

RESEARCH ARTICLE

Exploring Job Satisfaction and Performance of Staff Nurses in Baguio City, Philippines: A Descriptive Cross-Sectional Study

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Abstract

Background: Nursing, as a profession, is a facet where job satisfaction and performance matter. In the changing landscape of nursing practice in the Philippines and the aftermath of the COVID-19 pandemic, it is imperative to revisit and to perform an empirical investigation of the current state of nurses' job satisfaction and performance in the hospital setting. This study aimed to describe the job satisfaction and performance among staff nurses in private and government hospitals in Baguio City.

Design: Using a quantitative descriptive cross-sectional survey design, a sample of 313 randomly selected staff nurses working in two private and two government hospitals in Baguio City were surveyed from March to April 2023, using a questionnaire. This study's protocol was approved by two ethics committees, namely the Saint Louis University Research Ethics Committee and the BGHMC REC. Nominal data was analyzed using the SPSS trial version employing frequencies, percentages, and the Chi-square test.

Findings: There are more staff nurses in both private and government hospitals who reported satisfactory job satisfaction levels (276 nurses, 87.9%) and had good job performance (303 nurses, 96.5%) in all domains. However, results show that there are more nurses (209 nurses, 90.7%) in government hospitals who are satisfied with their jobs than in private hospital nurses (67 nurses, 80.1%) in the domains Intra-practice Partnership/Collegiality ($p=0.010$); Challenge/Autonomy ($p=0.001$); Professional, Social and Community Interaction ($p=0.010$); Professional Growth ($p=0.036$); Time ($p=0.009$); and Benefits ($p=0.045$). In terms of job performance, more government nurses at 97.3% (224 nurses) rated a higher self-appraisal of job performance. In comparison, only 94.8% (79 nurses) of private staff nurses appraised themselves as having good performance. No significant differences were found in the domains of job performance, namely leadership, teaching, planning, communications, and professional development, except in critical care. In "Critical care," which showed significance, the results suggest that more nurses in government hospitals perceive higher job performance, revealing a significant difference ($p=0.011$) in the "critical care" domain, indicating that a higher proportion of nurses in government hospitals demonstrate superior performance in this area.

Conclusion: Through this study, it was learned that nurses in both private and government hospitals generally experience high job satisfaction and performance, reflecting a fulfilled workforce and indicating commendable competency among the staff nurses. However, more nurses in government hospitals report high satisfaction and perceived performance in critical care compared to those in private hospitals. Thus, the findings of this study can contribute to and serve as a rationale for policy-making regarding creating a positive work environment, proper management and leadership, creation of training and skill development for critical care, providing opportunities for professional growth, and conducting regular evaluation and feedback----- all geared towards a satisfied and productive workforce.

Keywords: *Job Satisfaction, Job Performance, Staff Nurses, Nursing Profession, & Work Environment*

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Introduction

Background of the Study

Job performance and job satisfaction are vital for the nursing profession. Job satisfaction refers to an individual's emotional response to their job, leading to positive job evaluation outcomes (Spector, 1997; Ali, 2016). Job performance involves providing nursing care for patients and executing work effectively based on responsibilities and worker competency (Cho & Kim, 2022; Kasemsap, 2016; Fried et al., 2018; Ullah et al., 2018).

This paper aims to describe nursing practice in Hospitals of Baguio City in terms of Job Satisfaction and Job Performance among nurses. Towards the end of this section, this study dwelt on concepts of previous studies in the context of changing landscape of nursing practice in the Philippines. It aims to provide an overview of job satisfaction and job performance among nurses in Baguio City hospitals.

