



Work Environment and Job Satisfaction Among Nurses in a Private Hospital in Tagum City

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Abstract : The quality of patient care is closely linked to the work environment and job satisfaction of nurses, which are pivotal factors influencing healthcare delivery and workforce stability. This study aims to explore the relationship between work environment and job satisfaction among nurses in a private hospital, with the broader goals of enhancing nurse retention, optimizing patient care outcomes, and contributing to workforce sustainability in the private health sector. Using a descriptive-predictive research design, the study surveyed 133 nurses through the adopted Casey-Fink Nurse Retention Survey (2012), which demonstrated high reliability with an overall Cronbach's alpha of .922 and subscale reliabilities ranging from .767 to .939. Findings revealed a workforce largely composed of Generation Z and females, with varying levels of professional experience and predominantly from the lower middle socioeconomic class. Nurses generally perceived their work environment positively, with aspects such as mentorship and recognition/rewards rated as "excellent," while professional roles and scheduling flexibility were assessed as "good." Job satisfaction was notably high, particularly in areas related to quality of care, manager feedback, and orientation processes. A statistically significant moderate positive correlation was found between work environment and job satisfaction. However, no significant direct relationships were observed between demographic variables and either job satisfaction or work environment. Importantly, regression analysis identified the work environment as a significant predictor of job satisfaction. These findings underscore the essential role of a supportive and well-structured work environment in fostering higher job satisfaction among nurses, which is vital for improving nurse retention and sustaining the quality of patient care in private healthcare settings.

Keywords: *Social Science, Work Environment and Job Satisfaction, Descriptive-Predictive, Tagum City*

INTRODUCTION

The intricate relationship between the work environment and job satisfaction among nurses significantly impacts the effectiveness of patient care quality (Orukwogu and Kue, 2022). A nurse's work environment involves factors such as recognition, professional role perception, mentoring, and scheduling flexibility (Ogata et al., 2021). Job satisfaction is further shaped by salary, benefits, nurse-patient ratios, shift rotations, timely scheduling, career advancement, orientation, and perceived quality care (Tomaszewska et al., 2024). High levels of job satisfaction contribute to nurse retention, better patient outcomes, and improved work performance. However, persistent issues such as inadequate working hours, poor work-life balance, and understaffing can lower satisfaction (Falguera et al., 2020). These challenges are especially pressing in private hospitals, where competition demands the retention of highly skilled nursing staff.

Globally, healthcare systems grapple with nursing shortages and high turnover rates, underscoring the urgent need to address the determinants of job satisfaction among nurses (Adolfo, 2020). While nurses generally express positive feelings about their work environment, significant differences emerge when evaluating aspects such as interaction with head nurses, organizational culture, work-life balance, and commitment (Almeida et al., 2024). Factors such as individual's feelings regarding job demands, control, support, relationships, and role clarity can significantly impact mental health, burnout, and work-life balance, with perceptions of a poor psychosocial safety climate and stigmatization of help-seeking behaviors further exacerbating these challenges (Alquwez, 2023).

In the Philippines, nurses face challenges related to compensation, working conditions, and professional development. The ongoing nursing shortage intensified during the COVID-19 pandemic, led to the reduced hospital operations and limited patient capacity (Alibudbud, 2023). The nurse-to-patient ratio in the Philippines often exceeds recommended standards, with ratios as high as 1:20 or even 1:50, far surpassing the 1:12 standard set by the Philippine Department of Health further exacerbating workload and potentially leading to burnout (Alibudbud, 2023). Within Davao City, Philippines, nurses commonly face occupational hazards such as prolonged standings, chemical exposure, and physical strain, along with psychosocial risks from irregular hours and heavy responsibilities (Falguera et al., 2020). Notably, many nurses on short-term contracts with lower pay, contributing to job insecurity

and potentially exploitative conditions (Alibudbud, 2023). These situations are compounded by the absence unified national nursing database, policy gaps in healthcare worker worker protection (Hartigan-Go et al., 2024).

