-Brown et al. (2012) emphasized that insufficient recovery time and sudden schedule changes may adversely affect nurse performance, increase fatigue, and compromise patient safety.

Overall, the findings indicate that nurses generally perceive their work schedules as supportive and sufficiently flexible to promote work–life balance. However, the comparatively lower rating for unexpected duty calls highlights the need for more predictable scheduling practices. Minimizing unplanned schedule disruptions and providing adequate opportunities for rest may further enhance nurses' well-being, job satisfaction, and organizational commitment, while supporting the delivery of safe, high-quality patient care.

Table 7

The level of the work environment in terms of relationship co-workers and management

Relationship Co-workers and Management	Mean	Standard Deviation	Verbal Description	Interpretation
1. I share connections with my colleagues.	4.02	0.649	Agree	High
2. I feel my colleagues are a team.	3.99	0.705	Agree	High
3. My direct manager values my opinions	4.36	1.037	Strongly Agree	Very High

4. I feel like my roles and efforts are appreciated by my colleagues and management.	3.80	0.775	Agree	High
5. I feel transparent to my colleagues and management.	3.83	0.717	Agree	High
OVERALL MEAN	3.97	0.688	Agree	High

Table 7 presents respondents' assessments of their relationships with co-workers and management, with an overall mean of 3.97 (SD = 0.688), interpreted as High (Agree). This finding indicates that nurses generally perceive positive interpersonal relationships, effective teamwork, and supportive communication within their workplace. The result suggests that collaborative working relationships and supportive management practices contribute to a positive organizational climate that enhances employee satisfaction and professional well-being. Strong interpersonal relationships facilitate cooperation, mutual trust, and effective communication, all of which are essential to delivering safe, high-quality patient care. This finding is consistent with the work of Paul E. Spector (1997), who emphasized that supportive workplace relationships and positive social interactions are important determinants of employee satisfaction and psychological well-being.

Among the indicators, the highest-rated statement was "My direct manager values my opinions" (M = 4.36, SD = 1.037), interpreted as Very High (Strongly Agree). This finding demonstrates that nurses perceive their immediate supervisors as receptive to their ideas and respectful of their professional opinions. Such participative leadership fosters open communication, mutual trust, and employee engagement while encouraging shared decision-making within the organization. Leaders who actively seek and value employees' perspectives create a work environment that promotes empowerment, commitment, and professional collaboration. This interpretation is supported by Bernard M. Bass (1985), who proposed that transformational leaders enhance employee motivation, satisfaction, and organizational commitment by encouraging participation and valuing individual contributions. Similarly, Heather K. Spence Laschinger (2012) reported that supportive and empowering leadership strengthens nurses' perceptions of organizational support, professional autonomy, and job satisfaction.

Conversely, the lowest-rated statement was "I feel like my roles and efforts are appreciated by my colleagues and management" (M = 3.80, SD = 0.775), although it remained within the High (Agree) category. This finding suggests that while respondents generally experience supportive workplace relationships, there remain opportunities to strengthen recognition and appreciation of employees' contributions. Consistent acknowledgment of nurses' efforts is an important component of a positive work environment, as it reinforces professional value, enhances morale, and encourages sustained organizational commitment. This interpretation is supported by Frederick Herzberg (1959), who identified recognition as a key motivational factor that promotes employee satisfaction and engagement. Likewise, Dan S. Chiaburu and David A. Harrison (2008) emphasized that although coworker support positively influences employee outcomes, meaningful recognition and appreciation further enhance morale, engagement, and workplace commitment. Overall, the findings indicate that nurses experience positive relationships with both co-workers and management, particularly regarding participative leadership and open communication. However, the comparatively lower perception of recognition suggests that hospitals may further strengthen workplace relationships by implementing more consistent and meaningful employee recognition practices. Promoting a culture of appreciation alongside supportive leadership may enhance job satisfaction, organizational commitment, and the long-term retention of nursing personnel.

Table 8

The level of work environment in terms of safety

Safety	Mean	Standard Deviation	Verbal Description	Interpretation
1. I feel that you are growing professionally.	4.29	0.879	Strongly Agree	Very High

2. I feel safe in the hospital you're working at.	3.74	0.760	Agree	High
3. The materials and protective equipment needed is readily available.	3.59	0.819	Agree	High
4. My job description matches my current role.	3.85	0.805	Agree	High
5. If I had a concern about harassment or discrimination, I know where and how to respond.	3.79	0.823	Agree	High
6. Diverse perspectives are valued at the hospital where I'm working.	3.71	0.790	Agree	High
OVERALL MEAN	3.88	0.671	Agree	High

Table 8 presents the respondents' assessment of workplace safety, with an overall mean of 3.88 (SD = 0.671), interpreted as High (Agree). This finding indicates that nurses generally perceive their work environment as safe, supportive, and conducive to professional practice. The result suggests that organizational efforts to maintain workplace safety, provide essential resources, and support nursing practice contribute positively to employees' professional experiences. A safe work environment enables nurses to perform their responsibilities with greater confidence, minimizes occupational risks, and promotes overall job satisfaction. This finding is consistent with the work of Linda H. Aiken et al. (2012), who reported that safe and supportive work environments are associated with higher levels of nurse satisfaction, improved retention, and better patient outcomes.

Among the safety indicators, the highest-rated statement was "I feel that you are growing professionally" (M = 4.29, SD = 0.879), interpreted as Very High (Strongly Agree). This finding demonstrates that nurses perceive substantial opportunities for professional growth and continuous development within their organization. Professional development strengthens clinical competence, enhances confidence, and equips nurses to provide safe and effective patient care. Opportunities for learning and career development also reinforce employees' perceptions of organizational support and encourage long-term professional commitment. This interpretation is supported by Patricia Benner (1984), who described professional growth as an essential process through which nurses progress from novice to expert, thereby improving competence and confidence in clinical practice. Likewise, Heather K. Spence Laschinger (2012) found that access to professional development opportunities enhances empowerment, organizational support, and job satisfaction among nurses.

