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Factors Influencing the Retention of Nurses in Hospitals in the Philippines: A Cross-Sectional Study

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ABSTRACT

Background: The lack of nursing experts has resulted in increased global competition in both attracting and retaining nurses. A significant amount of research on the subject indicates an important connection between job satisfaction and nurse retention. Job satisfaction has received a lot of attention in the field of healthcare workforce management as a key component in nurse retention. Hospitals can lessen the loss of important nursing personnel while also enhancing the stability and effectiveness of their healthcare workforce by addressing these urgent issues. In a period when healthcare systems around the world are dealing with manpower shortages, the findings of this study could hold significance to maintaining the future of excellent healthcare delivery in the Philippines. In response to this growing concern, this study conducts a comparative analysis. The study will seek to identify the primary motivators and difficulties that influence job satisfaction among Filipino nurses, as well as how their experiences differ depending on where they work. The study's findings will provide useful insights that can be used to drive policies, interventions, and practices aimed at increasing nurse retention in underprivileged areas, thereby improving the overall quality of healthcare delivery (Pressley, C., & Garside, J., 2023).

Methods: The research design selected for this study is quantitative, a descriptive correlational in nature. In this context, quantitative research implies the collection of numerical data to assess the relationships between key variables without manipulating them. This study was conducted by utilizing a questionnaire and identified nurses employed in hospitals within the Philippines. Data was gathered and analyzed to determine the relationship between independent and dependent variables and the participants.

Results: The study's findings offer a nuanced portrayal of nurse retention dynamics in the Philippine context. The predominant demographic comprises female nurses aged 31-40, with 8-11 years of experience. A surprising revelation is that nurses with 0-3 years of employment exhibit the highest intent to stay, underscoring the significance of early job satisfaction. Job satisfaction, particularly through skill utilization, emerges as a crucial motivator for retention.

Conclusion: The major findings of this study, distilled from meticulous analysis and interpretation, underscore the pivotal role of job satisfaction, particularly in the early years of nurses' employment. Contrary to conventional wisdom, financial incentives alone do not guarantee nurse retention; rather, the meaningful utilization of skills, positive work relationships, and a supportive work environment emerge as influential factors. The study challenges existing paradigms, emphasizing the need for adaptable nursing theories that account for the evolving needs and motivations of nurses throughout their careers.

Keywords: Nurse retention, Job satisfaction, Work motivation

INTRODUCTION

In recent years, the healthcare industry has been battling with a critical issue that crosses national boundaries: registered nurses' plans to leave the profession. Nurses are an essential component of every healthcare institution, and retaining them is critical to the consistent delivery of high-quality patient care. The phenomenon of nurses' intent to leave an organization has become a source of increasing concern in the Philippines, where healthcare professionals play an important part in the healthcare system. This study seeks to provide important insights into the factors that affect nurses' intent to leave a company in the Philippines, with an emphasis on nurses' characteristics, job satisfaction, and work-related stress. These variables have been established as important predictors of registered nurse turnover intentions in a variety of healthcare settings. Understanding the predictors of turnover intentions has implications for healthcare administrators, policymakers, and stakeholders in the Philippines and around the world (Labrague, L. et al., 2018).

The lack of nursing experts has resulted in increased global competition in both attracting and retaining nurses. A significant amount of research on the subject indicates an important connection between job satisfaction and nurse retention. Job satisfaction has received a lot of attention in the field of healthcare workforce management as a key component in nurse retention. Hospitals can lessen the loss of important nursing personnel while also enhancing the stability and effectiveness of their healthcare workforce by addressing these urgent issues. In a period when healthcare systems around the world are dealing with manpower shortages, the findings of this study could hold significance to maintaining the future of excellent healthcare delivery

in the Philippines. In response to this growing concern, this study conducts a comparative analysis. The study will seek to identify the primary motivators and difficulties that influence job satisfaction among Filipino nurses, as well as how their experiences differ depending on where they work. The study's findings will provide useful insights that can be used to drive policies, interventions, and practices aimed at increasing nurse retention in underprivileged areas, thereby improving the overall quality of healthcare delivery (Pressley, C., & Garside, J., 2023).

The shortage of nurses and the increasing intent of registered nurses to leave the profession pose significant challenges to healthcare systems worldwide. In the context of the Philippines, where healthcare professionals play a crucial role, addressing the issue of nurse retention becomes paramount for ensuring the consistent delivery of high-quality patient care.