This study aims to investigate the relationship between the work environment and job satisfaction among nurses in a selected private hospital in Tagum City, Philippines. Despite growing attention to factors influencing nurse satisfaction, a significant research gap persists in examining how structured employment conditions—particularly those related to recognition and rewards, role clarity, mentoring support, and scheduling flexibility—shape the overall work experience of nurses. While existing literature acknowledges a wide range of determinants of job satisfaction (Sapar & Oducado, 2021; Sidin et al., 2021), there remains limited empirical exploration of how nurses actively engage in defining their professional roles (Baghdadi et al., 2020) and how such role construction may interact with perceptions of leadership and organizational support (Topa & Aranda-Carmena, 2022). The findings are intended to provide actionable insights for hospital management, enabling the development of evidence-based strategies that promote a more supportive and fulfilling work environment. In doing so, the study aims to strengthen nurse retention, optimize patient care outcomes, and contribute to the broader discourse on workforce sustainability in the private healthcare sector.

THEORETICAL FRAMEWORK

This study is anchored on two theories, Herzberg's Two-Factor Theory and Social Exchange Theory.

The Herzberg's Two-Factor Theory explains two types of factors: motivating factors (intrinsic), such as recognition and rewards, opportunities for growth and development, sense of achievement and work autonomy; and hygiene factors (extrinsic), like working condition and salary, which prevent dissatisfaction (Giroux, 1960; Lee & Lee, 2022). Herzberg's theory is applied to evaluate how intrinsic motivators and extrinsic hygiene factors influence nurses' job satisfaction and their decision to remain in their roles. This helps identify workplace elements that enhance satisfaction and foster retention (Alrawahi et al., 2020, Puko et al., 2022).

The second theory that is seriously considered in this study is the Social Exchange Theory offers an additional viewpoint by emphasizing the reciprocal relationship between nurses and their organization (Wijaya, 2020). This theory suggests that nurses who perceive a fair exchange, characterized by adequate rewards such as recognition, mentorship, and flexible scheduling, are more inclined to experience better job satisfaction and demonstrate greater organizational commitment (Schuckert, 2023). A supportive work environment that values nurses enhances perceived reciprocity, thereby increasing job satisfaction and reducing turnover intentions (Wei et al., 2022). Kaddourah et al. (2024) highlight that a supportive workplace environment markedly improves the quality of the work setting and overall job satisfaction, consistent with Social Exchange Theory principles.

Herzberg's Two-Factor Theory and Social Exchange Theory provide a strong foundation for understanding the relationship between work environment and job satisfaction among nurses in a private hospital in Tagum City. While Herzberg's theory guides the analysis of how intrinsic factors like recognition, achievement, and professional growth, along with extrinsic factors such as salary and working conditions, influence nurses' satisfaction. Social Exchange Theory complements this by highlighting how a supportive and fair work environment—marked by mutual respect, recognition, and adequate support—shapes positive attitudes and enhances job satisfaction. Together, these theories help explain how both workplace conditions and interpersonal dynamics affect nurses' experiences on the job.

RESEARCH METHODOLOGY

Presented in this chapter are the methods that include research design, setting, participants, measure, ethical considerations, procedure, statistical tool, and scope and limitation of the study that were used in this study.

Design

This study employs a descriptive-predictive research design to examine the relationship between the work environment and job satisfaction among nurses in a private hospital in Tagum City. The descriptive component aims to outline the current levels of work environment factors that may influence job satisfaction, addressing questions of “what,” “where,” and “how” without manipulating variables (Siedlecki, 2020). It provides a comprehensive overview of the workplace conditions experienced by nurses (Möttus et al., 2020; Hamaker et al., 2020; Kamper, 2020). While the correlational aspect explores how specific work environment elements—such as recognition, professional nursing role, mentoring, and scheduling flexibility—relate to nurses' job satisfaction. This helps identify whether improvements in these areas are associated with higher satisfaction levels.

