



## Work Environment of Nurses in Relation to their Job Satisfaction in Hospital and Community Health Settings

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### Abstract

A supportive work environment is essential to sustaining nurse well-being, performance, and retention. This study examined the relationship between the work environment and job satisfaction of nurses in hospital and community health settings in Dapitan and Dipolog Cities. Using a quantitative descriptive–correlational design, data were collected purposively selected from nurses through the Nursing Work Environment Questionnaire (NWE-q) and the Job Satisfaction Survey (JSS). The work environment was assessed across three dimensions—nursing arrangement rules, nursing skill activities, and nursing insight—while job satisfaction was examined across nine facets. Results showed that nurses perceived their work environments moderately to positively, with skill activities and insight receiving the highest ratings. Job satisfaction was also moderate, with high satisfaction in co-worker relationships and nature of work, and low satisfaction in pay and fringe benefits. Statistical analysis revealed significant relationships between work environment indicators and job satisfaction levels. Findings highlight that supportive structures, adequate staffing systems, opportunities for professional development, and autonomy contribute to improved satisfaction and retention. This study provides evidence-based insights to guide workforce policies and strengthen practice environments across healthcare settings.

**Keywords:** nursing work environment, job satisfaction, hospitals, community health settings, nurse retention, healthcare workforce



## Introduction

Nurses are widely recognized as the backbone of healthcare systems, serving as frontline providers of care in both hospital and community health settings. Their roles require a high level of clinical competence, emotional resilience, and adaptability in addressing increasingly complex health needs across diverse populations. However, beyond individual capability, the quality of the work environment has emerged as a critical determinant of job satisfaction among nurses, which in turn influences workforce stability, organizational performance, and the quality and safety of patient care.

Job satisfaction in nursing is a multidimensional construct encompassing perceptions of compensation, professional growth, leadership support, workload, interpersonal relationships, and organizational policies (Lu et al., 2019). A positive work environment—characterized by adequate staffing, effective leadership, collaborative relationships, and access to resources—has been consistently associated with higher job satisfaction, improved nurse retention, and better patient outcomes (Lake et al., 2019). Conversely, unfavorable work environments marked by excessive workloads, insufficient staffing, limited career advancement, and poor management support contribute to dissatisfaction, burnout, and increased turnover intentions among nurses (Amiri et al., 2020)

Globally, strengthening the nursing workforce is central to achieving World Health Organization goals, particularly United Nations Sustainable Development Goal 3 (SDG 3), which aims to ensure healthy lives and promote well-being for all (United Nations, 2015). The WHO (2020) underscores that a supportive work environment is essential to sustaining a motivated and effective health workforce. Nurses comprise the largest proportion of healthcare professionals worldwide, and their job satisfaction directly impacts healthcare delivery systems, especially in low- and middle-income countries where workforce shortages remain a persistent challenge.

In the Philippines, concerns regarding nurses' job satisfaction and work environment have become increasingly significant. Studies have reported that Filipino nurses often experience heavy workloads, inadequate compensation, limited benefits, and constrained opportunities for professional advancement, contributing to dissatisfaction and migration intentions (Philippine Institute for Development Studies [PIDS], 2024). The persistent issue of nurse migration further exacerbates workforce shortages, increasing the burden on remaining staff and negatively affecting both hospital and community healthcare services. Additionally, disparities between hospital-based and community-based practice environments—such as differences in resource availability, role expectations, and administrative support—may influence job satisfaction differently across settings, yet these variations remain underexplored in local research.

While previous studies have established the link between work environment and job satisfaction, there remains a notable gap in comparative, context-specific evidence examining how these factors interact across hospital and community health settings within the Philippine context. Many existing studies focus predominantly on hospital-based nurses or do not account for the structural and functional differences between healthcare settings. Furthermore, there is limited integration of contemporary measurement frameworks and multidimensional instruments that capture both organizational and individual-level work environment factors in relation to job satisfaction.

Given these gaps, there is a compelling need to generate empirical evidence that examines the relationship between work environment and job satisfaction among nurses across different healthcare settings. Thus, this study aims to determine how work environment influences job



satisfaction among nurses working in hospital and community health settings. By identifying key workplace factors that shape nurses' experiences, this research contributes to the broader discourse on health system strengthening and workforce sustainability. The findings are expected to inform evidence-based policies and management strategies that enhance nurse well-being, improve retention, and ultimately elevate the quality of healthcare services in line with national and global health priorities.