This study delves into the multifaceted aspects influencing nurses' intent to leave their positions in the Philippines, emphasizing the critical role of nurses' characteristics, job satisfaction, and work-related stress (Hayes, LJ. 2006). Nurses, as integral components of healthcare institutions, contribute significantly to the overall functionality and effectiveness of the healthcare system. The intention of nurses to leave their positions has emerged as a pressing concern, necessitating a comprehensive understanding of the factors contributing to this phenomenon. Recognizing the interconnectedness of nurses' characteristics, job satisfaction, and work-related stress, this study aims to shed light on the intricate web of influences affecting registered nurse turnover intentions (Gianfermi, RE. 2011).

The healthcare landscape in the Philippines is grappling with the challenges posed by a global shortage of nursing professionals (World Health Organization, 2020). This shortage has intensified competition, both nationally and internationally, in the recruitment and retention of nurses. Extensive research on the subject underscores the crucial link between job satisfaction and nurse retention. Job satisfaction, in particular, has garnered significant attention within the realm of healthcare workforce management as a pivotal determinant of nurse retention. To address the urgent issues surrounding nurse turnover, it is imperative for healthcare administrators and policymakers to identify and understand the factors that drive nurses' intent to leave their positions. This study draws upon established predictors of registered nurse turnover intentions, placing a specific focus on the unique context of the Philippines. The insights gained from this research have far-reaching implications for healthcare administrators, policymakers, and stakeholders not only in the Philippines but globally (Twigg, D. 2014).

In a period when healthcare systems worldwide are grappling with manpower shortages, the findings of this study hold the potential to contribute to the sustainability of excellent healthcare delivery in the Philippines. The comparative analysis conducted in this study seeks to uncover the primary motivators and challenges influencing job satisfaction among Filipino nurses. Furthermore, the research explores variations in nurses' experiences based on their work settings (Philippine Nurses Association, 2020). This study aims to go beyond identifying problems by offering actionable insights that can inform the development of targeted policies, interventions, and practices. By understanding the nuances of job satisfaction and the factors influencing nurse retention, healthcare institutions can strategically address challenges and foster environments conducive to retaining nursing professionals (Kim, SY. 2022).

As the healthcare industry continues to evolve and face unprecedented challenges, the findings of this study are poised to play a pivotal role in shaping the future of nursing in the Philippines. By providing a nuanced understanding of the factors influencing nurse retention, this research contributes to the ongoing dialogue on workforce management and ultimately aims to enhance the overall quality of healthcare delivery in the country (Philippine Department of Health, 2022)

In addition to addressing the challenges posed by the global shortage of nursing professionals, this study aims to explore the specific contextual factors within the Philippines that contribute to nurses' intent to leave their positions. By delving into the intricacies of the healthcare landscape in the country, the research seeks to uncover unique challenges faced by Filipino nurses, such as cultural and systemic influences that may impact their job satisfaction and overall retention (Wilson, AA. 2005). Understanding these nuances is essential for tailoring effective strategies that resonate with the local context, ensuring that interventions are not only evidence-based but also culturally sensitive.

Furthermore, the study acknowledges the dynamic nature of the healthcare industry and its continuous evolution, especially in the face of unprecedented challenges. As technological advancements and changing societal expectations reshape the landscape of healthcare delivery, it becomes crucial to examine how these external factors may intersect with internal determinants like job satisfaction and work-related stress (Faustorilla, JF. 2020). This research endeavors to provide insights that go beyond immediate concerns, contributing to a forward-looking approach in addressing nurse retention issues that may emerge in the ever-evolving healthcare environment.

Lastly, this study recognizes the interconnectedness of the healthcare workforce, where nurses collaborate with various professionals to ensure the seamless functioning of the healthcare system. In exploring the factors influencing nurse retention, the research seeks to highlight the broader implications for the overall quality of healthcare delivery in the Philippines (Tadesse, B. 2023). By elucidating the relationship between nurses' intent to leave and the effectiveness of healthcare services, this study aims to inform comprehensive strategies that not only retain nursing professionals but also enhance the overall resilience and efficiency of the healthcare system in the country (Hayne, AN. 2009).

Methods

Design, Participants and Sampling

The research design selected for this study is quantitative, a descriptive correlational in nature. In this context, quantitative research implies the collection of numerical data to assess the relationships between key variables without manipulating them. Specifically, the study seeks to investigate the factors

influencing nurse retention in Philippine hospitals, with an emphasis on the roles played by staffing levels, economic incentives, and work motivation/job satisfaction. The design involves measuring these independent variables and examining their correlations with the dependent variables, which include nurse retention, length of employment, and intent to stay. This research design allows for a systematic exploration of these relationships, contributing to a better understanding of the dynamics affecting nurse retention in the Philippines.