Moreover, predictive component uses statistical models to forecast how trends or changes in the work environment may impact future job satisfaction. These predictive insights allow hospital management to anticipate potential challenges in staff morale and retention, making it easier to plan and implement responsive strategies. Additionally, this aspect supports data-driven workforce planning and policymaking by identifying which work environment factors are most likely to influence nurse satisfaction over time (Creswell & Creswell, 2018; Polit & Beck, 2017; Lee et al., 2022; Sghir et al., 2022).

Setting

The study was conducted at a private hospital of **Tagum**, a level 2 **tertiary hospital**. It has **150-bed capacity**, providing a range of healthcare services, including endoscopy, renal dialysis, cancer care, and 24/7 laboratory and radiology services, to a diverse mix of patients, offering both general and specialized medical services. It employs a multidisciplinary team of healthcare professionals, including nurses who play a critical role in patient care and service delivery. This setting was chosen due to its combination of general wards and specialty units, which provide a comprehensive view of the factors affecting nurse work environment and job satisfaction. The location also highlights the broader issues within private healthcare in the Philippines, such as working conditions, benefits, and professional growth. Studying work environment and job satisfaction in this environment contributes to understanding the interplay between organizational policies and nurse retention in a competitive healthcare..

Participants

A total of 133 respondents, including both staff nurses and head nurses from a private hospital in Tagum City, engaged in the research. A complete enumeration method was used, guaranteeing the inclusion of all qualified nurses without resorting to sampling. This method effectively eradicates sampling error, facilitating the acquisition of extensive data that precisely reflects the target population (Aubry, 2023).

This group was specifically selected due to the direct involvement of staff nurses and head nurses in patient care and administration, rendering their insights essential for comprehending the dynamics of work satisfaction and retention. Analyzing this group allows the research to provide a comprehensive and detailed knowledge of the elements affecting both satisfaction and retention in a private healthcare setting.

Table 1: Total Respondents by section.

No.	Section	Total No. of Nurses
1	Private Wards	48
2	General Ward	10
3	Intensive Care Unit	13
4	Renal Dialysis Unit	14
5	Operating Room/Delivery Room	24
6	Emergency Room	24
Over-all		133

Measure

The researcher employed an adopted questionnaire from of the Casey-Fink Nurse Retention Survey, initially created in 2008 and revised in 2012 shortly after pilot testing to ensure content validity (Buffington et al., 2012). The original survey consists of five sections including a total of 46 items designed to assess factors affecting nurse retention. For the purpose of this study, only 32 items pertaining to the work environment and 13 items concerning job satisfaction adopted.

The first section collected demographic information. The second section comprises four subscales designed to assess the level of agreement of the work environment: (a) recognition/rewards, (b) professional nursing role, (c) mentorship, and (d) scheduling flexibility. This section demonstrated strong internal consistency, as indicated by a Cronbach's alpha of .922. The reliability coefficients for the individual subscales ranged from .767 to .939 (Buffington et al., 2012). An exploratory factor analysis (EFA) was conducted on 32 items using the totally completed survey. Scores in this section were evaluated and interpreted using a 4-point Likert scale, as presented below:

Scale	Description	Interpretation
4	Strongly Agree	Very positive perception
3	Agree	Positive perception
2	Disagree	Some concerns
1	Strongly Disagree	Negative perception

The third section included in the adapted questionnaire consist of 12 questions designed to measure job satisfaction with various aspects of the job: (a) salary, (b) benefits, (c) leaving work on time, (d) RN:Pt ratio (e) weekend off, (f) rotating shifts, (g) schedule timeliness, (h) schedule flexibility, (i) career advancement, (j) manager feedback, (k) orientation, (l) quality of care (Buffington et al., 2012). Scores in this section were evaluated and interpreted using a 5-point Likert scale, as presented below:

Scale	Description	Interpretation
5	Strongly Agree	Very satisfied
4	Agree	Satisfied
3	Neutral	Neither satisfied nor dissatisfied
2	Disagree	Dissatisfied
1	Strongly Disagree	Highly dissatisfied

Ethical Considerations

The researcher ensured ethical considerations by obtaining permission from the MAN Program Chair of Davao Doctors College for the study's implementation.