## Theoretical / Conceptual Framework

This study is grounded in Kanter's Theory of Structural Empowerment as cited by Monje-Amor, (2021), which posits that the structure of the work environment—rather than the personal attributes of employees—primarily shapes their behaviors, satisfaction, and performance. Kanter identifies six structural components essential to empowerment: opportunity, referring to professional growth, skill development, and expanded responsibilities; information, meaning timely and accurate access to organizational goals, policies, and decisions; support, encompassing guidance, constructive feedback, and assistance from supervisors, peers, and colleagues; resources, such as adequate time, staffing, materials, and equipment to accomplish tasks effectively; formal power, derived from job positions that grant visibility, flexibility, and decision-making authority; and informal power, gained through networks, alliances, and relationships that facilitate collaboration and influence. In nursing, these empowerment structures are associated with improved autonomy, stronger teamwork, enhanced care quality, and reduced turnover—factors directly affecting job satisfaction.

To translate Kanter's theoretical constructs into measurable elements, this study adopts Vitale and Chang's (2024) indicators of the nursing work environment, which consist of three dimensions: In this study, the work environment of nurses is examined through three interrelated indicators: nursing arrangement rules, nursing skills activities, and nursing insight.

Together, these three indicators—structural (nursing arrangement rules), functional (nursing skills activities), and cognitive (nursing insight)—form the foundation of a supportive nursing work environment. Such an environment directly impacts job satisfaction, as conceptualized by Paul Spector's Job Satisfaction Survey (JSS), by influencing key facets like pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. A positive work environment empowers nurses, validates their professional capabilities, and fosters a sense of belonging and accomplishment, ultimately enhancing both job satisfaction and quality of patient care. (Donley, 2021)

The conceptual framework of this study is anchored on the relationship between the work environment and job satisfaction of nurses in both hospital and community health settings, with consideration of how demographic factors may moderate this relationship. The independent variable, work environment, was evaluated using three key indicators: nursing arrangement rules, which pertain to the structure and clarity of institutional policies, work schedules, and staffing protocols that guide nursing operations; nursing skills activities, which involve the breadth and complexity of clinical tasks, opportunities for hands-on practice, and utilization of professional competencies; and nursing insight, which reflects the degree of autonomy, professional discretion, and application of critical thinking that nurses exercise in their daily roles. These components collectively encapsulate the organizational and professional context in which nurses perform their duties.



The dependent variable, job satisfaction, was measured using Paul Spector’s nine facets: pay, promotion opportunities, supervision, co-worker relationships, operating procedures (including nursing arrangement rules), communication, nature of work, fringe benefits, and contingent rewards. These facets represent the multidimensional aspects of satisfaction, encompassing both extrinsic (e.g., compensation, benefits) and intrinsic (e.g., meaningful work, supportive relationships) factors that shaped nurses’ perceptions of their roles.

Moderating variables such as age, gender, years of nursing experience, educational attainment, employment status, and type of work setting (hospital or community) will be examined to determine whether they influence the strength or direction of the relationship between work environment and job satisfaction. This framework recognizes that workplace conditions do not operate in isolation; rather, individual characteristics may enhance or diminish how these conditions affect satisfaction.

By integrating these variables, the framework supports a nuanced exploration of whether and how the quality of the work environment impacts nurses’ job satisfaction, while also identifying demographic factors that may alter this relationship. This approach aimed to provide evidence-based insights that could inform policies and interventions to foster both optimal working conditions and higher job satisfaction among nurses across healthcare settings.

### Statement of the Problem

This study aimed to determine the relationship between the workplace environment and job satisfaction experienced by nurses in hospital and community health settings Calendar Year 2025.

Specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
  - 1.1 age;
  - 1.2 civil status;
  - 1.3 health care setting;
  - 1.4 years of working experience;
  - 1.5 monthly income;
  - 1.6 employment status;
  - 1.7 area of assignment; and,
  - 1.8 educational attainment?
  
2. How do the respondents rate the work environment of nurses in terms of:
  - 2.1 nursing arrangement rules;
    - 2.1.1 system level
    - 2.1.2 organizational level
    - 2.1.3 individual level
  - 2.2 nursing skills activities;
    - 2.2.1 system level
    - 2.2.2 organizational level
    - 2.2.3 individual level
  - 2.3 nursing insight;



- 2.3.1 system level
  - 2.3.2 organizational level
  - 2.3.3 individual level
3. How do respondents rate this level of job satisfaction of nurses in terms of:
    - 3.1 pay;
    - 3.2 promotion opportunities;
    - 3.3 supervision;
    - 3.4 co-worker relationships;
    - 3.5 fringe benefits;
    - 3.6 contingent reward;
    - 3.7 operating procedures;
    - 3.8 communication; and
    - 3.9 nature of work?
  4. Is there a significant difference in the work environment rating when analyzed as to profile?
  5. Is there a significant difference in the job satisfaction rating when analyzed as to profile?
  6. