

Influential Post-Pandemic Factors in Job Retention Among Nurses

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Abstract:

Retaining of skilled nurses in the health sector is indispensable for the delivery of valuable nursing care in hospitals. This study aimed to determine the level of retention factors and level of influence of post-pandemic factors on job retention among nurses in the Sixth District of Negros Occidental. Descriptive research design was utilized in this study. The raw scores, means, and standard deviations were employed as descriptive statistics while Chi Square, Mann-Whitney, Wilcoxon, & Levene's test as inferential statistics. The demographic profile was dominated by younger female participants, mostly bachelor's degree holder, have been in the service for 1 to 5 years, and were working in the public hospitals. On the level of retention factors, it reveals that nurses have a High Level in terms of remuneration statement ($M=3.71$), promotion & evaluation system ($M=3.53$), work environment statement ($M=4.01$), leadership style ($M=3.82$), and training statement ($M=4.18$). On the level of influence on post pandemic factors on job retention of nurses, it reveals that nurses have a High Level in terms of environmental factors ($M=3.62$), personal factors ($M=3.65$), and individual factors ($M=4.00$). There is no significant difference in the level of retention factors when participants are grouped according to age, sex, educational attainment, length of service, and type of hospital. There is no significant difference in the level of influence of post-pandemic factors on retention of nurses when they are grouped according to age, sex, educational attainment, length of service, and type of hospital. Strengthening mentorship and continuing education is crucial, given the predominance of young professionals in the workforce. Structured mentorship programs pairing experienced nurses with new graduates can provide essential guidance, while encouraging postgraduate education through scholarships, tuition reimbursement, or flexible schedules can foster long-term professional growth. Additionally, continuous training programs focused on clinical and leadership skills will further enhance job performance and career development.

Keywords: Retention Factors, Post Pandemic Factors, Nurses, Hospitals

Introduction

In recent years, a significant number of nurses have emigrated to seek employment in locations that provide superior working circumstances. Notwithstanding this tendency, a considerable number of Filipino nurses choose to remain in the Philippines for employment (Tipon, Cutamora, and Ragay, 2018). Moreover, majority of respondents expressed their decision to work and remain in the country to be with their families, whom they regard as their primary source of inspiration, strength, happiness, and contentment in life (Tipon, Cutamora, and Ragay, 2018).

The future of nursing in the Philippines is promising, although it necessitates an innovative and data-driven strategy to tackle the persistent problems posed by the pandemic. Investments in education, enhanced working conditions, mental health assistance, and a fortified healthcare infrastructure are crucial for developing a resilient nursing workforce. The insights gained from the COVID-19 pandemic can act as a catalyst for constructive transformation, guaranteeing that Filipino nurses obtain the acknowledgement and assistance they merit while they persist in their essential contributions to the nation's healthcare system in a post-pandemic era (Corpuz, 2023).

Nurses must function in a secure and fulfilling work environment to achieve their potential in advancing health (Woolforde, 2019). Nurses frequently operate in challenging work situations that can impede their ability to deliver safe and high-quality nursing care (Barandino & Soriano, 2019).

In the country, our health care system is currently plagued by overcrowding in government hospitals and unfair labor practices as exhibited by its dependence on contractual labor. These, among other factors, drive away nurses and other medical professionals from retaining their jobs in the country, assuming they are fortunate enough to find one. There are countless nursing graduates everywhere that have either majored in another degree to find or have left the country altogether and started a new life abroad. Calls by labor groups to increase salary among these professionals have been lobbied heavily in congress although a satisfactory result remains to be seen.

Amidst a global crisis of personnel shortages in healthcare systems, the results of this study may enhance the sustainability of high-quality healthcare delivery in the Philippines (Biluan, Bautista, Villeta, Basquinez, Torriana, & Faller, 2023). This study's comparative analysis aims to identify the key motivators and barriers affecting job satisfaction among Filipino nurses. This study seeks to transcend mere problem identification by providing actionable insights that might guide the formulation of focused policies, initiatives, and practices. By comprehending the intricacies of job satisfaction and the determinants affecting nurse retention, healthcare organizations may proactively tackle difficulties and cultivate conditions that promote the retention of nursing personnel (Kim, SY, 2022). This study's findings are set to significantly influence the future of nursing in the Philippines as the healthcare industry evolves and confronts new difficulties. This research offers a detailed analysis of the factors affecting nurse retention, contributing to the discourse on workforce management and seeking to improve the quality of healthcare delivery in the country (Philippine Department of Health, 2022). These factors serve as the purpose for the researcher to determine the reasons why nurses chose to stay in the workplace.