Social Value. This study sought to examine the factors influencing the work environment and job satisfaction of nurses in a private hospital in Tagum City. This study's results will inform the hospital's upper management about the components affecting the work environment and job satisfaction of nurses in the private hospital. The research will be distributed to the hospital, particularly to those who will find the most benefit from it.

Risk and Benefits. The questionnaire inquired about the individuals' personal experiences, necessitating personal reflections. The study will solely be utilized for research reasons. This study's merits include enabling researchers to start intervention actions that address their encountered situations. This research will provide a basis for implementing targeted therapeutic interventions by comprehending the participants' individual experiences. These interventions will target and enhance the specific experiences encountered by the researchers in their tasks and responsibilities, ultimately fostering a more positive and productive work environment for all stakeholders involved.

Voluntary Participation. The respondent's voluntarily participated in this survey. They have the right to decline participation if they experience any discomfort. Furthermore, participants retain the opportunity to withdraw from the study at any point without incurring any penalties, even if they initially opted to participate. If respondents leave from the study, all information they provided will be excluded from the gathered data.

Privacy and Confidentiality. During the collection, retention, and processing of personal data, researchers adhered to the principles of transparency, legitimate purpose, and proportionality as outlined in the Data Privacy Act of 2012. Regarding privacy and confidentiality, respondents will have the option to remain anonymous. Although the respondents provided their names and other identifying information, this data will not be linked to any section of the research report. The information collected in this research will remain secret. Should this research study be published in the future, any information presented in the material will not disclose the identity of the respondent in any manner.

Moreover, the researcher will only provide information about the data to individuals directly involved in the study. All data will remain confidential and accessible only to the researchers. Participants may request a copy of the results after the study. Collected survey information was securely stored in a locked file, with access restricted to authorized research personnel who require access to specific identifying information for essential reason. Upon the completion of the study will be confidentially disposed of by shredding within six months to ensure participant privacy and data protection.

Procedures

In order to have a systematic collection of data, the researcher formulated the following logical course of action. These steps were designed to be followed in a sequential manner, thereby achieving an efficient and effective data-gathering process.

1. Prior to the conduct of the research study the researcher diligently sought and obtained permission from the Program Chair of the Master of Arts in Nursing to conduct the study and obtained the necessary permission to proceed.
2. The researcher requested permission of the Hospital Administrators for access to the list of nurses to be included in the study from the Human resource Office, emphasizing the importance of transparency in participant selection.
3. The researcher provided an overview of the study and thoroughly explained the contents of the consent form, ensuring the participants were fully informed before obtaining their consent.
4. The researcher coordinated with the nursing supervisors and to the Head Nurses to schedule data collection sessions without disrupting hospital operations.
5. Data was systematically collected using the Casey-Fink Nurse Retention Survey, and the completed instruments were securely stored for analysis. The researcher ensured confidentiality by anonymizing participant information.
6. The researcher conducted follow-up communication with the statistician to validate the accuracy of the data analysis process.
7. Based on the gathered data, the researcher formulated recommendations and designed an intervention program tailored to address the findings, which was then proposed to the administration for implementation.

Data Analysis

The following statistical tools were employed in analyzing the data for this study.

Frequency and Percentage Distribution. These were used to describe the demographic characteristics of the respondents in terms of age, sex, years of experience and socio-economic status.

Mean and Standard Deviation. To analyze the statement of problem numbers, one and two variables will be used to measure the work environment and job satisfaction among nurses in a private hospital in Tagum City.

Prior to using the non-parametric tests, Spearman rho and Kernel Regression Analysis, assumptions were performed, but not fulfilled, thus non-parametric tests were employed.

General Linear Model (GLM). This was used to assess the differences and potential interactions between categorical demographic variables and the continuous dependent variables.

Pearson-r. This was used to determine the strength and direction of the linear relationship between work environment and job satisfaction.

Multiple Linear Regression. This was used to identify which specific dimensions of the work environment predict job satisfaction. It also tested whether the overall work environment score significantly explains the variance in job satisfaction.