Conversely, the lowest-rated statement was "The materials and protective equipment needed are readily available" (M = 3.59, SD = 0.819), although it remained within the High (Agree) category. This finding suggests that respondents generally perceive the availability of materials and personal protective equipment as adequate; however, it also indicates that access to these resources may not always be consistent. Occasional shortages or delays in obtaining essential equipment may affect workplace safety, operational efficiency, and employees' confidence in organizational preparedness. Ensuring a continuous supply of protective equipment and clinical resources is fundamental to maintaining a safe healthcare environment. This interpretation is consistent with the guidance of the World Health Organization (2020), which emphasizes that adequate provision of personal protective equipment and essential medical supplies is critical for protecting healthcare workers and sustaining high-quality patient care. Similarly, Tait D. Shanafelt et al. (2020) reported that inadequate workplace resources contribute to occupational stress, burnout, and lower job satisfaction among healthcare professionals.

Overall, the findings indicate that nurses perceive workplace safety positively, particularly regarding opportunities for professional growth and organizational support. However, the comparatively lower rating for the availability of materials and protective equipment highlights an opportunity for healthcare institutions to

strengthen resource management and supply systems. Maintaining reliable access to essential equipment while continuing to invest in professional development may further enhance workplace safety, employee well-being, and overall job satisfaction.

Table 9

The level of work environment in terms of nurse-to-patient ratio

Nurse-to-Patient Ratio	Mean	Standard Deviation	Verbal Description	Interpretation
1. I find my workload reasonable.	3.63	0.849	Agree	High
2. The work is distributed evenly across your team	3.57	0.807	Agree	High
3. I have quality time to give all the needs of my patient.	3.53	0.788	Agree	High
4. The hospital I work at follows the recommended nurse to patient ratio.	3.26	0.967	Neutral/Undecided	Moderately High
OVERALL MEAN	3.55	0.757	Agree	High

Table 9 presents the respondents' assessment of the nurse-to-patient ratio, with an overall mean of 3.55 (SD = 0.757), interpreted as High (Agree). This finding indicates that nurses generally perceive staffing levels and workload distribution as manageable within their work environment. The result suggests that balanced workloads and adequate staffing support nurses in performing their responsibilities effectively while contributing to positive workplace experiences. Appropriate staffing enables nurses to provide quality patient care, reduces occupational strain, and promotes greater job satisfaction. This finding is consistent with the work of Linda H. Aiken et al. (2012), who reported that adequate staffing levels and manageable workloads are associated with higher nurse satisfaction, improved retention, and better patient outcomes.

Among the indicators, the highest-rated statement was "I find my workload reasonable" (M = 3.63, SD = 0.849), interpreted as High (Agree). This finding demonstrates that respondents generally perceive their daily workload as manageable and within their professional capacity. A reasonable workload enables nurses to perform clinical responsibilities efficiently while maintaining the quality and safety of patient care. Balanced workloads also reduce physical and emotional fatigue, thereby supporting employee well-being and organizational effectiveness. This interpretation is supported by Linda H. Aiken et al. (2012), who found that manageable workloads are associated with lower burnout, greater job satisfaction, and improved nursing outcomes. Likewise, Pascale Carayon et al. (2008) emphasized that balanced workloads improve healthcare professionals' performance and contribute to safer patient care.

Conversely, the lowest-rated statement was "The hospital I work at follows the recommended nurse-to-patient ratio" (M = 3.26, SD = 0.967), interpreted as Moderately High (Neutral/Undecided). This finding suggests that respondents are uncertain whether their hospitals consistently maintain recommended staffing ratios. Although nurses generally perceive their workloads as manageable, uncertainty regarding staffing adequacy may indicate occasional fluctuations in workforce allocation or inconsistencies in maintaining recommended staffing standards. Such concerns may affect workload distribution, continuity of patient care, and nurses' confidence in organizational staffing practices. This interpretation is supported by Linda H. Aiken et al. (2002), who demonstrated that inadequate nurse-to-patient ratios are associated with heavier workloads, increased burnout, and lower job satisfaction. Similarly, the World Health Organization (2020) emphasized that maintaining appropriate staffing levels is fundamental to protecting healthcare workers, ensuring patient safety, and sustaining high-quality healthcare services.

Overall, the findings indicate that nurses generally perceive staffing and workload distribution positively, particularly regarding the manageability of their daily responsibilities. However, the comparatively lower rating

for adherence to recommended nurse-to-patient ratios highlights the importance of maintaining consistent staffing standards. Strengthening workforce planning and ensuring compliance with recommended staffing ratios may further improve nurses' well-being, enhance the quality of patient care, and support long-term organizational performance.

Table 10

Summary of the level of work environment

Variables	Mean	Standard Deviation	Verbal Description	Interpretation
Emotional Exhaustion	3.64	0.627	Agree	High
Work Schedule	3.57	0.30	Agree	High
Relationship to Co-Workers and Management	3.97	0.688	Agree	High
Safety	3.88	0.571	Agree	High
Nurse-to-patient Ratio	3.55	0.757	Agree	High
OVERALL MEAN	3.72	0.655	Agree	High

Table 10 presents the respondents' overall assessment of the work environment, with a mean score of 3.72 (SD = 0.655), interpreted as High (Agree). This finding indicates that nurses generally perceive their work environment as positive and supportive across the dimensions of emotional exhaustion, work schedule, relationships with co-workers and management, safety, and nurse-to-patient ratio. The results suggest that a favorable work environment promotes employee well-being, strengthens work engagement, and contributes to positive workplace experiences. Organizational environments characterized by supportive leadership, effective collaboration, adequate resources, and manageable workloads enable nurses to perform their professional responsibilities more effectively while enhancing overall job satisfaction. This finding is consistent with the work of E. T. Lake (2002), who reported that positive nursing work environments are associated with higher job satisfaction, improved quality of care, and better organizational outcomes. Similarly, Linda H. Aiken et al. (2012) demonstrated that supportive practice environments contribute to improved nurse retention, greater professional satisfaction, and enhanced patient outcomes.

