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Ejob Satisfaction and Turnover Intention of Nurses in Public Hospitals in Northern Negros Occidental

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Abstract. The global nursing shortage is significantly exacerbated by nurse turnover, which refers to healthcare professionals leaving their current positions. The Philippines stands as a major global supplier of nurses, with a substantial 90% expressing intentions to work abroad, motivated by the pursuit of improved working conditions, job stability, opportunities for skill enhancement, and travel. This research sought to evaluate the job satisfaction and turnover intention among nurses in public hospitals across Northern Negros Occidental, Philippines, and to ascertain the degree of turnover intention across various demographic cohorts. Employing a quantitative, descriptive-correlational research design, this investigation involved 103 active, permanent, or contract-of-service nurses from public hospitals in Northern Negros, selected through a stratified random sampling method. Data collection was facilitated by an adapted and modified questionnaire, with the Turnover Intention Scale specifically deriving from Roodt and Chris (2004). Both descriptive analyses (using mean and standard deviation) and inferential analyses (employing Spearman Rank Correlation and Pearson Product Moment Correlation) were conducted. The findings indicated that nurses in Northern Negros' public hospitals reported high levels of job satisfaction alongside moderate turnover intentions. While no significant association was observed between job satisfaction and age, sex, length of service, or source of income, a significant relationship was identified with civil status. Conversely, turnover intention exhibited no significant correlation with age, sex, civil status, length of service, or source of income. Notably, a critical finding established a significant relationship between job satisfaction and turnover intention.

Keywords. Ejob satisfaction, turnover intention, descriptive and comparative, nurses in public hospitals, Northern Negros Occidental, Philippines

1. Introduction

Nurse turnover refers to nurses leaving their current roles, often due to retirement, career changes, or seeking employment elsewhere. This departure of nurses has led to a global nursing shortage, as highlighted by the International Council of Nurses [1]. The shortage is particularly critical in countries that train nurses recruited internationally, creating a worldwide health emergency. The International Council of Nurses [1], in their paper "Recover to Rebuild: Investing in the Nursing Workforce for Health System Effectiveness," highlighted the immense global impact of the COVID-19 pandemic on nurses. However, according to Savitsky et al. [2], job dissatisfaction among nurses stems from numerous factors beyond just pandemic-related

challenges. The ongoing instability within the nursing profession has led to widespread concerns about nurse turnover.

In other countries, turnover rates vary. Hospitals have had a problem with a shortage of nurses. In Korea, nurses have a higher turnover rate than in the United States, especially in acute care hospitals [3]. Since clinical nursing experience counts in patient care, appropriate staffing must be considered, especially if nurses are new to the profession. In Indonesia, there was limited turnover data despite an inevitably growing percentage of turnover [4]. In a related study, Ko and Park [58] found that nurse turnover rates are notably high among those with less than three years of professional experience and even higher for nurses with under one year of experience. They identified job satisfaction as a key factor influencing these rates.

The Philippines is recognized as the foremost global supplier of nurses, with 90% intending to work abroad [5]. Filipino nurses are motivated to migrate by the prospect of better working conditions, stable employment, chances for skill development, and travel opportunities [6]. This departure of skilled and experienced nurses, who typically guide newer colleagues, negatively affects the nursing workforce by increasing existing staff's workloads and impeding high-quality patient care [7]. Challenging factors like dissatisfying salaries, understaffing, and job insecurity lead to burnout, leading to the nurse leaving the job for greener pastures and greater nurse turnover [8]. Legaspi's [12] research indicates that the nursing shortage in the health industry is evidenced by nurses reporting extended working hours due to an increased patient-to-nurse ratio.

Research conducted by Balgos and Arnibal [9] in Southern Negros Occidental identified nurse burnout, implying a potential influence on turnover rates. This burnout can lead to job dissatisfaction, subsequently increasing the likelihood of nurses leaving their positions. In a prominent urban area of Western Visayas, Sapar and Oducado [10] established a statistical link between nurses' job satisfaction and their propensity to remain in their roles. This connection presents a considerable risk to the healthcare system, especially given nurses' vital contributions to enhancing public health and promoting economic stability [60].

While numerous studies, including those by Sapar and Oducado [10], Bisnar and Pegarro [11], Legaspi [12], and Kim and Kim [3], have examined nurse turnover rates and indicated hospital nursing shortages, there is a notable lack of available research specifically covering the entire province of Negros Occidental. Furthermore, no data or studies on nurse turnover from the provincial government-owned hospitals have been found. This study addresses a notable gap in the existing literature by investigating nurse satisfaction and turnover specifically in the northern region of Negros Occidental province. The researcher, having directly observed high nurse turnover as a supervisor in a government hospital, personally recognized how this trend has led to a significant staffing shortage. This research sought to understand the elements influencing nurse turnover in Northern Negros Occidental's public hospitals.

The study assessed the job satisfaction and turnover intention of nurses in public hospitals in northern Negros Occidental, Philippines, when they were taken as a whole and grouped according to age, sex, civil status, and length of service. Concurrently, it sought to identify the degree of nurse turnover intention using the same demographic groupings. The study's results informed the development of a Support for Nurses Program, intended as a proactive measure to enhance nurse retention.

2. Framework of the Study

This study assumes that job satisfaction influences turnover intention. As an individual, the nurse interacts with other individuals, such as patients, colleagues, and other healthcare team members. Every process the nurses face is beset with workplace situations that could lessen their motivation, and the intention to leave is an option. The sense of satisfaction, contentment, and happiness while interacting with the workplace as an environment where the nurse exercises the profession could influence their intention to stay loyal to the job. A nurse who feels a sense of satisfaction in her work productivity, efficiency, and effectiveness in carrying out her nursing responsibilities is likely to stay on the job. The conditions have something to do with the nurse's determination to stay.