Pearson's Chi-Square. This was used to determine whether demographic profile significantly associates job satisfaction of the respondents.

Scope and Limitations of the Study

This study investigates the relationship between work environment and job satisfaction among nurse in a private hospital in Tagum City. It investigates how work environment influenced job satisfaction influence nurses' decisions to remain in their roles (Hanum et al., 2022). Additionally, demographic factors such as age, sex, years of experience, and socio-economic status are considered to provide a more comprehensive understanding of the factors impacting nurses' retention. The population of the study includes 133 nurses, with data collected using a complete enumeration method to ensure all eligible respondents is included. The data collection period spans from December 2024 to April 2025, capturing the current state of work environment and job satisfaction within the specific timeframe. A descriptive-predictive research design is utilized, using adopted questionnaire to predict on how specific factors within the work environment influence nurses' job satisfaction.

However, the study has several limitations. The use of a descriptive design limits the ability to establish causal relationships between work environment and job satisfaction, as it focuses on observed relationships rather than cause-and-effect dynamics. The timeframe for data collection provides a limited view, potentially overlooking long-term trends. The reliance on self-reported data through adopted questionnaire, the Casey-Fink Nurse Retention Survey, introduces the possibility of response bias, which may affect the accuracy of the findings. Additionally, the tool underwent content validity index, and the 32 items related to the work environment were subjected to exploratory factor analysis (EFA), but not to confirmatory factor analysis (CFA). The single-hospital focus and limited sample size restrict generalizability to other healthcare environments with different culture and policies.

RESULTS AND DISCUSSION

This chapter presents the data collected, collated, and statistically treated displayed in tables for analysis and interpretation.

1. What is the demographic profile of the respondents in terms of age, sex, years of experience and socio-economic status?

Table 1. The Demographic Profile of the Respondents

Demographic Profile	Frequency	Percent	Valid Percent	Cumulative Percent
Age				
Gen Z (9 - 29 years old)	70	52.6	52.6	52.6
Millennials (30-43 years old)	54	40.6	40.6	93.2
Gen X (44 - 49 years old)	9	6.8	6.8	100.0
Total	133	100.0	100.0	
Sex				
Male	35	26.3	26.3	26.3
Female	98	73.7	73.7	100.0
Total	133	100.0	100.0	
Years of Experience				
Advanced Beginner (1 - 2 years)	45	33.8	33.8	33.8
Competent (2 - 3 years)	17	12.8	12.8	46.6
Proficient (3 - 5 years)	18	13.5	13.5	60.2
Expert (3 years and above)	53	39.8	39.8	100.0
Total	133	100.0	100.0	
Socioeconomic Status/Monthly Income				
Low income	11	8.3	8.3	8.3
Family Low Middle class	121	91.0	91.0	100.0
Total	133	100.0	100.0	

Table 2 shows the demographic profile of the respondents in this study, including age, sex, years of experience, and socioeconomic status. In terms of demographic information, almost half of the respondents (52.6%) are from Generation Z, 40.6% are millennials, and merely 6.8% belong to Generation X. This implies the dominance of Generation Z may indicate current trends in nursing workforce entry, emphasizing the growing impact of younger generations on the profession's practices and expectations.

In terms of sex, the majority of responders are female (73.7%), while 26.3% are male. These statistics correspond with the current gender distribution within the nursing workforce. This implies the strong presence of women in nursing challenges patriarchal norms and transforms gender-profession dynamics. Align to the finding of the study of Aca et al. (2025), indicate that the nursing profession has traditionally been linked to caregiving roles viewed as feminine, hence reinforcing gendered stereotypes within the sector.

The respondents' years of experience in nursing show a varied distribution. A significant percentage of 39.8% are classified as experts, indicating considerable experience in the field. A significant percentage of 33.8% comprises advanced novices, indicating their relatively new in the profession. Proficient nurses compose 13.5%, whereas competent nurses make up 12.8%. This implies that the nursing workforce largely composed of highly experienced professionals, which can contribute to better clinical judgement, mentorship for advance novice staffs, and overall quality care.