Among the dimensions of the work environment, relationship with co-workers and management obtained the highest mean score (M = 3.97, SD = 0.688), interpreted as High (Agree). This finding demonstrates that respondents perceive strong interpersonal relationships, effective teamwork, and supportive leadership within their workplace. Positive interactions with colleagues and supervisors foster collaboration, trust, and open communication, creating an organizational climate that encourages professional engagement and shared responsibility. Such relationships are essential for maintaining high-quality patient care and promoting employee well-being. This interpretation is supported by Dan S. Chiaburu and David A. Harrison (2008), who reported that coworker support and positive supervisory relationships strengthen employee satisfaction, organizational commitment, and workplace performance.

Conversely, the nurse-to-patient ratio received the lowest mean score (M = 3.55, SD = 0.757), although it remained within the High (Agree) category. This finding suggests that while nurses generally perceive staffing levels and workload distribution as manageable, concerns remain regarding the consistency of staffing adequacy. Variations in staffing levels may influence workload distribution, increase work demands, and affect both employee well-being and the quality of patient care. Maintaining appropriate staffing levels is therefore essential to sustaining a supportive work environment. This interpretation is consistent with the findings of Linda H. Aiken et al. (2002), who demonstrated that inadequate staffing levels are associated with increased workloads, higher burnout, and lower job satisfaction. Likewise, Pascale Carayon and Ayse P. Gurses (2008) emphasized

that staffing adequacy and workload management are critical determinants of employee well-being, work performance, and patient safety.

The findings indicate that nurses experience a supportive work environment characterized by strong interpersonal relationships, effective leadership, and favorable workplace conditions. However, the comparatively lower rating for the nurse-to-patient ratio underscores the importance of maintaining adequate staffing levels to ensure balanced workloads. Strengthening workforce planning while sustaining positive organizational relationships may further enhance nurses' job satisfaction, organizational commitment, and the delivery of safe, high-quality patient care.

Problem 3. What is the level of Recognition in terms of:

- 3.1 Knowledge and skill; and
- 3.2 Health-Directed Mutual Goals?

Table 11

The level of recognition in terms of knowledge and skill

Knowledge and Skill	Mean	Standard Deviation	Verbal Description	Interpretation
1. I am satisfied with the amount of recognition I receive at work.	3.47	0.795	Agree	High
2. I feel valued for my effort at work.	3.65	0.703	Agree	High
3. The management recognized nurses fairly at work	3.45	0.830	Agree	High
4. I am appropriately rewarded for reaching important milestones.	3.28	0.807	Neutral/Undecided	Moderately High
5. The management values and recognizes innovation.	3.44	0.786	Agree	High
OVERALL MEAN	3.43	0.40	Agree	High

Table 11 presents the respondents' assessment of knowledge and skill, with an overall mean of **3.43** (SD = 0.740), interpreted as High (Agree). This finding indicates that nurses generally perceive their knowledge, competencies, and professional contributions to be recognized within their organization. The result suggests that acknowledging employees' expertise and capabilities fosters a sense of professional value, strengthens motivation, and encourages continued commitment to high-quality nursing practice. Recognition of nurses' knowledge and skills reinforces their confidence in performing clinical responsibilities and contributes positively to overall job satisfaction. This finding is consistent with the work of William A. Kahn (1990), who emphasized that recognition enhances employees' sense of psychological meaningfulness and work engagement. Likewise, Edward L. Deci and Richard M. Ryan (2000) explained that acknowledgment of employees' competence strengthens intrinsic motivation and promotes greater job satisfaction.

Among the indicators, the highest-rated statement was "I feel valued for my effort at work" (M = 3.65, SD = 0.703), interpreted as High (Agree). This finding demonstrates that nurses generally perceive their efforts as being appreciated by the organization. Feeling valued reinforces employees' sense of purpose, professional identity, and organizational belonging, all of which contribute to sustained engagement and positive workplace experiences. Recognition of employees' efforts also encourages continued high performance and commitment to

organizational goals. This interpretation is supported by William A. Kahn (1990), who proposed that recognition and appreciation enhance employees' psychological meaningfulness, thereby increasing engagement and satisfaction. Similarly, Edward L. Deci and Richard M. Ryan (2000) emphasized that acknowledging employees' efforts satisfies the psychological need for competence, which strengthens intrinsic motivation and overall job satisfaction.

Conversely, the lowest-rated statement was "I am appropriately rewarded for reaching important milestones" ($M = 3.28$, $SD = 0.807$), interpreted as Moderately High (Neutral/Undecided). This finding suggests that respondents are uncertain about the consistency and adequacy of the organization's formal reward system. Although nurses generally perceive that their efforts and competencies are recognized, tangible rewards and formal recognition for significant achievements appear to be less consistently experienced. Inconsistent reward practices may reduce employees' perceptions of fairness and limit the motivational benefits of recognition. This interpretation is supported by Michael Armstrong (2014), who emphasized that reward systems should be fair, transparent, and consistently implemented to enhance employee motivation and satisfaction. Likewise, Frederick Herzberg (1959) identified recognition and achievement as intrinsic motivators, suggesting that inconsistent acknowledgment of accomplishments may limit employees' overall satisfaction despite favorable working conditions.