Job satisfaction is influenced by benefits, type of institution, and professional advancement. Research suggests that benefits significantly contribute to nurses' job satisfaction and are essential predictors of happiness in government hospitals (Ullah et al., 2018; Akinwale & George, 2020). Nurses in private hospitals may be dissatisfied due to pay and task requirements (Yew et al., 2020). The type of institution also affects job satisfaction, with nurses in government hospitals experiencing higher satisfaction due to secure employment (Ullah et al., 2018; Dhiman et al., 2021). Limited literature exists on job satisfaction among Filipino nurses based on their institution, prompting this study to investigate satisfaction levels in public and private hospitals. Professional advancement is another crucial factor impacting job satisfaction, associated with work environments and factors such as professional status, interaction, teamwork, and cooperation among nurses (Akinwale & George, 2020; Yew et al., 2020).

A study in Nepal disclosed that half of nurses were satisfied with their job regarding work conditions, rewards, and recognition (Singh et al., 2021). However, dissatisfaction occurs from benefits, salaries, communication, and working conditions (Tasneem et al., 2018). In the Philippines, it was indicated that most nurses neither felt satisfied nor dissatisfied with their job (Sapar & Oducado, 2021).

On the other hand, job performance is affected by several factors including job satisfaction (Lee & Yom, 2007; Olsen et al., 2017; Yu & Ko, 2017). This is reflected in the quality of care and patient outcomes. However, due to problems in the existing healthcare system, nursing performance has significantly declined (Chen et

al., 2019). Poor job performance is a risk factor for patient safety. In government hospitals of Yemen, pay and benefits are the main factors impacting nurses' performance. These factors improved nurses' performance (Abdullah & Nusari, 2019). Moreover, high levels of selected organizational factors, workload, supervisor support, and resource availability influence nurses' job performance (Thulth & Sayej, 2015).

The nurse-to-population ratio in the Philippines revealed a significant supply gap. The country has 90,205 nurses, whereas 300,470 nurses are ideally needed. According to the SDG requirements, 27.4 nurses are required in a 10,000 population (Rita, 2022). The Department of Health data showed that out of 915,219 Filipino nurses, 316,415 have already fled (Dela Pea, 2022).

Recent data in the Philippines showed that private-sector nurses receive as low as Php 8,000 to P10,000 monthly, while government hospital nurses receive around Php 30,000 monthly under Salary Grade 1 (Rita, 2022). The Salary Standardization Act increased wages for civil servants, including nurses, beginning January 2020 but the impact was relatively insignificant for those supporting their families (Magsambol, 2021).

The Health Emergency Allowance provides benefits based on the risk level for healthcare workers, ranging from 3,000 pesos for low-risk areas to 9,000 pesos for high-risk areas. Nurses reported delays in receiving the COVID-19 Special Risk Allowance during the pandemic leading to demand for their rightful benefits (Claveria, 2022).

In the Philippines, the nursing profession faces a nursing shortage with 40% of private hospital nurses leaving since the pandemic, potentially resulting in understaffing (Mendoza, 2021; Alibudbud, 2022). Globally, there is a projected shortage of 4.6 million nurses by 2030, and the Philippines is expected to have a shortage of 249,843 nurses (WHO, 2020).

Previous studies aforementioned provided information on the global and Philippine context of job satisfaction and performance in nursing. However, there is limited knowledge about these aspects specifically in private and public hospitals in Baguio City, particularly in the post-pandemic period. In addition, based on the interview with the Cordillera Nurses' Brigade for covid 19 volunteers, Baguio City hospitals employ approximately 1000 nurses in the city who cater to clients from nearby provinces and so the job satisfaction and performance of nurses will affect client care. With this, the researchers conducted an empirical investigation to understand the current

state and address conflicting findings from previous studies, particularly in government and private hospitals.

Methodology

Design

This quantitative descriptive cross-sectional survey aimed to identify relationships between variables and modify or confirm existing theories or practices. In this cross-sectional design, researchers evaluated outcomes and exposures in participants simultaneously (Setia, 2016).