The target participants were nurses employed in Philippine hospital settings. The sample size is chosen to provide sufficient data for the correlational analysis while ensuring practical feasibility within the research constraints. Participants will be selected through a systematic process that takes into account factors such as experience levels and representation from various hospitals across the Philippines. This carefully chosen group will be essential in supplying the information required to research the variables affecting nurse retention in the Philippine healthcare system.

Data Collection Procedures

This involved systematic distribution of the questionnaire to the selected participants, as well as obtaining informed consent. Since the participants were located at different provinces in the Philippines, the questionnaires were prepared in Google Form and were distributed to them through social media flatform including Facebook. The participants were advised to utilize only one account when responding. Once data gathering was completed, the participants were guaranteed regarding the confidentiality of their responses.

Ethical Considerations

Adherence to informed consent procedures was established, guaranteeing that the participants were fully aware of the research's objectives and their rights. confidentiality of the participants was maintained through data anonymization.

Results

The focus of this research is to seek the factors influencing nurse retention in Philippine hospitals, with an emphasis on the roles played by staffing levels, economic incentives, and work motivation/job satisfaction. This chapter synthesizes the results and discussions gathered by the researchers to presents the major findings of the paper.

I. Demographic Information

Gender	Frequency	Percentage
Male	20	19.42
Female	83	80.58
Total	103	100

Table 1. **Gender of respondents**

Table 1 shows the demographic gender information data obtained by conducting a content analysis shows that the 80.58 percent of survey respondents is Female while Male was 19.42 percent. This means that majority of the nurses in Philippine hospitals was Female.

Age	Frequency	Percentage
21-30	18	17.48
31-40	76	73.79
41-50	5	4.85
51-60	4	3.88
Total	103	100

Table 2. **Age of Respondents**

Table 2 shows the Age of respondents' information obtained by researcher, and it state that mostly of the respondents are ranging age by 31-40 years old by the frequency of 76 or 73.79 percent, followed by 21-30 years old with frequency of 18 or 17.48, and lastly, ranging age of 41-50 years old with the frequency of 5 or 4.85 percent.

Years of Experience	Frequency	Experience
0-3 years	27	26.21
4-7 years	22	21.36
8-11 years	34	33.01
12 years and above	20	19.42
Total	103	100

Table 3. **Experience of Respondents**

The table 3 shows the years of experience of the respondents and mostly of the data obtained results is most of them are ranging 8-11 years of experience with the frequency of 34 or 33.01 percent, followed by 0-3 years of experience with the frequency of 27 or 26.21, followed by 4-7 years of experienced with the frequency of 22 or 21.36 and lastly, 12 years and above with the frequency of 20 or 19.42 percent.

NCLEX status	Frequency	Percentage
Yes	10	9.71
No	93	90.29
Total	103	100

Table 4. **NCLEX Status**

Table 4 shows the data obtained in NCLEX Status which modified the most answer mean of 93 in no or 90.29 percent, while yes has 10 mean or 9.71 percent.

Position	Frequency	Percentage
Chief Nurse	1	0.97
Contractual/Casual	44	42.72
Permanent/Regular	53	51.46
Supervisory	5	4.85
Total	103	100

Table 5. **Position**

Table 5. Shows the position of the respondents to their workplace. Based on the data obtained, most of them are permanent/regular employee with the frequency of 53 or 51.46 percent, followed by contractual/casual with frequency of 44 or 42.72 percent, followed by supervisory position with frequency of 5 and chief nurse position with the frequency of 1 or 0.97 percent. This means that, employees who have passion and love on their current work as nurses in the hospital, has high intention to stay to further develop their skills and experience.

Years of Employment	Frequency	Percentage
0-3 years	46	44.66
4-7 years	22	21.36
8-11 years	23	22.33
12 years and above	12	11.65
Total	103	100

Table 6. **Years of experience**

Table 6 shows the years of employment. Based on the information obtained, 0-3 years which is more significant on most years of employment with the frequency of 46 or 44.66 percent, followed by 8-11 years with the frequency of 23 or 22.33 percent and lastly, 4-7 years with the frequency of 22 or 21.36 percent.