Literature Review

The retention of nurses within the healthcare organization is crucial for delivering high-quality nursing care (Rana and Shakya, 2021). Moreover, they posited that effective retention tactics augment nurses' job satisfaction, foster professionalism, and elevate the quality of patient care. A healthcare institution can retain employees through diverse techniques, including supportive management frameworks and effective leadership. To provide great healthcare, healthcare institutions must identify many aspects related to nursing staff retention (Rana and Shakya, 2021).

In recent years, a significant number of nurses have emigrated to seek employment in locations that provide superior working circumstances. Notwithstanding this tendency, a considerable number of Filipino nurses choose to remain in the Philippines for employment (Tipon, Cutamora, and Ragay, 2018). Moreover, majority of respondents expressed their decision to work and remain in the country to be with their families, whom they regard as their primary source of inspiration, strength, happiness, and contentment in life (Tipon, Cutamora, and Ragay, 2018).

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Methodology

The researcher utilized a descriptive research approach for the aforesaid research study. Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied (Albillo et al., 1995). This methodology focuses more on the "what" of the research subject rather than the "why" of the research subject. In this scheme, a survey is done once to collect and gather data and it is then processed for analysis. No follow-up surveys are necessary. This design is used because the study's objective is to assess the retention factors observed of the nurses in Kabankalan City as it exists. This research design is ideal due to its economic viability and because of the descriptive nature of the study. It is also ideal because the causality and effects of any intervention are not discussed.

Results and Discussion

Profile of Participants

Table 1 shows the demographics of Kabankalan City hospital nurses. The results show that 53.6% of nurses are 22–32 years old and 46.4% are 33–66. Female nurses outnumber male nurses 60% to 40%. Most nurses (81.8%) have a bachelor's degree, while 18.2% have earned a Master's Complete Academic Requirement (CAR) or complete master's degree. In terms of service, 57.3% of nurses have worked 1–5 years, 42.7% have exceeded six years, while others have worked 29 years. Most Kabankalan City hospital workers (66.4%) work in state hospitals, while 33.6% work in private hospitals. Young nurses may imply a rise in new nursing graduates. Younger nurses are imaginative, adaptable, and enthusiastic, but they need more assistance, mentoring, and specific skills development. The higher percentage of female nurses matches global statistics that show the nursing profession is mostly female. The frequency of bachelor's degree holders suggests a strong educational foundation, but fewer nurses with advanced degrees should be encouraged to take postgraduate or short courses for professional growth. In the Sixth District of Negros Occidental, governmental hospitals employ most nurses.

Table 1. Profile of Participants

Profile	Categories	Frequency	Percentage
Age	22-32 years old	59	53.60%
	33-66 years old	51	46.40%
	Total	110	100.00%
Sex	Male	44	40.00%
	Female	66	60.00%
	Total	110	100%
Educational Attainment	Bachelor's Degree	90	81.80%
	Master's CAR/Full	20	18.20%
	Pledged		
	Total	110	100.00%
Length in Service	1-5 years	63	57.30%
	6-29 years	47	42.70%
	Total	110	100.00%
	Public	73	66.40%
Type of Hospital	Private	37	33.60%
	Total	110	100.00%

Level of Retention of Nurses

Nurses in the Sixth District of the Province of Negros Occidental seem to have a favorable impression of their working conditions, according to the overall high general weighted mean of 3.85. Nevertheless, differences in particular domains draw attention to important room for development.