This study is theoretically grounded in Locke's [13] Model of Job Satisfaction, which postulates a direct relationship between job satisfaction and employee turnover. Within the critical healthcare industry, particularly for nurses in public hospitals, job satisfaction and turnover intention are paramount considerations. Comprehending this relationship is vital for hospital administrators aiming to enhance retention rates and, consequently, deliver superior patient care.

Locke's [13] theory suggests that nurses' job satisfaction directly impacts their turnover intention in public hospitals. Highly satisfied nurses often feel fulfilled, motivated, and engaged, fostering loyalty and commitment to quality patient care. Conversely, low job satisfaction can lead to disengagement, frustration, and burnout, increasing the likelihood of nurses seeking new employment. Factors like workload, environment, peer relationships, growth opportunities, and recognition influence this satisfaction.

This paper is additionally anchored in Imogene King's [14] theory of goal attainment. King [14] conceptualized nursing as an observable behavior within healthcare systems, aimed at assisting individuals in maintaining health and fulfilling their roles. Her theory characterizes individuals as unique, holistic spiritual beings who embody preserved culture. Individuals inherently possess worth, demonstrating capacities for rational thought and decision-making, while simultaneously exhibiting diverse needs, wants, and goals. Within the healthcare system, nursing functions as an observable behavior aimed at assisting individuals in maintaining health and fulfilling their roles. This process is fundamentally interpersonal, characterized by continuous action, reaction, interaction, and transaction.

Applying King's [14] theory of goal attainment to the context of nurse satisfaction and turnover intention suggests that various factors can influence these outcomes. Since King's [14] theory posits that individuals are unique, rational beings capable of thought and decision-making, job dissatisfaction could directly influence a nurse's decision to remain in their role. Nurses, given their unique perspectives and responses to situations aimed at achieving goals, may react to dissatisfaction by considering relocation or expressing an intent to leave. Ultimately, individual characteristics like age, civil status, and length of service can further shape their satisfaction levels and influence their career decisions.

3.0 Methods

This investigation employed a quantitative research design, specifically a descriptive-correlational methodology. The descriptive component evaluated nurses' job satisfaction and their intent to depart their positions. Conversely, the correlational aspect explored the connections between demographic factors, job satisfaction, and turnover intention, enabling a direct assessment of the association between the latter two variables. The study's participants consisted of 103 active nurses, encompassing both permanent and contract-of-service

personnel, from public hospitals across Northern Negros. A stratified random sampling technique was used for participant selection.

Table 1. Distribution of Respondents

Nurses	N	n	%
Hospital A	30	23	22.3
Hospital B	45	34	33
Hospital C	35	27	26.21
Hospital D	25	19	18.4
Total	135	103	100

The researcher utilized an adapted and modified questionnaire for nursing, specifically the Questionnaire on Nursing Job Satisfaction, to gauge nurses' job satisfaction levels across work fulfillment, work performance, and work environment. Lawshe's [59] validation method, based on scores from five expert validators, confirmed the questionnaire's validity with a score of 0.79. Its reliability was further established through a pilot test involving 30 respondents at another hospital, yielding a Cronbach's Alpha of 0.79. Additionally, the Turnover Intention Scale was adapted and modified from Roodt and Chris [15] to quantify turnover intention. Roodt and Chris [15] reported an alpha coefficient of 0.80 for this scale and validated it by identifying statistically significant differences between individuals who remained employed and those who departed.

The collected data underwent both descriptive and inferential analyses. Descriptive analysis, using frequency counts and percentage distributions, profiled respondents based on their demographics. It also determined levels of job satisfaction and turnover intention through mean, standard deviation, frequency count, and percentage distribution. For correlational analyses, Spearman Rank Correlation and Pearson Product Moment Correlation were employed to assess associations between demographics and the two primary variables. The selection of these statistical tools followed a test of normality. The Kolmogorov-Smirnov test, used to determine variable normality, revealed that job satisfaction was not normally distributed ($KS=0.088, p=0.001$), while turnover intention was normally distributed ($KS=0.048, p=0.200$).

Lastly, to ensure the ethical soundness of the study, the researcher adheres to the ethical guidelines established by the Philippine Health Research Ethics Board (PHREB) and addresses the general principles of respect for persons, beneficence, and justice.

4. Results and Discussion

4.1 Level of Job Satisfaction among Nurses Working in Public Hospitals

The level of job satisfaction among nurses working in public hospitals is summarized in Table 2A. Overall, nurses reported a high level of satisfaction, with a mean score of 4.26 and a standard deviation of 0.55, interpreted as very satisfied. When analyzed by age, both younger ($M=4.23, SD=0.57$) and older nurses ($M=4.32, SD=0.51$) were very satisfied. Similarly, male nurses ($M=4.38, SD=0.59$) and female nurses ($M=4.23, SD=0.53$) were very satisfied. Regarding civil status, married nurses ($M=4.35, SD=0.48$) are very satisfied compared to single nurses ($M=4.17, SD=0.60$) who are satisfied. Length of service showed minimal variation, with shorter-serving nurses ($M=4.25, SD=0.55$) and longer-serving nurses ($M=4.28, SD=0.54$) both being very satisfied. Finally, differences were noted in the source of income. Nurses relying

solely on their salary (M=4.27, SD=0.55) were very satisfied, while those with additional sources of income (M=4.04, SD=0.43) were only satisfied.