Overall, the findings indicate that nurses perceive a high level of recognition for their knowledge, skills, and professional contributions, particularly regarding appreciation for their daily efforts. However, the comparatively low ratings for rewards associated with important milestones suggest an opportunity for healthcare organizations to strengthen formal recognition and reward programs. Establishing equitable and transparent systems that consistently acknowledge employee achievements may further enhance motivation, reinforce professional commitment, and improve overall job satisfaction.

Table 12

The level of recognition in terms of health-directed mutual goals

Health-Directed Mutual Goals	Mean	Standard Deviation	Verbal Description	Interpretation
1. My physical and Mental Health is recognized as important by the management.	3.40	0.879	Agree	High
2. I can rest properly with my working schedule.	3.40	0.911	Agree	High
3. I can manage workload during working hours effectively.	3.67	0.738	Agree	High
4. I can properly eat and hydrate myself at work	3.51	0.858	Agree	High
5. I feel emotionally drained by my work	3.57	0.799	Agree	High
6. I am satisfied with the ergonomics at work (desk, chair, brackets, and lounge for eating and resting).	3.35	0.911	Neutral/ Undecided	Moderately High
7. I feel supported when managing stress within the workplace.	3.41	0.768	Agree	High
8. I feel supported when mental health impacts my performance at work.	3.33	0.793	Neutral/ Undecided	Moderately High

9. I have access to mental health resources at work.	3.18	0.911	Neutral/ Undecided	Moderately High
OVERALL MEAN	3.41	0.721	Agree	High

Table 12 presents the respondents' assessment of health-directed mutual goals, with an overall mean of 3.41 (SD = 0.721), interpreted as High (Agree). This finding indicates that nurses generally perceive their organization as supportive of their health, well-being, and work-related needs. The result suggests that organizational initiatives promoting employees' physical and psychological well-being contribute to a healthier work environment and more positive workplace experiences. When healthcare organizations prioritize employee wellness, nurses are better equipped to manage occupational demands, maintain professional effectiveness, and sustain job satisfaction. This finding is consistent with the work of Tait D. Shanafelt et al. (2017), who reported that organizational commitment to employee well-being is closely associated with higher job satisfaction, improved professional fulfillment, and lower levels of burnout among healthcare professionals. Among the indicators, the highest-rated statement was "I can manage workload during working hours effectively" (M = 3.67, SD = 0.738), interpreted as High (Agree). This finding demonstrates that nurses generally perceive themselves as capable of managing their assigned responsibilities within their scheduled working hours. Effective workload management reflects an appropriate balance between job demands and individual capacity, allowing nurses to perform their duties efficiently while minimizing unnecessary stress. Such conditions contribute to improved well-being, greater work engagement, and enhanced professional satisfaction. This interpretation is supported by Robert A. Karasek's (1979) Job Demand–Control Model, which proposes that employees experience lower occupational strain when they have sufficient control over their work demands. Similarly, Linda H. Aiken et al. (2012) found that manageable workloads are associated with higher nurse satisfaction, lower burnout, and improved patient care outcomes.

Conversely, the lowest-rated statement was "I have access to mental health resources at work" (M = 3.18, SD = 0.911), interpreted as Moderately High (Neutral/Undecided). This finding suggests that respondents are uncertain about the availability and accessibility of workplace mental health resources, indicating a potential area for organizational improvement. Although nurses generally perceive support for their overall well-being, limited access to mental health services may reduce their ability to cope effectively with the emotional and psychological demands of nursing practice. Strengthening mental health support systems may therefore enhance employee resilience, reduce occupational stress, and improve overall workplace well-being. This interpretation is supported by Christina Maslach and Michael P. Leiter (2016), who emphasized that inadequate psychological support contributes to burnout and lower job satisfaction among healthcare professionals. Likewise, the World Health Organization (2020) highlighted the importance of providing accessible mental health services for healthcare workers to address occupational stress and promote workforce resilience. Overall, the findings indicate that nurses perceive organizational support for their health and well-being positively, particularly regarding their ability to manage work demands effectively. However, the comparatively lower rating for access to mental health resources highlights an opportunity for healthcare organizations to strengthen employee wellness programs. Expanding psychological support services, promoting mental health initiatives, and ensuring accessible well-being resources may further enhance nurses' resilience, job satisfaction, and long-term organizational commitment.

Table 13

Summary of the level of recognition

Variables	Mean	Standard Deviation	Verbal Description	Interpretation
Knowledge and Skill	3.43	0.740	Agree	High
Health-Directed Mutual Goals	3.41	0.721	Agree	High
OVERALL MEAN	3.42	0.731	Agree	High

Table 13 presents the respondents' overall assessment of recognition, with a mean score of 3.42 (SD = 0.731), interpreted as High (Agree). This finding indicates that nurses generally perceive their professional contributions, competencies, and well-being to be recognized within their organization. The result suggests that recognition extends beyond acknowledging work performance to valuing employees' knowledge, skills, and overall welfare. Such recognition fosters professional confidence, strengthens organizational commitment, and contributes to a more satisfying work experience. This finding is consistent with the work of Michael Armstrong (2014), who emphasized that effective recognition systems enhance employee motivation, engagement, and job satisfaction by reinforcing employees' sense of value within the organization.

Among the dimensions of recognition, knowledge and skill obtained the highest mean score (M = 3.43, SD = 0.740), interpreted as High (Agree). This finding demonstrates that respondents perceive their professional competencies and clinical expertise as being acknowledged by their organization. Recognition of nurses' knowledge and skills reinforces professional identity, increases self-confidence, and encourages continued competence development. Such acknowledgment motivates employees by affirming their contributions to organizational goals and patient care. This interpretation is supported by Patricia Benner (1984), who emphasized that recognition of clinical competence supports professional growth and the progression of nursing expertise. Likewise, Edward L. Deci and Richard M. Ryan (2000) explained that recognition of employees' competence strengthens intrinsic motivation and contributes to greater job satisfaction.