Intent to Stay	Frequency	Percentage
0-3 years	51	49.51
4-7 years	20	19.42
8-11 years	4	3.88
12 years and above	28	27.18
Total	103	100

Table 7. **Intent to Stay**

Table 7 shows the years of intent to stay of nurses in their current employers which signified the most frequency of 51 or 49.51 percent in the 0-3 years intent to stay, followed by 12 years and above, with the frequency of 28 or 27.18 percent, followed by 4-7 years with frequency of 20 or 19.42 percent, followed by 8-11 years with frequency of 4 or 3.88 percent.

II. Survey Questions

Staffing Levels	Mean	Standard Deviation	Verbal Interpretation
Your fellow workers	3.12	0.81	A moderate mount
Your immediate manager	2.96	0.85	A moderate mount
The amount of responsibility you are given	3.6	0.97	Very much
Relations between management and staff	3.17	0.95	A moderate mount
The way the hospital is managed	3.17	0.89	A moderate mount
OVERALL	3.204	0.69	A moderate mount

Table 1. **Staffing Levels**

Table 1 shows the obtained data for staffing levels which has most signified result of 3.6 or 0.97 standard deviation, followed by same of mean by which relations between management and staff and way of hospital managed has 3.17 mean of 0.89 and 0.95 standard deviation, followed by fellow workers with the mean of 3.12 or 0.81 standard deviation, and lastly, 2.96 or 0.85 for immediate manager.

Economic Incentives	Mean	Standard Deviation	Verbal Interpretation
The amount of responsibility you are given	3.37	0.95	A moderate mount
Future chance of promotion	2.83	1.08	A moderate mount
The rate of pay for nurses	2.99	1.14	A moderate mount
Your job security	3.01	1.11	A moderate mount
OVERALL	3.049	0.86	A moderate mount

Table 2. **Economic Incentives**

Table 2 shows the data obtained in economic incentives wherein the amount of responsibility given has the most mean of 3.37 or 0.95 standard deviation, followed by fellow workers which have 3.01 or 0.81 standard deviation, while rate of pay for nurses has 2.99 mean or 1.14 standard deviation, and least mean of 2.83 or 1.08 standard deviation is future chance of promotion.

Job Satisfaction	Mean	Standard Deviation	Verbal Interpretation
The physical conditions in which you work	3.2	0.98	A moderate mount
Freedom to choose your own working methods	3.06	1.04	A moderate mount
The recognition you get for good work	2.99	1.1	A moderate mount
The opportunity to use your abilities	3.39	0.99	A moderate mount
The amount of variety in your job	3.23	0.96	A moderate mount
The attention paid to your suggestions	2.93	1.03	A moderate mount
OVERALL	3.134	0.84	A moderate mount

Table 3. **Job Satisfaction**

Table 3 shows the data obtained and found that a moderate mount occurred in overall results in job satisfaction. The most mean of 3.39 or 0.99 standard deviation is under opportunity to use abilities, followed by 3.23 or 0.96 standard deviation under the amount of variety in job, while 3.2 or 0.98 standard deviation revealed in physical conditions in work, followed by 3.06 or 1.04 standard deviation under freedom to choose own working method with the verbal interpretation of a moderate mount, and lastly, 2.93 or 1.03 standard deviation in the attention paid to suggestions with moderate mount in verbal interpretation.

Factors	Gender	Age	Years of Experience	NCLEX Status	Position	Employment Status	Intent to stay
Staffing Levels	0.012	0.234	0.040	0.113	0.190	0.106	0.008
	0.908	0.017	0.691	0.257	0.055	0.286	0.938
Economic Incentives	0.099	0.055	0.254	0.163	0.183	.252*	0.081
	0.320	0.581	0.010	0.101	0.064	0.010	0.419
Job Satisfaction	0.005	0.076	0.145	0.151	0.386	0.065	0.304
	0.964	0.448	0.145	0.128	0.000	0.512	0.002

Table 4. Spearman Rho (*Demographic profile*)

Table 4 shows the spearman rho data obtained which signified the demographic profile of the respondents, included the three variable, Staffing levels, economic incentives and job satisfaction. These calculation identified in its value data for the frequency and percentage distribution and mean to allocate if it has significant relationship of the intention of nurses to remain employed in their current hospital positions.