Table 2A. Level of Job Satisfaction among Nurses Working in Public Hospitals According to the Demographics

Variable	M	SD	Interpretation
Age			
Younger	4.23	0.57	Very Satisfied
Older	4.32	0.51	Very Satisfied
Sex			
Male	4.38	0.59	Very Satisfied
Female	4.23	0.53	Very Satisfied
Civil Status			
Single	4.17	0.60	Satisfied
Married	4.35	0.48	Very Satisfied
Length of Service			
Shorter	4.25	0.55	Very Satisfied
Longer	4.28	0.54	Very Satisfied
Source of Income			
Single	4.27	0.55	Very Satisfied
Multiple	4.04	0.43	Satisfied
<i>Whole</i>	4.26	0.55	<i>Very Satisfied</i>

The findings indicate that the nursing profession significantly contributes to nurses' satisfaction and overall happiness. This aligns with research by Friganovic and Selic [16], who observed that highly satisfied nurses experience lower stress and burnout, resulting in a more fulfilling professional experience. It is plausible that nurses in Northern Negros work in units with favorable nurse-patient ratios, given their expressed job satisfaction and reduced burnout rates, as suggested by Chen et al. [17]. A work environment that imbues nurses' roles with meaning, alongside a positive organizational culture [18], appears to be a key driver of their job satisfaction.

Job satisfaction in the study showed that the workplace is somehow free of bullying [19]. The job interests the nurses as they try to feel the worth of their jobs, for they do not experience rudeness or bullying [20]. Their institutions provide employees with a respectful, cooperative, and encouraging work atmosphere, which leads to the happiness of delivering good patient care. Career advancement and professional development [21] are felt as these nurses have enough opportunity to discuss cases with their colleagues. The findings also correspond with research indicating that improved education through discussions and peer support significantly boosts nurses' happiness and engagement, culminating in highly satisfying professional experiences. In this study, nurses reported positive collegial relationships, which fostered greater job fulfillment and satisfaction, alongside optimism regarding their professional development.

In terms of age, both groups, young and old, are very satisfied with the job. This does not conform with the research of Lu et al. [22], that elder nurses report a more satisfying job than their younger counterparts. In this case, both young and old are very satisfied with their job. The energy and capacity of older nurses do not vary as young nurses are known to adjust to new technologies and prospects for professional growth, as Barchielli et al. [23] claimed that younger nurses might be more satisfied with their jobs.

This study revealed that both male and female nurses exhibit high levels of job satisfaction. These findings contradict claims by Dilig-Ruiz et al. [24] that female nurses generally report greater job satisfaction than their male counterparts. The data suggest that nurses of both sexes find meaning and enthusiasm in their work, feeling valued and interested in their roles, possibly due to appreciated efforts. Ample time for collegial interaction and support may also contribute to their satisfaction. Consequently, they feel confident and effective in their clinical practice. This is consistent with Alghamdi et al. [25], who found similar job satisfaction levels between male and female nurses.

Civil status correlated with variations in job satisfaction among nursing staff, with unmarried or single nurses experiencing satisfaction differently from their very satisfied married counterparts. This aligns with Ouyang et al.'s [26] findings, which indicated that unmarried nurses' dissatisfaction with their roles often led to their departure. It is plausible that single nurses encountered specific incidences or occurrences that contributed to their comparatively lower satisfaction. However, these findings contradict Vaghar and Masrouf's [27] assertion that marital life influences nurse job satisfaction due to home and workplace roles. The results also diverge from Gebregziabher et al.'s [28] study, which reported dissatisfaction among both married and unmarried nurses.

While Baek et al. [29] suggest that nurses with longer tenure often experience higher job satisfaction due to enhanced security, familiarity, and stronger supervisory relationships, this study's findings indicate a contrasting outcome. Both nurses with shorter and longer lengths of service demonstrated similar levels of job satisfaction. This implies that, within this specific context, the duration of employment does not significantly influence job satisfaction among nurses. It is possible that regardless of tenure, nurses possess a clear understanding of the organizational culture and values, which in turn contributes to their job satisfaction.

The findings of this study do not support Davis-Collins' [30] assertion that shorter-tenured nurses may have higher job satisfaction because of novel challenges, growth prospects, and fresh viewpoints. Conversely, this investigation revealed that nurses with both shorter and longer service durations exhibited similar levels of job satisfaction. This consistent satisfaction implies that the length of time spent within the organization does not significantly determine job satisfaction among these nurses. It is conceivable that both groups, irrespective of their tenure, are receptive to change and innovation, thereby boosting their motivation and fostering high levels of satisfaction.

In terms of source of income, nurses who rely on their income alone and have no other sources are very satisfied with the job. This may be because the respondents are from public hospitals with higher salaries than the nurses in private hospitals [10]. Although there were nurses with a source of income other than their salaries and had lower job satisfaction than those who depended on their salaries alone, there were only very few compared to those who depended on their salaries alone. This aligns with the study by Sapar and Oducado [10], which found that public hospital nurses have higher salaries than private hospital nurses and that salaries influence job satisfaction and the nurse's intention to stay.

Overall, the data showed that nurses were very satisfied with their jobs. The results somehow show that the general well-being of nurses is reasonably good as these institutions create a friendly workplace that promotes goodwill among nurses [31].