Conversely, health-directed mutual goals received the lowest mean score (M = 3.41, SD = 0.721), although it remained within the High (Agree) category. This finding suggests that while nurses generally perceive organizational support for their health and well-being, this aspect of recognition is comparatively less emphasized than the acknowledgment of professional competence. The result may reflect opportunities to strengthen employee wellness initiatives, particularly those related to mental health support, psychological well-being, and comprehensive wellness programs. Expanding organizational efforts to promote employee well-being may further reinforce nurses' perceptions of being valued both professionally and personally. This interpretation is consistent with the recommendations of the World Health Organization (2020), which emphasized that healthcare organizations should prioritize comprehensive well-being programs to protect healthcare workers and sustain quality care. Similarly, Tait D. Shanafelt et al. (2017) reported that insufficient organizational attention to employee well-being may limit the positive effects of recognition on professional satisfaction and workforce engagement.

Overall, the findings indicate that nurses experience a high level of recognition, particularly regarding acknowledgment of their knowledge and professional skills. However, the comparatively lower rating for health-directed mutual goals highlights an opportunity for healthcare organizations to complement professional recognition with stronger wellness and employee support initiatives. Integrating meaningful recognition practices with comprehensive well-being programs may further enhance nurses' motivation, organizational commitment, and overall job satisfaction.

Problem No. 4 What is the level of job satisfaction among nurses in the hospital?

Table 14

The level of job satisfaction among nurses in the hospital in terms of commitment

Commitment	Mean	Standard Deviation	Verbal Description	Interpretation
1. I feel a strong sense of belonging to this hospital.	3.77	0.793	Agree	High
2. I feel a sense of responsibility to remain in this hospital.	3.67	0.800	Agree	High

3. I believe staying in this hospital is the right thing to do.	3.67	0.723	Agree	High
4. I feel loyal to this hospital.	3.69	0.702	Agree	High
5. I am proud to tell others that I work in this hospital.	3.82	0.695	Agree	High
6. Too much of my life would be disrupted if I left this hospital.	3.34	0.863	Neutral/Undecided	Moderately High
OVERALL MEAN	3.72	0.659	Agree	High

Table 14 presents the respondents' assessment of commitment, with an overall mean of **3.72** ($SD = 0.659$), interpreted as High (Agree). This finding indicates that nurses generally demonstrate a strong level of organizational commitment, reflected in their loyalty, sense of belonging, and emotional attachment to the hospital. The result suggests that nurses identify positively with their organization and are committed to its goals and values. Such organizational commitment strengthens professional engagement, reinforces workplace relationships, and contributes to greater job satisfaction. This finding is consistent with the Three-Component Model of Organizational Commitment proposed by John P. Meyer and Natalie J. Allen (1991), which emphasizes that affective commitment is positively associated with employee satisfaction, organizational involvement, and favorable workplace outcomes.

Among the indicators, the highest-rated statement was "I am proud to tell others that I work in this hospital" ($M = 3.82$, $SD = 0.695$), interpreted as High (Agree). This finding demonstrates that nurses possess a strong sense of pride in their affiliation with the organization, reflecting positive organizational identification and emotional attachment. Pride in one's workplace reinforces professional identity, strengthens commitment to organizational goals, and encourages continued engagement. Employees who identify positively with their organization are more likely to demonstrate loyalty and contribute to organizational success. This interpretation is supported by John P. Meyer and Natalie J. Allen (1991), who described affective commitment as employees' emotional attachment to, identification with, and involvement in their organization. Likewise, Blake E. Ashforth and Fred Mael (1989) explained that organizational identification strengthens employees' commitment, enhances professional identity, and promotes higher levels of job satisfaction.

Conversely, the lowest-rated statement was "Too much of my life would be disrupted if I left this hospital" ($M = 3.34$, $SD = 0.863$), interpreted as Moderately High (Neutral/Undecided). This finding suggests that respondents do not strongly perceive that remaining in the organization is primarily influenced by the potential personal or professional costs of leaving. Rather than being driven by necessity, nurses appear to remain committed because of positive emotional attachment and identification with the organization. This pattern indicates that affective commitment may be more prominent than continuance commitment among the respondents. This interpretation is consistent with John P. Meyer and Natalie J. Allen (1991), who distinguished continuance commitment as the commitment based on the perceived costs of leaving an organization. Similarly, Mark J. Somers (2009) reported that employees who remain with an organization because of loyalty and organizational identification tend to exhibit stronger affective commitment than commitment based solely on necessity.

Overall, the findings indicate that nurses demonstrate a high level of organizational commitment, particularly through pride in their affiliation with the hospital and emotional attachment to the organization. However, the comparatively lower rating for continuance-related commitment suggests that nurses remain committed primarily because of positive organizational relationships rather than the perceived costs of leaving. Strengthening initiatives that foster organizational identification, professional growth, and supportive leadership may further reinforce nurses' commitment and contribute to sustained job satisfaction and workforce retention.