In terms of socioeconomic status of the respondents, The majority of respondents of 91.0% are categorized as low middle class, with a monthly income ranging from ₱21,914 to ₱43,828. Simultaneously, merely 8.3% are from low-income households, with a monthly income ranging from ₱10,957 to ₱21,914. This implies that most nurses fall within the low middle-class bracket, which may influence their job satisfaction, financial motivation, and expectations for salary adjustments or benefits.

These characteristics offer a crucial basis for comprehending nurses' experiences, viewpoints, and attitudes regarding their work environment.

2. What is the profile of nurses' work environment in terms of the level of the of recognition/rewards, professional nursing role, mentoring, and scheduling flexibility?

Table 3. Profile of nurses' work environment

	N	Mean	Std. Deviation	Interpretation
Recognition/Rewards	133	3.28	.38	Excellent
Professional Nursing Roles	133	3.10	.33	Good
Mentoring	133	3.36	.39	Excellent
Scheduling Flexibility	133	3.08	.54	Good
Valid N (listwise)	133			

Legend: 3.26-4.00—excellent; 2.51-3.25—good; 1.76-2.50—fair; 1.00-1.75—poor

Table 3 shows the profile of the nurses' work environment, focusing on recognition and rewards, professional nursing roles, mentoring, and scheduling flexibility. Among these, mentoring received the highest mean score of 3.36, interpreted as “excellent,” followed closely by recognition and rewards with a score of 3.28, also rated “excellent.” This implies that mentoring is an excellent source of support, facilitating knowledge transfer and professional growth in the clinical setting (Rossiter et al., 2024). Similarly, the strong rating for recognition and rewards suggests that nurses feel valued and fairly compensated, which can boost motivation and job satisfaction (Ahmari et al., 2023).

Furthermore, the factors of professional nursing roles and scheduling flexibility obtained lower mean values of 3.10 and 3.08, respectively, both categorized as “good.” Although predominantly good, these imply that while nurses generally feel competent and somewhat in control of their schedules, there is room for improvement. Enhancing nurses’ ability to fully exercise their professional skills and offering greater scheduling flexibility could further increase job satisfaction and reduce turnover (Tomaszewska et al., 2024). Addressing these areas is crucial, as improved work schedule flexibility has been linked to lower nurse turnover rates, and stronger professional development combined with mentoring supports better retention and satisfaction (D’Souza et al., 2021; Mijares & Radovich, 2020).

3. What is the level of job satisfaction among nurses in terms of salary, benefits, leaving work on time, nurse patient ratios, weekends off, rotating shifts, schedule timeliness, schedule flexibility, career advancement, manager feedback, and orientation?

Table 4. Level nurses’ of job satisfaction

	N	Mean	Std. Deviation	Interpretation
Salary	133	3.5	.82	Agree
Benefits	133	3.9	.77	Agree
Leaving Work on Time	133	3.6	.92	Agree
Nurse-Patient Ratios	133	3.5	.81	Agree
Weekends Off	133	3.8	.72	Agree
Rotating Shifts	133	3.9	.63	Agree
Schedule Timeliness	133	3.9	.62	Agree
Schedule Flexibility	133	3.8	.72	Agree
Career Advancement	133	3.8	.76	Agree
Manager Feedback	133	4.0	.63	Agree
Orientation	133	4.0	.66	Agree
Quality of Care	133	4.2	.57	Agree

Valid N (listwise)

133

Legend: 4.21-5.00—strongly agree; 3.41-4.20—agree; 2.61-3.40—disagree; 1.81-2.60—dissatisfied; 1.0-1.80—strongly disagree

Table 4 presents a comprehensive analysis of nurses' job satisfaction across several job aspects. The highest level of satisfaction was reported for “Quality of Care” with a mean score of 4.2, placing it within the “Satisfied” range (3.41–4.20). This implies that maintaining high standards of care is key to sustaining nurse morale and professional fulfillment. This reflects that nurses feel fulfillment in providing high-quality patient care, aligning with research indicating that perceived quality of care strongly influences job satisfaction (Tomaszewska et al., 2024).