4.2 Level of Job Satisfaction among Nurses Working in Public Hospitals in terms of Areas

Table 2B provides a summary of job satisfaction levels among nurses employed in public hospitals. Overall, the nurses indicated a high degree of satisfaction (M=4.26, SD=0.55), which was interpreted as "very satisfied". When examined by age, both younger (M=4.23, SD=0.57) and older (M=4.32, SD=0.51) nurses reported being very satisfied. Similarly, both male (M=4.38, SD=0.59) and female (M=4.23, SD=0.53) nurses expressed very high satisfaction levels. In terms of civil status, married nurses (M=4.35, SD=0.48) showed very high satisfaction, while single nurses (M=4.17, SD=0.60) were categorized as satisfied. Minimal variation was observed across length of service, with both shorter-serving (M=4.25, SD=0.55) and longer-serving (M=4.28, SD=0.54) nurses reporting very high satisfaction. Lastly, regarding income source, nurses relying solely on their salary (M=4.27, SD=0.55) were very satisfied, whereas those with additional income sources (M=4.04, SD=0.43) were only satisfied.

Overall, employees reported a very high level of work fulfillment, with a mean score of 4.24 and a standard deviation of 0.63, interpreted as very satisfied. When categorized by age, older employees exhibited very high satisfaction (M=4.33, SD=0.57), whereas younger employees were satisfied (M=4.19, SD=0.66). Male employees demonstrated very high satisfaction (M=4.40, SD=0.62), while female employees were satisfied (M=4.20, SD=0.63). In terms of civil status, married employees reported very high satisfaction (M=4.35, SD=0.59), compared to single employees who were satisfied (M=4.13, SD=0.65). Minimal variation was observed across length of service, with both shorter-serving (M=4.21, SD=0.65) and longer-serving (M=4.29, SD=0.59) employees reporting very high satisfaction. Lastly, employees relying solely on their salary were very satisfied (M=4.25, SD=0.63), while those with additional income sources were satisfied (M=4.10, SD=0.38).

Work fulfillment satisfaction denotes the degree of contentment nurses experience in their roles, particularly regarding sensations of accomplishment, purpose, and meaning. Multiple academic studies underscore the significance of this aspect in forecasting nurses' comprehensive job satisfaction. For instance, Friganovic and Selic [16] observed a correlation between elevated work fulfillment satisfaction among nurses and higher job satisfaction, coupled with decreased burnout.

Mallillin [32] identified that positive coworker interactions, opportunities for professional advancement, and supportive leadership notably contribute to nurses' work fulfillment satisfaction. This aligns with findings from Polat and Terzi [33], who observed that nurses fostering positive relationships with colleagues developed heightened job fulfillment and satisfaction, coupled with optimism for their professional growth. Collectively, the data emphasizes the crucial role of work fulfillment satisfaction in impacting nurses' overall job satisfaction and well-being [31]. Consequently, healthcare organizations can improve nurses' fulfillment by offering career development avenues, nurturing a supportive workplace, and promoting positive collegial relationships.

Table 2B. *Level of Job Satisfaction among Nurses Working in Public Hospitals*

Variable	Work Fulfillment			Work Performance			Work Environment			Job Satisfaction		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Age												
Younger	4.19	0.66	Sa	4.16	0.60	Sa	4.34	0.65	VS	4.23	0.57	VS
Older	4.33	0.57	VS	4.25	0.56	VS	4.39	0.53	VS	4.32	0.51	VS
Sex												

Male	4.40	0.62	VS	4.34	0.57	VS	4.43	0.69	VS	4.38	0.59	VS
Female	4.20	0.63	Sa	4.16	0.59	Sa	4.34	0.58	VS	4.23	0.53	VS
Civil Status												
Single	4.13	0.65	Sa	4.12	0.62	Sa	4.25	0.68	VS	4.17	0.60	Sa
Married	4.35	0.59	VS	4.27	0.54	VS	4.47	0.50	VS	4.35	0.48	VS
Length of Service												
Shorter	4.21	0.65	VS	4.19	0.57	Sa	4.37	0.62	VS	4.25	0.55	VS
Longer	4.29	0.59	VS	4.21	0.61	Sa	4.35	0.57	VS	4.28	0.54	VS
Source of Income												
Single	4.25	0.63	VS	4.21	0.58	Sa	4.36	0.61	VS	4.27	0.55	VS
Multiple	4.10	0.38	Sa	3.70	0.84	Sa	4.36	0.36	VS	4.04	0.43	Sa
<i>Whole</i>	<i>4.24</i>	<i>0.63</i>	<i>VS</i>	<i>4.20</i>	<i>0.59</i>	<i>Sa</i>	<i>4.36</i>	<i>0.60</i>	<i>VS</i>	<i>4.26</i>	<i>0.55</i>	<i>VS</i>

Mean Range: 1.00-1.80=Very Dissatisfied (VD), 1.81-2.60=Dissatisfied (Di), 2.61-3.40=Moderately Satisfied (MS), 3.41-4.20=Satisfied (Sa), 4.21-5.00=Very Satisfied (VS)

Table 2B summarizes the reported level of employee work performance. Overall, employees indicated a satisfactory level of work performance (M=4.20, SD=0.59). A breakdown by age showed older employees as very satisfied (M=4.25, SD=0.56), while younger employees were satisfied (M=4.16, SD=0.59). By gender, male employees expressed very satisfied work performance (M=4.34, SD=0.57), contrasting with female employees who were satisfied (M=4.16, SD=0.59). In terms of civil status, married employees reported very satisfied performance (M=4.27, SD=0.54), whereas single employees were satisfied (M=4.12, SD=0.62). Both employees with longer (M=4.21, SD=0.61) and shorter (M=4.19, SD=0.57) lengths of service reported being satisfied. Finally, employees relying solely on salary were satisfied (M=4.21, SD=0.58), while those with additional income sources were also satisfied, though with a lower mean score (M=3.70, SD=0.84).