Table 15

The level of job satisfaction among nurses in the hospital in terms of intent to stay

Intent to Stay	Mean	Standard Deviation	Verbal Description	Interpretation
1. I intend to continue working in this hospital for the next year.	3.98	0.627	Agree	High
2. I plan to stay in this hospital for the next three years.	3.28	0.946	Neutral/Undecided	Moderately High
3. I rarely think about leaving this hospital.	3.22	0.911	Neutral/Undecided	Moderately High
4. I see myself working in this hospital long-term	3.94	1.001	Agree	High
5. I would recommend this hospital as a good place to work for nurses.	3.76	0.696	Agree	High
OVERALL MEAN	3.32	0.825	Neutral/Undecided	Moderately High

Table 15 presents the respondents' assessment of intent to stay, with an overall mean of **3.32** (SD = 0.825), interpreted as Moderately High (Neutral/Undecided). This finding indicates that nurses demonstrate a moderate intention to remain employed in their current organization, reflecting a degree of uncertainty regarding long-term retention. The result suggests that although existing workplace conditions support continued employment in the short term, they may not be sufficient to ensure sustained organizational commitment over time. Nurses' decisions to remain in an organization are influenced not only by their current work experiences but also by future career opportunities, professional growth, and perceptions of organizational support. This finding is consistent with the work of Tracy L. Cowden and Greta G. Cummings (2012), who reported that nurses' intent to stay is shaped by both present workplace conditions and future career expectations, making retention a dynamic outcome of job satisfaction and organizational experiences.

Among the indicators, the highest-rated statement was "I intend to continue working in this hospital for the next year" (M = 3.98, SD = 0.627), interpreted as High (Agree). This finding demonstrates that respondents generally express a strong intention to remain with their current employer in the immediate future. Short-term retention intentions may reflect positive perceptions of the current work environment, established professional relationships, and confidence in organizational stability. Such findings suggest that nurses are presently satisfied with their employment circumstances, even if their long-term plans remain less certain. This interpretation is supported by Peter W. Hom et al. (2017), who reported that employees are generally more likely to express short-term intentions to remain with an organization because immediate workplace experiences exert a stronger influence on retention decisions than distant career considerations. Likewise, Ann E. Tourangeau et al. (2010) found that nurses are more likely to report intentions to remain employed when they perceive manageable workloads, supportive work environments, and favorable organizational conditions.

Conversely, the lowest-rated statement was "I rarely think about leaving this hospital" (M = 3.22, SD = 0.911), interpreted as Moderately High (Neutral/Undecided). This finding suggests that although respondents generally intend to remain employed, many still consider leaving their organization. Such uncertainty may reflect concerns related to career advancement, workload, organizational support, or other employment opportunities rather than an absence of organizational commitment. The result highlights that retention remains vulnerable to changes in workplace conditions and professional expectations. This interpretation is consistent with the findings of Kristine Shader et al. (2001), who reported that nurses may contemplate leaving their organizations despite generally being satisfied with their work due to stress, burnout, and limited opportunities for career advancement. Similarly, Bronwyn Hayes et al. (2012) concluded that turnover intentions among nurses are influenced by multiple organizational factors, including workload, leadership support, professional development opportunities, and the overall work environment.

Overall, the findings indicate that nurses have a favorable intention to remain employed in the short term but less certainty about long-term organizational commitment. The comparatively low rating for thoughts of leaving suggests that healthcare organizations should continue to strengthen retention strategies by enhancing career development opportunities, promoting supportive leadership, recognizing employee contributions, and maintaining positive working conditions. Such initiatives may reinforce long-term organizational commitment and improve workforce stability.

Table 16

Summary of the level of Job Satisfaction

Variables	Mean	Standard Deviation	Verbal Description	Interpretation
Commitment	3.72	0.659	Agree	High
Intent to Stay	3.32	0.825	Neutral/Undecided	Moderately High
Overall Mean	3.52	0.742	Agree	High

Table 16 presents the respondents' overall assessment of job satisfaction, with a mean score of **3.52** (SD = 0.742), interpreted as High (Agree). This finding indicates that nurses generally experience a high level of job satisfaction within their organization. The result suggests that favorable working conditions, meaningful professional experiences, and supportive organizational practices contribute positively to nurses' overall satisfaction. When nurses perceive that their workplace provides adequate support, opportunities for professional growth, and a positive practice environment, they are more likely to experience greater fulfillment in their roles. This finding is consistent with the study of Lu et al., which reported that supportive work environments, opportunities for professional development, and meaningful patient care experiences are important determinants of nurses' job satisfaction.

Among the dimensions of job satisfaction, commitment obtained the highest mean score (M = 3.72, SD = 0.659), interpreted as High (Agree). This finding demonstrates that respondents possess a strong sense of organizational loyalty, belonging, and pride in their workplace. High organizational commitment reflects nurses' positive emotional attachment to their hospital and reinforces their willingness to contribute to organizational goals and patient care. Employees who identify strongly with their organization are more likely to demonstrate higher engagement, stronger professional commitment, and greater overall job satisfaction. This interpretation is supported by John P. Meyer and Natalie J. Allen (1991), who emphasized that organizational commitment is closely associated with positive work attitudes, including job satisfaction and employee engagement. Likewise, Heather K. Spence Laschinger (2012) reported that organizational commitment strengthens nurses' attachment to their workplace and contributes to higher levels of professional satisfaction.

Conversely, intent to stay received the lowest mean score (M = 3.32, SD = 0.825), interpreted as Moderately High (Neutral/Undecided). Although respondents generally express favorable intentions to remain employed, the comparatively lower rating indicates some uncertainty regarding long-term organizational retention. This finding suggests that job satisfaction alone may not be sufficient to ensure sustained retention, as nurses' decisions to remain with an organization are influenced by a range of organizational and career-related factors. Opportunities for professional advancement, workload, leadership support, and work-life balance may continue to shape long-term employment decisions. This interpretation is consistent with the findings of Bronwyn Hayes et al. (2012), who concluded that nurses may report high job satisfaction while still considering alternative employment because of career opportunities, workload, and organizational factors. Similarly, Kristine Shader et al. (2001) emphasized that intent to stay is a multidimensional outcome influenced not only by job satisfaction but also by occupational stress, organizational support, and opportunities for professional growth.