“Manager Feedback” and “Orientation” both scored a mean of 4.0, indicating that nurses generally receive effective support and guidance from their supervisors and initial training, respectively. This implies that supportive leadership and well-structured onboarding are vital to building nurse confidence and workplace integration. These aspects contribute significantly to positive workplace experiences (Akhter et al., 2021). Moreover, rotating shifts (mean = 3.9), benefits (mean = 3.9), and schedule timeliness (mean = 3.9) also fall under the “Satisfied” range, suggesting approval of work structure and compensation packages. Similarly, schedule flexibility (mean = 3.8), weekends off (mean = 3.8), and career advancement (mean = 3.8) are areas where nurses expressed moderate satisfaction. This implies that consistent scheduling practices, rest opportunities, and growth prospects are adequately provided, though there may still be room for refinement.

Slightly lower but still in the “Satisfied” category were satisfaction scores for leaving work on time (mean = 3.6), nurse-patient ratios (mean = 3.5), and salary (mean = 3.5), indicating areas with potential for improvement, particularly in staffing adequacy and compensation. This implies that while nurses are generally satisfied, attention to workload and pay equity is necessary to enhance retention and job satisfaction. Subsequently, all aspects fall within the “Satisfied” range according to the legend (3.41–4.20). No item scored within the lower ranges, suggesting that overall job satisfaction among nurses is relatively high, though continued attention to staffing, compensation, and scheduling may further enhance satisfaction and retention. This implies a positive job satisfaction overall, with key leverage points for improvement identified to support sustained satisfaction and reduce turnover.

4. Is there a significant relationship between the work environment and the job satisfaction of the respondents?

Table 5. Relationship between Work Environment and Job Satisfaction

	Sig. (2-tailed)			
	Pearson Correlation		Discussion on Ho	Remarks
Work Environment	.379**	.000	Reject	Significant
	N	133		

**. Correlation is significant at the 0.01 level (2-tailed).

Table 5 shows the relationship between work environment and job satisfaction. It shows a Pearson correlation of .379, which means there is a moderate positive correlation between work environment and job satisfaction. It has a p-value of .000, which shows the relationship is statistically significant, meaning the result is not due to chance. Double asterisks mean the correlation is significant at the 0.01 level, or 99% confidence level. The correlation is positive, which suggests that improvement in the work environment is associated with higher levels of job satisfaction among nurses. This study's findings support the research by Akhter et al. (2021), which consistently demonstrates that a supportive work environment—characterized by cooperation, communication, and leadership support—correlates positively with increased job satisfaction among nurses. Chung et al. (2020) highlighted the significance of addressing employee health and well-being in the workplace. In contrast, negative factors in the workplace, such as heavy workloads and lack autonomy, can substantially decrease job satisfaction (Dutra & Guirardello, 2021). The findings highlight the crucial impact of a positive workplace in enhancing job satisfaction among nurses, which subsequently can significantly affect patient care and retention rates (Tomaszewska et al., 2024).

5. Is there a significant association between demographic profile and work environment?

**Table 6. Association between Demographic Profile and Job Satisfaction
Tests of Between-Subjects Effects**

Dependent Variable:						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	5.657 ^a	18	.31	1.58	.08	.20
Intercept	246.85	1	246.85	1243.29	.00	.92
Age	.84	2	.42	2.11	.13	.04
Sex	.01	2	.00	.03	.98	.00
Experience	1.28	3	.43	2.16	.10	.05
Age * Sex	.054	2	.03	.14	.87	.00
Age * Experience	2.33	4	.58	2.94	.02	.09
Sex * Experience	.59	3	.20	.99	.40	.03
Age * Sex * Experience	.89	2	.44	2.23	.11	.04
Error	22.63	114	.199			
Total	1981.63	133				
Corrected Total	28.29	132				

a. R Squared = .200 (Adjusted R Squared = .074)