Locale and Population

This study occurred in Baguio City, including two government (one tertiary and one level 2) and two private hospitals (one level 3 and one level 2) catering to patients from nearby provinces in northern Luzon. The population of interest was nurses. Respondents included employed and registered nurses in public or private hospitals who worked for at least six months. Head nurses, supervisors, pregnant nurses, and nurses in COVID wards were excluded from the study. Pregnant nurses were excluded to avoid confounding factors related to their pregnancy that could overshadow the impact of their work. Nurses in COVID wards were also excluded due to their potentially different experiences, which could introduce highly diverse data and compromise the generalizability of the findings. The sample size was 313 nurses; calculated using Yamane's method. Proportionate sampling was employed in dividing the computed sample size by the unequal number of nurses per institution, and this sampling will ensure that each institution will be represented by an equivalent number of nurses by proportion.

The proportionate samples per institution are shown in the table below:

Fishbowl method was utilized. Participants were predetermined using random numbers from a fishbowl, generating a list of probable samples. The sampling frame was the list of nurses' names from the hospitals. There were a total of 313 staff nurses who participated in the study. The respondents were employed and registered nurses in the Philippines who worked in public or private hospitals for at least six months. From the 313 staff nurses, 230 were from government hospitals, and 83 were from private hospitals. The independent variable in this study is the type of hospital, whether private and government. The dependent variables are job satisfaction defined as the staff nurses' individual emotional response to their work and job performance defined as the perceived effectiveness of nurses in delivering patient care. The variables were measured using questionnaires described under the section data gathering tools.

Data Gathering Tool

A three-part questionnaire was employed for data collection. The first part gathered demographic information. The second part featured questions from the MNPJSS (Misener and Cox, 2001), assessing nurses' job satisfaction. This section comprised 44 items rated on a 6-point Likert scale. Reliability was excellent, with a Cronbach's alpha coefficient of 0.96 for the entire scale. Subscales demonstrated good to excellent reliability, with coefficients ranging from 0.79 to 0.94. The third part included questions from the SDSNP (Schwirian, 1978), evaluating nurses' job performance. This part encompassed 52 items rated on a 4-point Likert scale. The tool exhibited excellent reliability, with a Cronbach's alpha coefficient of 0.97 for the entire scale. The self-appraisal and supervisor appraisal sections also demonstrated strong reliability, with coefficients ranging from 0.84 to 0.98 and from 0.84 to 0.91, respectively. Mean scores were calculated for each subscale to describe nursing job satisfaction and performance. Mean scores above

Table 1. Proportionate samples per institution

Institution	Population	Computation	Sample Size
G1	530	$\frac{(230)(530)}{(544)}$	223
G2	14	$\frac{(230)(14)}{(544)}$	7
TOTAL	544		230
P1	95	$\frac{(83)(95)}{(105)}$	75
P2	10	$\frac{(83)(10)}{(1045)}$	8
TOTAL	105		83

2.5 indicated good performance, while scores below 2.5 indicated poor performance. Permissions to use the questionnaires were secured from the respective authors or copyright holders via email.

Data Gathering Procedure

Ethics approval was granted by the Saint Louis University Research Ethics Committee (protocol number SLU-REC-UG-2023-001) and the Baguio General Hospital and Medical Center Research Ethics Committee (protocol number BGHMC-REC-2023-08). Data collection commenced post-ethics approval and after obtaining permissions from Baguio City hospital administrators. Sampling technique was employed. Eligible participants were recruited based on inclusion and exclusion criteria and then consent was obtained for each participant. Researchers distributed questionnaires for independent completion by participants, subsequently reviewing them for completeness. Statistical Package for Social Sciences (SPSS) facilitated data management and analysis.

Data management and analysis

Numerical data were encoded, recorded, and transformed, then analyzed using the SPSS trial version. Frequencies and percentages were used to describe the job satisfaction and job performance among nurses in private and government hospitals. The interpretation of scores followed standardized guidelines provided by the tool authors. Non-parametric inferential statistics, specifically the chi-square test of independence, were employed on these scores to assess significant differences between private and government hospitals across all six domains of job satisfaction and job performance. This test evaluated variations in proportions of nominal-level variables, allowing for comparisons between categories. Such test determined whether proportional differences were statistically unlikely (Gray & Grove, 2020). The hospital sector, with public and private categories, represented nominal data without intrinsic ordering. Job satisfaction and job performance variables were treated as nominal data, with two orderly categories each (Hinton, 2014). For the third research question, nominal data included the hospital sector, while ordinal data referred to nurses'

job satisfaction. The fourth question also used the hospital sector as nominal data, while ordinal data represented nurses' job performance.