Work performance satisfaction. Work performance satisfaction gauges how competent, effective, and successful nurses feel in their professional capacities. This dimension of satisfaction is consistently and directly linked to overall job contentment within the nursing profession. For example, Serafin et al. [63] observed that nurses demonstrating superior competence and effectiveness in their roles also reported higher job satisfaction. In a similar vein, Pinto and Allui [34] identified sufficient staffing, availability of training and resources, and transparent communication as pivotal drivers of work performance satisfaction among nurses. Nurses who were provided with the necessary support and resources to execute their duties efficiently reported elevated levels of work performance satisfaction [21].

The presented literature highlights the importance of equipping nurses with support in their roles to enhance both their work performance and overall job satisfaction. To achieve this, healthcare organizations can foster work performance satisfaction among nurses by guaranteeing adequate staffing levels, ensuring access to vital training and resources, and promoting transparent communication within the workplace.

Regarding work environment satisfaction, employees overall reported a very high level of contentment (M=4.36, SD=0.60), interpreted as very satisfied. Analysis by age revealed both older (M=4.39, SD=0.53) and younger (M=4.34, SD=0.65) employees were very satisfied. Male employees (M=4.43, SD=0.69) expressed greater satisfaction with their work environment than female employees (M=4.34, SD=0.58). Married employees (M=4.47, SD=0.50) showed the highest satisfaction, while single employees (M=4.25, SD=0.68) were also very satisfied. Both those with longer (M=4.35, SD=0.57) and shorter (M=4.37, SD=0.62)

lengths of service reported very high satisfaction. Lastly, employees relying solely on salary (M=4.36, SD=0.61) and those with additional income sources (M=4.36, SD=0.36) were equally very satisfied.

Work environment satisfaction. Work environment satisfaction refers to nurses' contentment with their workplace's structural, social, and organizational aspects. Research consistently shows that the work environment is a significant predictor of nurses' job satisfaction. Al Sabei et al. [62] and Dutra et al. [35] found that nurses satisfied with their work environment were more likely to be satisfied with their jobs. Similarly, Lasalvia et al. [36] and Gandhi and Grabowski [37] discovered that contentment with the workplace correlated with lower burnout and turnover intentions, leading to higher retention rates. Favorable work environments, characterized by professional advancement opportunities, effective communication, and supportive leadership, were linked to higher levels of work environment satisfaction among nurses [22].

These findings collectively highlight that nurses' job satisfaction and retention are markedly affected by their work environment [38, 62, 39]. To improve nurses' contentment in their workplaces, healthcare organizations can cultivate a positive organizational culture, offer professional development opportunities, and encourage robust communication and teamwork among staff.

4.3 Degree of Turnover Intentions among Nurses Working in Public Hospitals

Table 3 presents the degree of turnover intention among nurses in public hospitals, disaggregated by demographic variables. Overall, nurses demonstrated a moderate level of turnover intentions (M = 3.39, SD = 0.71). Analysis by age revealed younger nurses with moderate intentions (M = 3.34, SD = 0.71) and older nurses with high intentions (M = 3.46, SD = 0.70). By sex, male nurses reported a high level of turnover intentions (M = 3.58, SD = 0.72), while female nurses exhibited a moderate level (M = 3.34, SD = 0.70). For civil status, single nurses had moderate turnover intentions (M = 3.30, SD = 0.63), in contrast to married nurses who showed high intentions (M = 3.47, SD = 0.77). Length of service did not present differences, with both shorter (M = 3.39, SD = 0.71) and longer (M = 3.39, SD = 0.72) tenures indicating moderate turnover intentions. Lastly, nurses relying solely on their salary (M = 3.39, SD = 0.71) and those with additional income sources (M = 3.33, SD = 0.83) both displayed moderate turnover intentions.

Table 3. Degree of Turnover Intentions among Nurses Working in Public Hospitals

Variable	M	SD	Interpretation
Age			
Younger	3.34	0.71	Moderate
Older	3.46	0.70	High
Sex			
Male	3.58	0.72	High
Female	3.34	0.70	Moderate
Civil Status			
Single	3.30	0.63	Moderate
Married	3.47	0.77	High
Length of Service			
Shorter	3.39	0.71	Moderate
Longer	3.39	0.72	Moderate
Source of Income			

Single	3.39	0.71	Moderate
Multiple	3.33	0.83	Moderate
<i>Whole</i>	<i>3.39</i>	<i>0.71</i>	<i>Moderate</i>

In this study, older nurses demonstrated a higher intention to leave their roles, while younger nurses expressed a moderate intent to do so. This observation, which shows a greater propensity for departure among older nurses, runs contrary to Shiri et al.'s [40] research. Their work indicated a negative correlation between age and turnover intention, with younger nurses more frequently reporting an inclination to leave their current positions. Although Shiri et al. [40] proposed that younger nurses might be more inclined to pursue new opportunities for career advancement, professional development, and higher remuneration, resulting in increased turnover within that age group, the present study's findings suggest the inverse. Moreover, these results do not align with the conclusions of Smokrović et al. [41], whose study found that older nurses, when satisfied with their jobs, operating in supportive environments, and maintaining positive relationships with colleagues and leaders, were less likely to harbor turnover intentions despite their age.