A standard deviation of 0.67 and a high rating of 3.71 for remuneration indicate that although many nurses consider their pay sufficient, others may worry about the reliability, punctuality, or sustainability of their income. Job satisfaction and retention might be even higher with on-time salary payments, competitive compensation changes, and extra incentives. Alanazi, Bahari, Alzahrani, Alhaidary, Alharbi, Albagawi, and Alanazi (2023) found that higher compensation increases nurse retention, while lower pay increases departures. Their research found that monthly gross income significantly affected nurses' intentions to resign, suggesting that low earnings may lead them to seek better pay elsewhere.

The lack of consistency in professional progression possibilities is suggested by the lowest scoring category, "promotion and evaluation," which had a standard deviation of 0.80 and a score of 3.53. Some nurses may believe that their promotions are unfairly handed out or don't happen quickly enough. To combat this, healthcare organizations should create open, honest, and merit-based promotion systems, while also offering leadership and professional development programs to attract and keep talented employees. Fair and effective promotion practices can motivate nurses, boost job satisfaction, and reduce turnover.

With a solid score of 4.01 and a low standard deviation of 0.54, the work environment clearly provides a supportive and collaborative setting for the majority of nurses. It is essential to foster a healthy work environment that encourages teamwork, supports mental health, and promotes a culture of collaboration in order to retain nurses. Abdelhay, Taha, and El-Sayed (2025) found that such support increases retention in various clinical situations. Research shows that good leadership promotes harmonious collaboration and inter-staff caring, which help retain skilled nurses. Worries regarding job security may also impact people's decisions to stay. Rubel, Mohammad, and Daisy (2015) found that work future and stability strongly influence hospital nurses' inclinations to stay.

The training opportunities, which had an average rating of 3.82 and a standard deviation of 0.76, show that although many nurses value chances for professional growth, some may feel that they are few. Improved job performance, career advancement opportunities, and work happiness can be achieved through more equal training, especially in specialist sectors and new healthcare technologies. Alshammari and Alenezi (2023) found that nursing education and technology integration boost nurse workforce competencies and job satisfaction. Additionally, self-efficacy and social support considerably influence the link between these two qualities. Shiri, El-Metwally, Sallinen, Poyry, Hamma, and Toppinen-Tanner (2023) found that ongoing employee development or training was associated with a higher intention

to stay in one's current position, a lower intention to leave, a lower inclination to change employment, or to retire prematurely, and a faster return to work.

At 4.18 with a standard deviation of 0.58, leadership was the highest ranking factor, highlighting the importance of supportive leadership in retaining nurses. Continual leadership development programs are necessary because effective and fair management increases job satisfaction and decreases attrition. Having said that, some nurses might feel unsupported by the institution beyond their immediate supervisors, given the lower score for overall management support, even though the leadership rating is good. Pattali, Sankar, and Al Qahtani (2024) found that transformative and authentic leadership styles and perceived organizational support greatly affect nurses' turnover intentions. Their analysis shows that perceived organizational support moderates this relationship, negatively influencing turnover intention under transformative leadership and positively under authentic leadership. Managers should prioritize leadership and HR tactics, including better communication and training, to prevent turnover. These tactics can help organizations reduce turnover, boost employee engagement, and create a more stable and productive workplace.

To further enhance motivation and long-term retention, it is necessary to strengthen leadership practices throughout all levels of management. Overall, nurses in Kabankalan City have a positive impression of their work environment, although they would like to see more stable salaries, more chances to grow in their careers, and more backing from upper management. Improving job satisfaction, reducing turnover, and ensuring a stable and engaged nursing workforce can be achieved through leadership-driven initiatives, equitable compensation policies, and planned career advancement plans.

Table 2. Level of Retention Factors of Nurses

Level of Retention Factors	Mean	VI	SD
Remuneration Statement	3.71	High Level	.67
Promotion & Evaluation	3.53	High Level	.80
Work Environment	4.01	High Level	.54
Training	3.82	High Level	.76
Leadership	4.18	High Level	.58
GENERAL WEIGHTED MEAN	3.85	High Level	.51

Level of Influence of Post Pandemic Factors on Retention of Nurses

The results demonstrate that post-pandemic conditions significantly impact nurse retention in Kabankalan City, evidenced by a high general weighted mean of 3.75. Nonetheless, discrepancies among certain components underscore critical areas for intervention. Personal variables got the highest rating of 4.00, accompanied by a standard deviation of 0.59, indicating that individual motivations, career aspirations, job satisfaction, and work-life balance significantly influence nurses' retention in their roles. This emphasizes the necessity for healthcare organizations to focus employee welfare, mental health assistance, and professional development opportunities to improve retention rates. The results demonstrate that post-pandemic conditions significantly impact nurse retention in Kabankalan City, evidenced by a high general weighted mean of 3.75.