Results

Table 2 shows the demographics of the staff nurse included in the study. There were a total of 313 who were not pregnant during the time of the study, and were working for at least 6 months and above.

Table 3 shows results from 83(26.50%) nurses from private hospitals and 230 (73.50%) from government hospitals. Overall, more nurses in both hospitals are satisfied in all domains.

Table 4 shows results from 83 (26.50%) nurses in private hospitals and 230 (73.50%) in government hospitals. In all domains, more nurses perceive themselves to have good performance.

Table 5 shows that more nurses in government hospitals are satisfied with their jobs than in private hospitals. It reflects that there is not enough evidence to accept the null hypothesis across all domains: Intra-practice Partnership/ Collegiality ($p=0.010$), Challenge/Autonomy ($p=0.001$), Professional, Social and Community Interaction ($p=0.001$), Professional Growth ($p=0.036$), Time ($p=0.009$), and Benefits ($p=0.045$).

Table 6 reveals a significant difference ($p=0.011$) in the critical care, indicating that a higher proportion of nurses in government hospitals demonstrate superior performance in this area compared to nurses in private institutions. No significant differences were observed in other domains which imply that nurses in both hospitals exhibit similarly high performance in these domains.

Discussion

Based on the findings presented in Tables 3 through 6, it was evident that there were notable differences and similarities in the state of nursing practice among staff nurses in private and

Table 2. Demographics of the respondents

	Private (Pr)	Government (Go)	Merged (M)
institution	83	230	313
staff for 6 months above	83	230	313
pregnant	0	0	0

Table 3. Job Satisfaction Among Staff Nurses in Private and Government Hospitals

	Private (Pr)				Government (Go)				Merged (M)			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
Job Satisfaction Subscales	f	%	f	%	f	%	f	%	F	%	f	%
Intra-practice Partnership/ Collegiality	63	75.90	20	24.10	202	87.80	28	12.20	265	84.70	48	15.30
Challenge/ Autonomy	68	81.90	15	18.10	216	93.90	14	6.10	284	90.70	29	9.30
Professional, Social and Community Interaction	70	84.30	13	15.70	219	95.20	11	4.80	289	92.30	24	7.70
Professional Growth	65	78.30	18	21.70	202	87.80	28	12.20	267	85.30	46	14.70
Time	69	83.10	14	16.90	214	93.00	16	7.00	283	90.40	30	9.60
Benefits	64	77.10	19	22.90	199	86.50	31	13.50	263	84.00	50	16.00

Scale of Interpretation:

Dissatisfied 1.00-3.51 | Satisfied 3.52-6.00

Table 4. Job Performance Among Staff Nurses in Private and Government Hospitals

	Private (Pr)				Government (Go)				Merged (M)			
	Good Performance		Poor Performance		Good Performance		Poor Performance		Good Performance		Poor Performance	
Job Performance Subscales	f	%	f	%	f	%	f	%	F	%	f	%
Leadership	79	95.20	4	4.80	224	97.40	6	2.60	303	96.80	10	3.20
Critical Care	76	91.60	7	8.40	225	97.80	5	2.20	301	96.20	12	3.80
Teaching/ Collaboration	79	95.20	4	4.80	222	96.50	8	3.50	301	96.20	12	3.80
Planning/ Evaluation	79	95.20	4	4.80	222	96.50	8	3.50	301	96.20	12	3.80
Interpersonal Relations/ Communications	79	95.20	4	4.80	225	97.80	5	2.20	304	97.10	9	2.90
Professional Development	80	96.40	3	3.60	225	97.80	5	2.20	305	97.40	8	2.60

Scale of Interpretation:

Poor performance 1.00-2.50 | Good performance 2.50-4.00

Table 5. Comparison of Job Satisfaction Among Staff Nurses in Private and Government Hospitals