Table 6 shows a general linear model (Univariate ANOVA) was conducted to examine the effects of age, sex, experience, and their interactions on job satisfaction. The overall model was not statistically significant ($F(18, 114) = 1.583$, $p = .076$), though it accounted for 20.0% of the variance in job satisfaction ($R^2 = .200$, Adjusted $R^2 = .074$), suggesting a moderate effect size. Among the predictors, only the interaction between age and experience demonstrated a statistically significant effect, $F(4, 114) = 2.940$, $p = .024$, with a partial eta squared of .094, indicating a moderate association. This result implies that the effect of experience on job satisfaction may depend on the respondent's age, and vice versa. In contrast, the main effects of age ($p = .126$, $\eta^2 = .036$), sex ($p = .975$, $\eta^2 = .000$), and experience ($p = .097$, $\eta^2 = .054$) were not statistically significant. Additionally, interactions such as age $\times$ sex ($p = .874$), sex $\times$ experience ($p = .402$), and age $\times$ sex $\times$ experience ($p = .112$) also failed to reach statistical significance. These findings imply that job satisfaction is not independently influenced by age, sex, or experience alone, but rather by the interplay between age and experience. This supports the notion that demographic and experiential factors may interact to shape workplace attitudes such as job satisfaction (Bashir et al., 2021).

6. Is there a significant association between demographic profile and job satisfaction?

Table 7. Association between Demographic Profile and Job Satisfaction

	Pearson Square	Chi-Square	Asymptotic Significance (2-sided)
		df	
Age	620.479 ^a	572	.079
Sex	16.876 ^a	22	.770
Years of Experience	411.706 ^a	396	.283
Socioeconomic Status	35.707 ^a	44	.809
N of Valid Cases	133		

a. 621 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

Table 7 shows whether the demographic profile has a significant association with job satisfaction. Based on the result—age, sex, years of experience, and socioeconomic status/monthly family income—with $p > 0.05$, the association is not statistically significant.

at the 5% level. This indicates that among the surveyed demographic of nurses, these specific demographic characteristics do not strongly predict job satisfaction. This implies that efforts to improve nurses job satisfaction should focus more on modifiable workplace factors rather than on fixed demographic traits. Indeed, certain research indicate that demographic variables are relatively poor predictors of job satisfaction (Döbler et al., 2021).

Nonetheless, other research suggests that specific demographic factors can significantly affect job satisfaction (Rahman et al., 2020). It highlights the significant representation of women in nursing, challenges gender stereotypes, and illustrates a variety of experience levels among nurses. Moreover, it emphasizes that the majority of respondents reside within a particular monthly salary range, offering insights into their socioeconomic standing. These insights enhance our comprehension of the nurses' background and the potential relationship between their demographics and job satisfaction. The work environment, as outlined in Table 3, may be a more substantial factor (Akhter et al., 2021; Donley, 2021).

7. Does work environment significantly predict job satisfaction among nurses?

Table 8. Work Environment as a Significant Predictor of Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.049	.382		5.359	.000
Work Environment	.551	.118	.379	4.688	.000

a. Dependent Variable: Job Satisfaction

Table 8 shows work environment as a significant predictor of job satisfaction. This means that for every 1 unit increase in work environment, job satisfaction increases by 0.551 units, on average. This means the result is highly significant ($p < 0.01$), therefore, work environment is a statistically significant predictor of job satisfaction. This implies that improvements in the work environment can lead to substantial gains in nurses job satisfaction. This finding aligns with other research, which consistently show a supportive work environment, including teamwork, communication, and leadership support, is positively correlated with increased job satisfaction among nurses (Akhter et al., 2021). Chung et al. (2020) emphasize the significance of prioritizing employee health and well-being in the workplace. In contrast, negative factors in the workplace, such as excessive workloads and insufficient autonomy, can markedly diminish job satisfaction (Dutra & Guirardello, 2021). The work environment can either facilitate or obstruct productivity and employee well-being (Donley, 2021).

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