Nonetheless, disparities among certain components underscore critical areas for improvement. Personal factors got the highest rating of 4.00, accompanied by a standard deviation of 0.59, indicating that individual motivations, career aspirations, job satisfaction, and work-life balance significantly influence nurses' decisions to remain in their roles. This emphasizes the necessity for healthcare organizations to focus employee welfare, mental health assistance, and professional development opportunities to improve retention rates. Individual factors encompass elements such as the provision of time for recreational activities by the hospital, specialized area for emotional support, offers flexibility and a substantial number of working hours, provides sick and holiday leave entitlements for nurses., guarantees the presence of support mechanisms in the workplace, such as daycare and breastfeeding facilities, recognizes and commends the contributions of nurses, and fosters development through daily activities and offers nurses opportunity to engage in significant projects and campaigns achieved a score of 3.65 with a standard deviation of 0.66.

Despite maintaining a high rating, the increased variability indicates that some nurses may experience uncertainty over their professional development or job satisfaction. Implementing mentorship programs, leadership training, and ongoing professional development can effectively address these issues, ensuring that nurses feel appreciated and invested in their professions. Environmental factors, including workplace conditions, staffing levels, and organizational assistance, had the lowest grade of 3.62, with a standard deviation of 0.62. This score, while indicative of a significant level of influence, implies that external factors such as workload, hospital policies, and job security may pose concerns for certain nurses. Hospitals must persist in cultivating a constructive work atmosphere by guaranteeing feasible patient-to-nurse ratios, improving workplace safety, and sustaining transparent communication between personnel and management. The findings suggest that although nurses recognize post-pandemic circumstances as significant to their retention, personal motives and job satisfaction exert the most substantial influence. Healthcare organizations must prioritize policies that enhance nurses' personal and professional well-being, including competitive compensation, work-life balance initiatives, and opportunities for career advancement. Moreover, tackling environmental issues via enhanced staffing rules and workplace support systems can significantly boost job satisfaction and promote long-term nurse retention.

Table 3. Level of Influence of Post Pandemic Factors on Retention of Nurses

Level of Influence of Post-Pandemic Factors	Mean	VI	SD
Environmental Factors	3.62	High Level	.62
Individual Factors	3.65	High Level	.66
Personal Factors	4.00	High Level	.59
GENERAL WEIGHTED MEAN	3.75	High Level	.56

Significant Difference in the Level of Retention Factors of Nurses when grouped according to profile variables

Table 4 shows the significant difference in the level of retention factors of nurses in terms of remuneration, promotion, & evaluation, work environment, training, and leadership style when grouped according to their profile variables.

In terms of remuneration, it revealed that a significant difference was found when they are grouped according to educational attainment which imply that how nurses assess their pay and perks is much influenced by their level of education. Higher degrees of education could cause one to have more expectations about pay, promotions, and chances for professional development. Thus, nurses' opinions on remuneration are much influenced by their level of education, which emphasizes the need of companies thinking via professional development incentives and education-based pay structures. Meanwhile, there is no significant difference in terms of remuneration when they are grouped according to age, sex, length of service, and type of hospital which suggest that, independent of age, sex, length of service, or type of hospital, pay is a universal issue for nurses. This implies that income and financial remuneration remain a basic expectation for all nurses, even if elements like professional advancement, workplace relationships, or work-life balance may change depending on demographic group.

In terms of Promotion & Evaluation and Work Environment, a significant difference was noted when they are grouped according to type of hospital. The considerable influence of hospital type on nurses' perceptions of promotion and evaluation as retention determinants indicates that institutional policies and work conditions are vital to nurse retention.

In terms of Training, a significant difference was found when participants were grouped according to educational attainment which suggests that nurses with advanced degrees may possess distinct expectations concerning training and professional progression. Kovner et al. (2018) indicate that nurses with postgraduate degrees frequently desire ongoing professional development and specialized training, potentially leading them to seek positions beyond direct patient care.

In terms of leadership style, there is no significant difference when they are grouped according to age, sex, educational attainment, length of service, and type of hospital which indicate that leadership is uniformly seen as a retention factor among various demographic groups of nurses. Thus, the efficacy of leadership in affecting nurse retention is not contingent upon age, gender, education, experience, or kind of hospital.

Generally, a significant difference was found in the level of retention of nurses when they are grouped according to age and educational attainment. Age disparities may indicate differing career priorities, as younger nurses might want greater growth prospects, whereas elderly nurses may emphasize work stability and long-term benefits. This underscores the necessity for tailored retention tactics that address the distinct requirements of various generations, including mentorship initiatives for younger nurses and leadership or specialized positions for seasoned practitioners. The notable disparity in retention related to educational attainment indicates that nurses with varying levels of schooling may possess differing career expectations. Individuals possessing solely a bachelor's degree may have a greater propensity to pursue job advancement, whereas nurses with postgraduate qualifications may anticipate leadership positions or specialized responsibilities. This highlights the necessity of offering explicit career trajectories, scholarship prospects, and ongoing educational initiatives to promote professional advancement and improve retention.

Table 4. Significant Difference in the Level of Retention Factors of Nurses when grouped according to profile variables

Variables	Mann-Wittney U Wilcoxon W Test	U-value	W-value	Z-score	p-value	Interpretation
Remuneration	Age	1186.000	2512.000	-1.917	.055	Not Significant
	Sex	1218.000	3429.000	-1.434	.152	Not Significant
	Length of Service	1477.000	3493.000	-.021	.983	Not Significant
	Levene's Test	<i>F-value</i>	<i>T-value</i>	<i>df</i>	<i>p-value</i>	<i>Interpretation</i>
	Type of Hospital	.124	-.370	108	.945	Not Significant
	Kruskal Wallis Test	<i>X</i>	<i>df</i>		<i>p-value</i>	<i>Interpretation</i>
	Educational Attainment	13.438	1		.000	Significant
Promotion & Evaluation	Mann-Wittney U Wilcoxon W Test	<i>U-value</i>	<i>W-value</i>	<i>Z-score</i>	<i>p-value</i>	<i>Interpretation</i>
	Age	1181.500	2507.500	-1.948	.051	Not Significant
	Educational Attainment	786.500	4881.500	-.8585	.376	Not Significant
	Type of Hospital	925.500	3626.500	-2.706	.007	Significant
	Levene's Test	<i>F-value</i>	<i>T-value</i>	<i>df</i>	<i>p-value</i>	<i>Interpretation</i>
	Sex	1.002	1.283	108	.102	Not Significant
	Length of Service	1.124	.929	108	.355	Not Significant
Work Environment	Mann-Wittney U Wilcoxon W Test	<i>U-value</i>	<i>W-value</i>	<i>Z-score</i>	<i>p-value</i>	<i>Interpretation</i>
	Age	1348.000	2674.000	-.941	.347	Not Significant
	Sex	1448.500	2438.500	-.021	.983	Not Significant
	Educational Attainment	859.500	4952.500	-.315	.753	Not Significant
	Length of Service	1437.500	3453.500	-.261	.794	Not Significant
	Type of Hospital	966.000	3667.000	-2.440	.015	Significant
	Mann-Wittney U Wilcoxon W Test	<i>U-value</i>	<i>W-value</i>	<i>Z-score</i>	<i>p-value</i>	<i>Interpretation</i>
Training	Age	1372.000	2698.000	-.808	.419	Not Significant
	Sex	1169.000	3380.000	-1.756	.079	Not Significant
	Educational Attainment	453.000	4548.000	-3.523	.000	Significant
	Length of Service	1471.000	3487.000	-.058	.953	Not Significant
	Type of Hospital	1185.000	1888.000	-1.065	.287	Not Significant
	Mann-Wittney U Wilcoxon W Test	<i>U-value</i>	<i>W-value</i>	<i>Z-score</i>	<i>p-value</i>	<i>Interpretation</i>
	Age	1366.500	2692.500	-.834	.404	Not Significant
Leadership Style	Sex	1282.000	3493.000	-1.045	.296	Not Significant
	Educational Attainment	854.000	1064.000	-.359	.719	Not Significant
	Length of Service	1361.000	2489.000	-.728	.467	Not Significant
	Type of Hospital	1172.000	3873.000	-1.138	.255	Not Significant
	Mann-Wittney U Wilcoxon W Test	<i>U-value</i>	<i>W-value</i>	<i>Z-score</i>	<i>p-value</i>	<i>Interpretation</i>
	Age	1168.000	2494.000	-2.017	.044	Significant
	Type of Hospital	1121.000	3822.000	-1.452	.147	Not Significant
Level of Retention as a Whole	Levene's Test	<i>F-value</i>	<i>T-value</i>	<i>df</i>	<i>p-value</i>	<i>Interpretation</i>
	Sex	.769	.382	108	.161	Not Significant
	Educational Attainment	4.695	-2.062	108	.042	Significant
	Length of Service	.142	.582	108	.562	Not Significant

Significant Difference in the Level of Influence on the Retention of Nurses when grouped according to profile variables

Table 5 shows the significant difference in the level of influence of post pandemic factors on retention of nurses in terms of environmental, individual, and relational factors when grouped according to their profile variables.

The results indicate that environmental, individual, and relational factors influencing nurse retention do not significantly vary across demographic categories such as age, gender, educational qualifications, length of service, and hospital type. This suggests that, regardless of these demographic characteristics, contextual factors affecting retention may be universally experienced by nurses. The insignificant outcomes among various demographic groups indicate that universal workplace enhancements, such as better staffing ratios, supportive leadership, and work-life balance initiatives, may be more beneficial than demographic-specific interventions. Nurse supervisors should prioritize enhancing workplace conditions comprehensively rather than solely tailoring treatments based on demographic factors. Healthcare policymakers should consider retention strategies that encompass working conditions, professional development, and job satisfaction throughout all nursing cohorts.

The findings highlight the imperative for hospitals to cultivate a welcoming and supportive workplace for all personnel, as relational factors consistently affect nurse retention rates regardless of demographic attributes. Leadership and organizational culture are critical determinants. Studies demonstrate that, regardless of demographic variables, transformational leadership and institutional support frameworks improve workplace relationships and job satisfaction (Boamah et al., 2018).

It is imperative to implement team-building programs, conflict resolution training, and interprofessional collaboration for all nurses, rather than focusing on specific demographic groups, as such initiatives markedly enhance job satisfaction and mitigate burnout (Brunetto et al., 2018). Wei et al. (2018) assert that standardized workplace rules must be implemented to foster a constructive work culture, guarantee equitable workload allocation, reduce workplace incivility, and enhance open communication, given that relational elements exhibit negligible variation across demographic profiles. Therefore, to improve the overall retention rate of nurses, healthcare organizations must prioritize the creation of a cooperative and congenial workplace.

The data indicate that demographic characteristics do not significantly affect the relational elements influencing nurse retention. Instead of focusing on specific populations, it would be more effective to design universally applicable workplace relationship solutions. To boost nurse retention, hospitals aim to prioritize leadership development, enhance workplace culture, and foster teamwork.

Table 5. Significant Difference in the Level of Influence on the Retention of Nurses when grouped according to profile variables

Variables	Levene's Test	F-value	T-value	df	p-value	Interpretation
Environmental Factors	Age	2.918	1.800	108	.075	Not Significant
	Sex	.915	.193	108	.847	Not Significant
	Educational Attainment	4.075	-1.307	108	.198	Not Significant
	Length of Service	.402	1.103	108	.273	Not Significant
	Type of Hospital	.619	-1.836	108	.198	Not Significant
Individual Factors	Mann-Wittney U Wilcoxon W Test	U-value	W-value	Z-score	p-value	Interpretation
	Age	1456.500	2782.500	-.289	.773	Not Significant
	Sex	1352.000	3563.000	-.612	.540	Not Significant
	Educational Attainment	781.000	4876.000	-.926	.355	Not Significant
	Length of Service	1352.000	3368.000	-.779	.436	Not Significant
Relational Factors	Levene's Test	F-value	T-value	df	p-value	Interpretation
	Type of Hospital	.067	-1.050	108	.296	Not Significant
	Mann-Wittney U Wilcoxon W Test	U-value	W-value	Z-score	p-value	Interpretation
	Age	1372.000	2698.000	-.797	.425	Not Significant
	Sex	1370.000	3581.000	-.502	.615	Not Significant
Level of Retention as a Whole	Educational Attainment	855.500	1065.500	-.346	.729	Not Significant
	Length of Service	1355.500	3371.500	-.758	.448	Not Significant
	Type of Hospital	1168.000	3869.000	-1.159	.246	Not Significant
	Mann-Wittney U Wilcoxon W Test	U-value	W-value	Z-score	p-value	Interpretation
	Age	1328.500	2645.500	-1.055	.291	Not Significant
Level of Retention as a Whole	Sex	1400.00	3611.000	-.317	.751	Not Significant
	Educational Attainment	815.000	4910.000	-.659	.510	Not Significant
	Length of Service	1467.000	3483.000	-.082	.935	Not Significant
	Levene's Test	F-value	T-value	df	p-value	Interpretation
	Type of Hospital	.523	-1.473	108	.144	Not Significant

Conclusion

The demographic profile of nurses in Sixth District of Province of Negros Occidental indicates a workforce primarily composed of young professionals, reflecting a steady intake of recent graduates. This presents novel perspectives and adaptability, while emphasizing the importance of mentorship and continuous learning. The percentage of female nurses aligns with global trends in the profession. Although most nurses hold a bachelor's degree, the relatively low

percentage of those pursuing postgraduate education highlights the need to promote further professional development. The high employment rate in public hospitals signifies that government healthcare facilities are crucial for providing nurse roles in the area.

Moreover, while nurses generally see their remuneration positively, the timeliness of wage disbursements is crucial for their retention. This highlights that, alongside sufficient compensation, prompt payment can significantly affect job satisfaction and staff retention. Nonetheless, the lowest average score suggests that while nurses see their compensation as adequate, hospitals must evaluate if current wages guarantee long-term financial viability.

Nurses often perceive their performance evaluations as fair and unbiased, reflecting transparency and trust in the organization's assessment standards. This positive perspective boosts motivation, job satisfaction, and retention by ensuring employees feel recognized for their achievements. The relatively low position in promotion timeliness suggests that healthcare facilities need to reassess their advancement protocols. Alleviating delays in career progression can enhance motivation, job satisfaction, and long-term retention, so fostering a more committed and engaged nursing workforce.

The findings emphasize the critical significance of colleague support in nurse retention. Research highlights the importance of robust leadership in fostering collaboration and a supportive culture, which contributes to the retention of seasoned nurses. Furthermore, apprehensions regarding job security influence nurses' decisions to maintain their positions.

Nurses generally hold a positive perspective on the training opportunities available to them, particularly concerning advanced technologies. This aligns with supplementary research emphasizing the importance of continuous education in the healthcare field. Training in developing technologies enhances nurses' competence, job satisfaction, and professional value, hence elevating retention rates. Healthcare institutions must continue to engage in skill development programs that align with technological advancements and evolving healthcare needs to sustain this positive impact.

The findings highlight the critical significance of leadership in nurse retention, particularly the support and fairness demonstrated by direct supervisors, such as matrons. Effective leadership increases job satisfaction and reduces turnover intentions by fostering a congenial and transparent work environment. The comparatively low score for overall management support shows a need for improved organizational supports. Enhancing leadership strategies at all tiers can elevate nurse motivation, job satisfaction, and long-term retention within healthcare companies.

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