The findings indicate that nurses experience a high level of job satisfaction, with organizational commitment emerging as its strongest dimension. However, the comparatively lower rating for intent to stay suggests that

maintaining job satisfaction alone may not be sufficient to ensure long-term workforce retention. Healthcare organizations should therefore complement strategies that enhance job satisfaction with initiatives that promote career development, supportive leadership, employee recognition, and work–life balance to strengthen long-term organizational commitment and improve nurse retention.

Problem No. 5 Is there a significant relationship between job satisfaction and the work environment, work conditions, and recognition of nurses in the hospital?

Table 17

The significant relationship between job satisfaction and the selected independent variables was assessed using Spearman's rho.

Variables	Correlation Coefficient (r)	p-value	Interpretation
Salary and Wages	0.141	0.064	Not Significant
Educational Opportunity	0.155	0.041	Significant
Governance	-0.014	0.858	Not Significant
Emotional Exhaustion	-0.049	0.517	Not Significant
Work Schedule	-0.003	0.972	Not Significant
Relationship with Co-workers and Management	-0.085	0.263	Not Significant
Safety	-0.045	0.559	Not Significant
Nurse-to-Patient Ratio	-0.087	0.256	Not Significant
Knowledge and Skill	0.018	0.813	Not Significant
Health-Directed Mutual Goals	0.025	0.743	Not Significant

Table 17 presents the relationship between the components of working conditions, work environment, recognition, and job satisfaction among nurses. The results indicate that the components demonstrate varying degrees of association with job satisfaction. Among the variables, educational opportunity exhibited the highest positive correlation ($r = 0.155$), followed by **salary and wages** ($r = 0.141$), whereas work schedule showed a near-zero correlation ($r = -0.003$). These findings suggest that job satisfaction is associated with multiple workplace factors rather than a single organizational characteristic. Among the variables examined, opportunities for professional development and compensation showed stronger positive associations with job satisfaction than the other workplace dimensions. This interpretation is consistent with Frederick Herzberg's Motivation–Hygiene Theory, which proposes that opportunities for growth, achievement, and recognition contribute to employee satisfaction. At the same time, other workplace conditions primarily support the maintenance of a satisfactory work environment.

Among the components, educational opportunity demonstrated the highest positive correlation with job satisfaction ($r = 0.155$). Although the magnitude of the correlation is modest, the finding suggests that nurses who perceive greater access to continuing education, training, and professional development also tend to report higher levels of job satisfaction. Opportunities for lifelong learning enhance clinical competence, strengthen professional confidence, and promote career advancement, all of which contribute to positive workplace experiences. This interpretation is consistent with the work of Patricia Benner (1984), who emphasized that continuous professional development enables nurses to progress in clinical expertise, thereby enhancing professional confidence and fulfillment.

Similarly, salary and wages demonstrated a positive correlation with job satisfaction ($r = 0.141$). Although respondents evaluated salary and wages at a Moderately High level ($M = 3.01$), the observed correlation suggests that compensation remains positively associated with nurses' job satisfaction. Adequate financial compensation may satisfy employees' basic economic needs while complementing other organizational factors, such as professional development and recognition, that collectively shape workplace satisfaction. This interpretation is consistent with Abraham Maslow's hierarchy of needs, which posits that the fulfillment of basic needs provides a foundation for achieving higher-order needs, including professional growth and self-actualization.

In contrast, work schedule demonstrated an almost negligible correlation with job satisfaction ($r = -0.003$). This finding suggests that, within the present study, work schedule was not meaningfully associated with nurses' reported job satisfaction. One possible explanation is that respondents have adapted to their existing schedules or that other organizational factors play a more prominent role in shaping their workplace experiences. This interpretation is supported by Peter Warr (2011), who emphasized that job satisfaction results from the interaction of multiple workplace characteristics, with the relative importance of individual factors varying across organizational settings.

The remaining variables—**governance** ($r = -0.014$), **emotional exhaustion** ($r = -0.049$), **safety** ($r = -0.045$), **nurse-to-patient ratio** ($r = -0.087$), **relationship with co-workers and management** ($r = -0.085$), **knowledge and skill** ($r = 0.018$), and **health-directed mutual goals** ($r = 0.025$)—demonstrated relatively small correlations with job satisfaction. These findings suggest that, although these organizational factors contribute to the overall work environment, their direct association with job satisfaction was less apparent in this group of respondents than that of educational opportunity and salary. This observation is consistent with Douglas McGregor's management theory, which emphasizes that employees are more motivated when organizations provide opportunities for personal growth, development, and meaningful participation in their work.

The findings indicate that educational opportunity, salary, and wages showed the strongest positive correlations with job satisfaction among the variables examined. In contrast, the remaining workplace dimensions showed comparatively smaller associations. Although these relationships are modest, the results underscore the importance of investing in professional development opportunities while maintaining fair compensation practices to support nurses' job satisfaction.

Problem No.6: Which variables, singly or in combination, predict job satisfaction?