	Private (Pr)				Government (Go)				p-value
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		
Job Satisfaction Subscales	f	%	f	%	f	%	f	%	
Intra-practice Partnership/ Collegiality	63	75.90	20	24.10	202	87.80	28	12.20	0.010*
Challenge/ Autonomy	68	81.90	15	18.10	216	93.90	14	6.10	0.001*
Professional, Social and Community Interaction	70	84.30	13	15.70	219	95.20	11	4.80	0.001*
Professional Growth	65	78.30	18	21.70	202	87.80	28	12.20	0.036*
Time	69	83.10	14	16.90	214	93.00	16	7.00	0.009*
Benefits	64	77.10	19	22.90	199	86.50	31	13.50	0.045*

*significant

Table 6. Comparison of Job Performance Among Staff Nurses in Private and Government Hospitals

	Private (Pr)				Government (Go)				p-value
	Good Performance		Poor Performance		Good Performance		Poor Performance		
Job Performance Subscales	f	%	f	%	f	%	f	%	
Leadership	79	95.20	4	4.80	224	97.40	6	2.60	0.326
Critical Care	76	91.60	7	8.40	225	97.80	5	2.20	0.011*
Teaching/ Collaboration	79	95.20	4	4.80	222	96.50	8	3.50	0.585
Planning/ Evaluation	79	95.20	4	4.80	222	96.50	8	3.50	0.585
Interpersonal Relations/ Communications	79	95.20	4	4.80	225	97.80	5	2.20	0.216
Professional Development	80	96.40	3	3.60	225	97.80	5	2.20	0.476

*significant

government hospitals in Baguio City, particularly regarding job satisfaction and performance.

For job satisfaction, it was similar to studies by Ullah et al. (2018) and Singh et al. (2021), where the study conducted found high levels of job satisfaction among nurses in government hospitals. These studies also emphasized that benefits, professional

growth opportunities, and job security are significant contributors to job satisfaction. In addition, the study aligns with the findings of Akinwale & George (2020) and Yew et al. (2020), indicating that the type of institution significantly influences job satisfaction, with government hospital nurses generally reporting higher satisfaction.

Under job performance it is consistent with global findings by Olsen et al. (2017) and Yu & Ko (2017) wherein the study shows that job satisfaction correlates positively with job performance. Nurses in both government and private hospitals demonstrated good job performance. Also, it reflects the findings of Thulth & Sayej (2015) and Chen et al. (2019), where the study indicates that organizational factors, such as professional development and workload management, significantly affect nurses' job performance.

Results reflecting the Job satisfaction of staff nurses in private and government hospitals' imply that the different hospitals effectively satisfied each factor. It may ensure satisfaction for many staff nurses in private and government hospitals in Baguio City. On the other hand, job performance of staff in private and government hospitals' may also signify good performance on each subscales, as perceived by staff nurses themselves. Similarly, it may ensure good performance of staff nurses in both private and government hospitals.

In comparing the job satisfaction in private and government hospitals, the findings support the theory, thereby linking job satisfaction to job performance among nurses. Institutions that address hygiene factors create a more satisfied and high-performing workforce. It was found that job satisfaction domains significantly affected the job performance (Sarıköse & Göktepe, 2022). The findings may be attributed to the combination of personal factors such as age, rank, education, gender, cultural activities, external job opportunities, alongside hygiene and motivation factors of the theory (Yasin et al., 2019).

In comparing the job performance in private and government hospitals, more nurses in government hospitals perceive higher job performance in the domain of critical care. Nurses in government hospitals demonstrate superior performance in critical care compared to their counterparts in private hospitals. This suggests that there may be variations in training, resources, or support systems between the two types of hospitals that impact nurses' performance in specific areas of practice. However, it is noteworthy to emphasize that no significant differences were found in performance across other domains, thus, indicating overall comparable performance levels between nurses in both settings.