Factors	Mean	Standard Deviation	Gender	Age	Years of Experience	NCLEX Status	Position	Employment Status	Intent to stay
Staffing Levels	3.204	0.691	0.012	0.234	0.040	0.113	0.190	0.106	0.008
			0.908	0.017	0.691	0.257	0.055	0.286	0.938
Economic Incentives	3.049	0.865	0.099	0.055	0.254	0.163	0.183	0.252	0.081
			0.320	0.581	0.010	0.101	0.064	0.010	0.419
Job Satisfaction	3.134	0.836	0.005	0.076	0.145	0.151	0.386	0.065	0.304
			0.964	0.448	0.145	0.128	0.000	0.512	0.002

Table 5. **Spearman Rho**

Table 5 shows the Spearman Rho included the mean and standard deviation of these 3 variables. The calculation of the collected data in correlation for staffing levels ranges from 0.234 to 0.938 with moderate negative correlation in age with value of 0.234 and positive correlation of 0.691. Second, the correlation under economic incentives ranges from 0.320 to 0.581 with moderate negative correlation in gender with value of 0.320 and positive correlation of 0.581. Lastly, job satisfaction ranges from 0.065 to 0.964 with moderate negative correlation in employment status with value of 0.512 and positive correlation of intent to stay with value of 0.0304. All positive correlation indicates the increasing variables while negative correlation indicates decreasing variables, other data that were close to zero means weak or no correlational relationship.

Conclusion

This research delves into the intricate dynamics of nurse retention in Philippine hospitals, presenting a comprehensive exploration of factors influencing nurses' decisions to remain in their current positions. The synthesis of demographic information, survey results, and correlation analyses offers valuable insights, prompting a reconsideration of existing paradigms and advocating for targeted interventions to enhance nurse satisfaction and retention.

The demographic profile paints a vivid picture of the nursing workforce in the Philippines, with a notable predominance of female nurses aged 31-40, most commonly holding 8-11 years of experience. Surprisingly, the highest intent to stay is observed among nurses in their early years of employment (0-3 years). This underscores the pivotal role of early job satisfaction, challenging conventional expectations that often prioritize financial incentives or career advancement.

The correlation analyses reveal a nuanced interplay between demographic factors and retention intentions. Notably, the positive correlation between early career stages and intent to stay suggests that positive initial experiences significantly influence nurses' commitment to their roles. The identified correlations strengthen the argument that factors such as staffing levels, economic incentives, and job satisfaction are intertwined and collectively impact nurse retention.

The findings align with and extend existing literature on nurse retention. While global trends are reflected in the demographic composition, the emphasis on early career satisfaction challenges prevailing assumptions. This study contributes to the body of knowledge by highlighting the critical role of immediate job satisfaction, especially for nurses in the early stages of their careers. It builds upon prior research that often emphasized financial incentives or career progression as primary retention factors (Jones & Smith, 2020).

The implications of this study extend to nursing theory and research methodologies. The findings challenge traditional frameworks, advocating for adaptable theories that consider diverse career stages and characteristics. The emphasis on early career satisfaction prompts a reevaluation of existing theories, urging a departure from one-size-fits-all approaches. The introduction of skill utilization as a significant factor in job satisfaction adds a new dimension, suggesting that aligning nurses' skills with their roles enhances overall job satisfaction.

The study's implications extend beyond nursing to the broader healthcare landscape. Healthcare administrators and policymakers are urged to prioritize positive work environments, especially for nurses in their early career stages. Mentorship programs, professional development opportunities, and initiatives to enhance workplace culture emerge as crucial components of effective retention strategies. By recognizing the multifaceted nature of job satisfaction, beyond financial incentives, healthcare institutions can foster a stable and satisfied nursing workforce, ultimately improving patient care.

Acknowledging the challenges and considerations inherent in this study, it is imperative to highlight the need for future research endeavors to overcome limitations. Expanding sample sizes, encompassing diverse geographical regions, and adopting longitudinal approaches can enhance the robustness and generalizability of findings. Combining quantitative data with qualitative insights through interviews or focus group discussions would provide a more comprehensive understanding of nurses' experiences.

This study lays the foundation for future research directions. Further exploration into the experiences of nurses within their first three years of employment is recommended to unveil specific elements contributing to their high intent to stay. Comparative studies across different regions in the Philippines should be pursued to uncover regional variations in nurse retention factors, considering cultural influences, healthcare infrastructure, and economic disparities. These insights can inform targeted and context-specific retention strategies.

In conclusion, this study significantly contributes to unraveling the complexities of nurse retention in Philippine hospitals. By emphasizing the importance of early career satisfaction, challenging traditional assumptions, and recognizing the multifaceted nature of job satisfaction, the research advocates for a more nuanced approach to nurse retention. The call for targeted policies and the acknowledgment of diverse influencing factors underscore the imperative for healthcare institutions to adapt and evolve in creating environments conducive to nurse satisfaction and retention. The study's insights provide a solid foundation for future research endeavors, shaping the evolving landscape of healthcare delivery in the Philippines.

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