Table 18

Multiple Regression Analysis Predicting Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.310	.379		8.724	.000
Salary and Wages	.044	.070	.058	.636	.526
Educational Opportunity	.106	.066	.152	1.608	.110
Governance	-.017	.076	-.021	-.219	.827
Emotional Exhaustion	-.114	.091	-.122	-1.257	.210
Work Schedule	-.016	.085	-.017	-.185	.854

Relationship Co-workers and Management	-.087	.082	-.102	-1.071	.286
Safety	.204	.113	.198	1.806	.073
Nurse-to-patient Ratio	-.110	.087	-.142	-1.269	.206
Knowledge and Skill	.010	.091	.012	.108	.914
Health-Directed Mutual Goals	.046	.088	.056	.520	.604

$R^2 = 0.073 \rightarrow$ only 7.3% of job satisfaction is explained by the variables

Model	R	R^2	F	p-value	Interpretation
Model 1	0.271	0.073	1.288	0.241	Not Significant

ANOVA $p = 0.241 \rightarrow$ Model is not statistically significant

Table 18 presents the results of the multiple regression analysis examining whether the components of working conditions, work environment, and recognition predict job satisfaction among nurses. The regression model yielded an R^2 of 0.073, indicating that the variables collectively explained 7.3% of the variance in job satisfaction. This finding suggests that a relatively small proportion of nurses' job satisfaction is accounted for by the variables examined. At the same time, the remaining variation may be attributable to other organizational, professional, and individual factors not included in the study. Furthermore, the overall regression model was not statistically significant ($F = 1.288$, $p = 0.241$), indicating that the set of predictor variables, when considered simultaneously, did not significantly predict job satisfaction among the respondents.

Although the overall model was not statistically significant, differences were observed in the magnitude of the standardized regression coefficients. Safety demonstrated the largest positive standardized coefficient ($\beta = 0.198$), followed by educational opportunity ($\beta = 0.152$). These coefficients suggest that, within the model, these variables exhibited comparatively greater positive associations with job satisfaction than the remaining predictors. However, because the regression model was not statistically significant, these findings should be interpreted with caution and should not be considered evidence that these variables independently predict job satisfaction. Nevertheless, the observed pattern is conceptually consistent with Frederick Herzberg's Motivation–Hygiene Theory, which emphasizes that favorable working conditions and opportunities for professional growth contribute to employees' positive workplace experiences.

In contrast, emotional exhaustion ($\beta = -0.122$) and nurse-to-patient ratio ($\beta = -0.142$) demonstrated the largest negative standardized coefficients in the model. Although these inverse coefficients suggest that higher emotional exhaustion and heavier staffing demands tended to correspond with lower levels of job satisfaction, the relationships were likewise not statistically significant. Consequently, these findings should be interpreted as observed trends rather than definitive predictive relationships. This observation is consistent with the work of Christina Maslach and Michael P. Leiter (2016), who emphasized that emotional exhaustion is associated with diminished employee well-being and less favorable job attitudes among healthcare professionals.

The remaining variables—salary and wages, governance, work schedule, relationship with co-workers and management, knowledge and skill, and health-directed mutual goals—displayed relatively small standardized coefficients, indicating limited associations with job satisfaction after controlling for the other variables included in the regression model. These findings suggest that no single component of working conditions, work environment, or recognition emerged as a dominant predictor of job satisfaction within the present study.

The findings indicate that the combined effects of working conditions, work environment, and recognition did not significantly predict nurses' job satisfaction. The relatively low proportion of explained variance suggests that job satisfaction is a multidimensional construct influenced by a broader range of organizational and individual factors beyond those examined in this study. Future research may therefore consider incorporating additional variables, such as organizational culture, leadership style, work engagement, psychological empowerment, resilience, and personal motivation, to develop a more comprehensive understanding of the determinants of nurses' job satisfaction.

CONCLUSIONS

This study examined the levels of working conditions, work environment, recognition, and job satisfaction among nurses in selected hospitals in Northern Mindanao and explored the relationships among these organizational factors. Overall, nurses perceived their working conditions, work environment, and recognition positively, indicating that the participating hospitals generally provide supportive organizational environments. Strong governance, positive relationships with co-workers and management, and recognition of nurses' knowledge and skills emerged as notable organizational strengths. However, compensation, nurse-to-patient ratio, and initiatives that promote nurses' health and well-being remain areas requiring continued organizational attention.

Among the variables examined, only educational opportunity demonstrated a relationship with nurses' job satisfaction, highlighting the importance of continuing education and professional development in enhancing nurses' workplace experiences. In contrast, the regression analysis showed that working conditions, work environment, and recognition, whether considered individually or collectively, did not predict job satisfaction. These findings suggest that nurses' job satisfaction is a multifaceted construct influenced by organizational and individual factors beyond those examined in this study.

Overall, the study contributes to the growing body of evidence on nurses' job satisfaction by identifying educational opportunity as an important organizational factor associated with positive work experiences while underscoring the need to explore additional determinants of job satisfaction. The findings provide evidence that may inform nursing management practices, workforce retention strategies, and future research aimed at strengthening the nursing workforce and improving the quality of patient care.

Recommendations

The findings suggest that healthcare organizations should prioritize continuous educational opportunities as a key strategy for enhancing nurses' job satisfaction. Hospital administrators and nursing leaders are encouraged to strengthen professional development programs through continuing education, specialty training, mentoring, and career advancement initiatives that support nurses' professional growth and organizational commitment.

Although working conditions, work environment, and recognition did not significantly predict job satisfaction in this study, these organizational factors remain essential components of a healthy nursing practice environment. Healthcare institutions should continue to promote supportive leadership, equitable compensation, adequate staffing, effective recognition programs, flexible work scheduling, and initiatives that support nurses' psychological well-being to foster workforce stability and improve the quality of patient care.

Future research should examine additional organizational and individual factors that may influence nurses' job satisfaction and retention, including leadership style, organizational culture, work-life balance, resilience, and employee engagement. Studies involving diverse healthcare settings, larger samples, longitudinal designs, and qualitative or mixed-methods approaches are recommended to provide a more comprehensive understanding of the factors influencing job satisfaction among nurses.

Conflict of Interest Statement

The authors declare that there are no financial, professional, personal, or institutional conflicts of interest that could have influenced the design, conduct, analysis, interpretation, or reporting of this study. The research was conducted independently and solely for academic and scientific purposes.

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