This study's findings reveal that male nurses display a greater propensity to leave their positions than female nurses. This result is contrary to research by Favaro et al. [42], which indicated that female nurses typically express higher turnover intentions compared to males. Although difficult circumstances and high job demands can contribute to burnout and departures among female nurses due to work-life balance challenges [50], this study's outcomes suggest an inverse pattern. Considering Alobaid et al.'s [43] recommendations for supporting female nurses—such as policies promoting self-balance, career advancement, professional growth, and an inclusive work environment valuing diversity and gender equality—analogue support initiatives could prove advantageous for male nurses based on these findings.

Regarding civil status, this study found higher turnover rates among married nurses. This outcome contradicts Ayalew and Workineh's [61] findings, which indicated that married nurses reported lower intentions to leave their jobs compared to single or divorced counterparts. Kamara et al. [44] suggest that married nurses often have additional responsibilities, including family care, household management, and supporting partners' careers. While Kamara et al. [44] suggest that married nurses may prioritize career stability, job security, and work-life balance for long-term professional goals, thereby reducing turnover, the findings of the current study diverge from this. Conversely, Lera et al. [45] argue that single nurses are potentially more inclined to explore novel opportunities, relocate for career progression, or pursue further education to enhance their skills, leading to a greater propensity to depart. However, in this specific investigation, single nurses demonstrated only a moderate intention to leave their positions.

Regarding the length of stay in a particular job or organization, this study found that both nurses with longer and shorter tenures exhibited a moderate intention to leave their positions. This outcome diverges from Kang et al.'s [46] findings, which reported a negative association between length of stay and turnover intention, indicating that longer-tenured nurses had lower intentions to leave. Similarly, these results do not align with Azeem et al.'s [47] study, which suggested that individuals with extended organizational tenure typically form strong relationships with colleagues and leaders, leading to higher retention compared to those with shorter service periods.

McCloughen et al. [48] theorized that newly employed nurses frequently undergo an adjustment period in their new work settings, which can lead to heightened stress, uncertainty,

and job demands as they acclimate to a different organizational culture. They contended that these elements could result in elevated turnover rates for new nurses compared to their more seasoned counterparts. Nevertheless, nurses in the current study with a shorter length of service exhibited only a moderate intention to leave.

The results show that both groups, receiving salary alone and salary with other income, rated moderate in their intention to leave. The study by Akinyemi et al. [49] claimed that a competitive salary compared with other nurses in different industries is necessary to avoid comparison and increased turnover. The pay should be commensurate and equitable with the work of the nurse to let her stay. Still, in this case, salary is not a factor that increases the intention to stay among nurses because both groups showed moderate intention to leave. Sapar and Oducado [10] also concluded that salary as a source of income is a factor in the turnover of nurses, and to ensure that there are enough nurses in the Philippines, salaries must be adjusted to be at par with the quality of life in the Philippines. While the emphasis is given to private hospital nurses to increase their salaries to let them stay in the healthcare industry in the Philippines, it is not surprising that these nurses in public hospitals have moderate intention to leave because public hospitals have higher salaries than private hospital nurses.

4.4 Relationship between Demographics and Job Satisfaction of Nurses

Spearman rank correlation was used to determine the significant relationship between job satisfaction and age and length of service. In contrast, rank was biserial for sex, civil status, and source of income.

There was no significant relationship between job satisfaction and age [$r_s(196)=0.014$, $p=0.851$], sex [$r_s(196)=-0.137$, $p=0.054$], length of service [$r_s(196)=0.059$, $p=0.418$], and source of income [$r_s(196)=-0.087$, $p=0.221$]. There was a significant relationship between job satisfaction and civil status [$r_s(196)=0.162$, $p=0.023$].

As shown in the study results, age, sex, length of service, and source of income do not influence the job satisfaction of nurses. In terms of age, since both young and older nurses scored very high and were interpreted as very satisfied, the variable age does not influence their level of satisfaction. Although Lu et al. [22] claimed that elder nurses report a more satisfying job than their younger counterparts, age still does not influence their satisfaction level. While the previous claim does not conform with Barchielli et al. [23] that younger nurses might be more satisfied with their jobs, the conflicting claims of these authors and the results of this study showed that age does not influence the satisfaction of nurses.

Table 4. Relationship between Demographics and Job Satisfaction of Nurses

Variable	r_s	df	p
Age	0.014	196	0.851
Sex	-0.137	196	0.054
Civil Status	0.162*	196	0.023
Length of Service	0.059	196	0.418
Source of Income	-0.087	196	0.221

Note: *correlation is significant when $p \leq 0.05$

The same is true for sex, where the probability value showed no significant relationship. Dilig—Ruiz et al. [24] proved that female nurses report higher satisfaction levels, while Alghamdi et al. [25] claimed that male nurses reported comparable levels of job

satisfaction. Despite the conflicting claims of the two authors, the results proved that sex does not influence the satisfaction level of nurses.

The length of service in the hospital does not influence the satisfaction of nurses. Though Baek et al. [29] claimed that nurses with longer tenure tend to have higher satisfaction levels because of their familiarity and stronger relationships with colleagues, the number of years does not change the satisfaction levels of nurses because both groups, shorter and longer length of service, have the same level of job satisfaction. While Baek et al. [29] claim that tenured nurses are more satisfied than younger ones, Davis-Collines [30] found that nurses with shorter tenure are more satisfied because of the new experience that young ones had; this shows that the length of nurses' stay on the job is not a significant factor influencing job satisfaction.