Addressing job satisfaction domains can lead to a more satisfied and motivated nursing workforce, ultimately enhancing job performance and patient care quality. While no significant differences were found in job performance across other domains, hospitals should continue to monitor and to evaluate performance indicators in order to identify areas for improvement and to also implement targeted interventions.

In describing job satisfaction, the domains correspond to Herzberg's hygiene factors, which do not produce satisfaction

but prevent dissatisfaction (Lee et al., 2022). The results imply that both hospitals effectively addressed each factor, ensuring satisfaction among nurses in Baguio City. In describing the job performance, the results align with the theory, emphasizing that motivation factors affect nurses' job performance making workers more productive, creative, and committed (Manag, 2018). Private hospital nurses may excel in teaching or collaboration due to cultural values and the emphasis on nursing education and training (Matienzo et al., 2017).

This study focused solely on staff nurses in Baguio City. Future research could explore a broader sample of healthcare professionals and geographical locations to capture a more comprehensive understanding of nursing practice. In addition, the study relied on self-reported measures of job satisfaction and performance, which may be subject to social desirability bias or inaccuracies. Incorporating objective measures or qualitative methods could provide deeper insights into nurses' experiences and perceptions.

Furthermore, this study underscores the pivotal role of job satisfaction in fostering employee engagement and retention, thereby emphasizing the need for supportive work environments to optimize healthcare outcomes. It also highlights the importance of addressing factors and specific job performance domains to cultivate a satisfied and high-performing nursing workforce, regardless of hospital ownership. Ultimately, this study advocates for proactive measures aimed at enhancing job satisfaction and performance among nursing staff, with the goal of driving positive healthcare outcomes.

Conclusion

The findings present that most nurses working in private and government hospitals exhibit similarly high levels of job satisfaction across various domains. This reflects a fulfilled workforce in terms of their professional and personal concerns. Another finding presented is a high level of job performance, indicating a commendable level of perceived competency and dedication to the job and the profession. Hospitals should strive to continue providing opportunities for professional and personal satisfaction, as well as, motivation to perform their job well because nurses who stay employed by these hospitals are those who find their work to be satisfying and are motivated to perform well at their tasks as nurses.

More nurses who work in government hospitals are satisfied with their jobs than those who work in private hospitals. Work experience in government hospitals affords more contentment to nurses. Private hospitals should look into whether the expectations, values, work environment, and personal goals of nurses are being addressed. Nurses applying for work should also learn to evaluate whether their prospective place of employment

can afford them their professional and personal needs.

There were significantly more nurses in government hospitals who perceived their performance in critical care higher than nurses in private hospitals. Opportunities should be available for nurses to hone their skills and gain confidence in any task. Such can be achieved through clinical practice or training programs.

This study emphasizes the need for hospitals, irrespective of ownership, to address both hygiene factors and specific job performance domains. By prioritizing these areas, hospitals can cultivate a satisfied and high-performing nursing workforce, thereby improving the quality of patient care and contributing to the overall success of healthcare delivery in Baguio City.

In essence, this research underscores the critical role of job satisfaction and performance in shaping the healthcare landscape, while advocating for proactive measures to support nursing staff and consequently, optimizing healthcare outcomes for the community in the long run.

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Keesha Andrea F. Uy is set to graduate from Saint Louis University as a member of the Class of 2024, having successfully earned her Bachelor of Science in Nursing. This research project was a product of her research class which started in her third year. In disseminating the study, she was able to participate in the Filipino Nurses' Global Summit V and 14th International Nursing Conference held in Iloilo, Philippines for poster presentation, and the 12th Regional Health Research Conference held in Baguio City as oral presenters.



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Shaira Mae D. Yabut is set to graduate as Cum Laude from Saint Louis University as a member of the Class of 2024, having successfully earned her Bachelor of Science in Nursing. This research project was a product of her research class which started in her third year. In disseminating the study, she was able to participate in the Filipino Nurses' Global Summit V and 14th International Nursing Conference held in Iloilo, Philippines for poster presentation, and the 12th Regional Health Research Conference held in Baguio City as oral presenters.



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