The source of income does not matter in the job satisfaction of nurses. As shown in the table, there is no significant relationship between sources of income, whether from salary alone or salary plus other sources. Sapar and Oducado [10] claimed that salary could influence job satisfaction among nurses. Still, since the respondents are from public hospitals receiving a higher salary than private hospitals, this could be why the source of income does not influence job satisfaction.

Among the variables, only the civil status has a significant relationship to the job satisfaction. As discussed earlier, married nurses are more satisfied with their jobs than single ones. This is likely related to the married ones feeling they could support their families because of their jobs. This is supported by Vaghar and Masrour [27] that marriage life could influence the nurse's job satisfaction. Single nurses were unsatisfied with the job [26]. In this case, the married public hospital nurse will influence the satisfaction level. Likewise, a single nurse working in a public hospital will influence the satisfaction level.

4.5 Relationship between Demographics and Turnover Intention of Nurses

Pearson correlation was used to determine the significant relationship between turnover intention, age, and length of service. In contrast, point biserial was used for sex, civil status, and source of income.

There was no significant relationship between turnover intention and age [r(196)=0.123 p=3.189], sex [r(196)=-0.139 p=2.752], civil status [r(196)=0.118 p=5.498], length of service [r(196)=0.075 p=7.297], source of income [r(196)=-0.014 p=2.844].

Table 5. Relationship between Demographics and Turnover Intention of Nurses

Variable	r	df	p
Age	0.123	196	0.089
Sex	-0.139	196	0.052
Civil Status	0.119	196	0.098
Length of Service	0.076	196	0.297
Source of Income	-0.014	196	0.844

Note: *correlation is significant when $p \leq 0.05$

In this study, older nurses displayed a greater intent to leave their roles, while younger nurses expressed a moderate intention of departure. Age is recognized as influencing a nurse's decision to remain in or exit a position. However, these findings, showing higher turnover intent among older nurses, contradict Shiri et al.'s [40] research that identified a negative correlation between age and turnover, with younger nurses more often indicating a desire to leave their current jobs. Although Shiri et al. [40] proposed that younger nurses might pursue new career

opportunities, professional growth, and increased salaries, potentially driving higher turnover in that demographic, this study observed the reverse trend. Moreover, these results diverge from Smokrović et al.'s [41] study, which concluded that older nurses, if job-satisfied, in supportive environments, and with positive collegial and leadership ties, were less likely to have turnover intentions despite their age.

This study's findings indicate that male nurses exhibit a higher intention to leave their positions compared to female nurses. This outcome contrasts with research by Favaro et al. [42], which suggested that female nurses typically demonstrate higher turnover intentions than their male counterparts. Although challenging situations and high job demands can contribute to burnout and increased turnover among females due to work-life balance difficulties [50], this study observed a greater intent to leave among male nurses. Alobaid et al. [43] proposed that organizations can support female nurses, who often show a high intention to leave, by implementing policies that promote self-balance, career advancement, professional growth, and a supportive, inclusive work environment valuing diversity and gender equality. Based on the current findings, similar support strategies could be beneficial for male nurses as well.

Regarding civil status, this study found higher turnover rates among married nurses. This contradicts the findings of Ayalew and Workineh [61], who reported lower intentions to leave among married nurses compared to single or divorced counterparts. Kamara et al. [44] suggest that married nurses often face additional responsibilities outside work, including family care, household management, and supporting their partners' careers. While Kamara et al. [44] posit that career stability, job security, and work-life balance are priorities for married nurses aiming to support their families, potentially leading to lower turnover rates, this study's results differ. Conversely, Lera et al. [45] propose that single nurses may be more inclined to seek new opportunities, relocate for career advancement, or pursue further education, leading to a greater propensity to leave their jobs. However, in the present study, single nurses exhibited only a moderate intention to leave.

Concerning the length of time nurses have spent in a particular job or organization, this study found that both those with extensive and limited tenures reported a moderate intention to leave their positions. This contrasts with Kang et al.'s [46] research, which linked longer tenure to a negative association with turnover intention, suggesting that more experienced nurses were less inclined to leave. Similarly, the findings do not align with Azeem et al. [47], whose study indicated that individuals with prolonged organizational affiliations tend to form robust relationships with colleagues and leaders, thus increasing their likelihood of remaining employed compared to those with shorter service periods. McCloughen et al. [48] proposed that newly hired nurses might experience elevated stress, uncertainty, and job demands as they adapt to a new work environment and organizational culture, potentially leading to higher turnover rates among this less experienced group. However, in this study, nurses with a shorter length of service exhibited only a moderate intention to leave.

The results show that both groups, receiving salary alone and salary with other income, rated moderate in their intention to leave. The study by Akinyemi et al. [49] claimed that a competitive salary compared with other nurses in different industries is necessary to avoid comparison and increased turnover. The pay should be commensurate and equitable with the work of the nurse to let her stay. Still, in this case, salary is not a factor that increases the intention to stay among nurses because both groups showed moderate intention to leave. Sapar and Oducado [10] also concluded that salary as a source of income is a factor in the turnover of nurses, and to ensure that there are enough nurses in the Philippines, salaries must be adjusted to be at par with the quality of life in the Philippines. While the emphasis is given to private

hospital nurses to increase their salaries to let them stay in the healthcare industry in the Philippines, it is not surprising that these nurses in public hospitals have moderate intention to leave because public hospitals have higher salaries than private hospital nurses.

4.6 *Relationship between Job Satisfaction and Turnover Intention of Nurses*

Spearman rank correlation was employed to ascertain the significant relationship between job satisfaction and turnover intention. The analysis revealed a significant positive association, indicating that higher job satisfaction among nurses correlates with a greater likelihood of them remaining in their positions. This finding aligns with Waltz et al. [51], who similarly concluded that increased job satisfaction would likely lead to nurses staying in their roles.

Table 6. Relationship between Job Satisfaction and Turnover Intention of Nurses

Variable	r	df	p
Job Satisfaction and Turnover Intentions	0.355*	196	0.000

Note: *correlation is significant when $p \leq 0.05$

Job satisfaction consistently exhibits a significant inverse correlation with turnover intention, implying that an increase in job satisfaction corresponds to a reduced probability of an employee departing their role. This observation is congruent with a wealth of studies conducted within diverse healthcare environments. For example, Al Zaydan et al. [52] confirmed that elevated job satisfaction among nurses reliably predicts lower turnover rates, highlighting the critical role of positive work settings in retaining staff. Similarly, Poku et al. [53] indicated that nurses expressing high satisfaction with their roles, workload, and organizational backing are considerably less inclined to intend to leave their current employment. The stability nurtured by job satisfaction not only advantages individual nurses but also promotes organizational steadfastness and uninterrupted patient care.

The current finding, which indicates that content nurses typically stay in their positions, is strongly supported by the wider organizational behavior literature asserting job satisfaction as a primary precursor to employee retention. Zhenjing et al. [54] emphasized that employees who feel valued, engaged, and content in their work environment are more inclined to commit to their organizations long-term, thereby decreasing voluntary turnover. Moreover, research by Kallio et al. [55] revealed that professional fulfillment and a supportive, collegial atmosphere substantially boost job satisfaction, prompting nurses to view their current roles as desirable and stable career paths. This consistent evidence highlights job satisfaction's pivotal role as a fundamental factor in cultivating employee loyalty and reducing turnover intentions within nursing.

Furthermore, research by Mansyur et al. [56] revealed a positive correlation between transformational leadership and increased job satisfaction among nurses. Lai et al. [57] similarly observed that nursing staff tend to be more content and engaged under transformational leaders who inspire, motivate, encourage open communication, and offer support. This highlights the critical role of robust leadership in cultivating a supportive workplace culture that promotes nurses' job satisfaction.

The study's findings indicate a high level of job satisfaction among nurses in Northern Negros Occidental's public hospitals. This overall satisfaction aligns with Locke's [13] Range of Affect Theory, which posits that job satisfaction arises when an individual's actual job experiences align with or exceed their expectations. The nurses' reported feelings of worth, enthusiasm, effective collaboration, and opportunities for learning despite busy schedules suggest that their workplace experiences generally meet or surpass their internal standards, leading to high satisfaction. Factors such as a perceived positive work environment, lack of bullying, and opportunities for professional development likely contribute to this alignment between expectations and reality, fostering a sense of contentment.

Despite the high job satisfaction, the moderate level of turnover intention, particularly among older and married nurses and males, highlights the interplay with King's [14] Theory of Goal Attainment. This theory emphasizes that nurses, as unique and rational individuals, make decisions based on their needs, wants, and goals. While highly satisfied, the moderate turnover intention suggests that factors beyond current job satisfaction, such as individual career aspirations, personal responsibilities, or external opportunities that align more closely with their long-term goals, might still prompt them to consider leaving. The findings, while showing no significant relationship between most demographics and turnover intention in the correlation analysis, do reveal differing levels of intention across demographic groups, indicating that while they may be generally satisfied, individual "goals" or external "systems" as per King's theory, could still motivate a search for alternative employment.

5. Conclusion

The consistently high job satisfaction among nurses in Northern Negros Occidental's public hospitals indicates that their roles offer significant personal and professional fulfillment. This satisfaction stems from a work environment where nurses perceive their efforts are valued, find meaning in their daily tasks, and experience a strong sense of belonging and teamwork. The ability to collaborate with colleagues, manage patient cases effectively, and continuously learn contributes to their overall enthusiasm and confidence as clinicians. This positive experience of their work makes them feel a deep connection to their profession and institution.

Job satisfaction is critical in minimizing nurses' intentions to leave public hospitals. While most nurses reported high levels of satisfaction, the modest level of turnover intention indicates underlying issues that must be addressed, particularly among specific demographic groups like older and married nurses. Dissatisfaction with the nursing job could lead to a rapid turnover of nurses. It is, therefore, important to hold on to these nurses as healthcare is an important component of the community and the nation.

6. Limitation of the Findings

A notable limitation of this study lies in its quantitative, descriptive-correlational research design, which, while effective for identifying relationships, cannot establish cause and effect between variables. Furthermore, the study's findings are limited by its specific respondent pool of 198 nurses from public hospitals in Northern Negros Occidental, Philippines. This localized and somewhat homogenous sample restricts the generalizability of the results to nurses in private hospitals, other regions, or a broader national context, as their experiences with job satisfaction and turnover intention may differ significantly due to varying organizational cultures, compensation structures, and work environments.

7. Practical Value of the Findings

Hospital and nursing administrators should investigate the reasons for nurses' dissatisfaction and turnover intentions. Work climate, compensation, and psychological support must be considered to avoid increasing turnover. As compensation for public hospitals is not a problem, private hospitals should consider giving compensation commensurate with nursing responsibilities.

8. Direction for Future Research

Future research should investigate the qualitative elements influencing nurse turnover, such as workplace culture, management support, and professional development opportunities. A longitudinal study is also advised for tracking changes in work satisfaction and intention to leave over time, which can provide more information about causality and possible solutions.

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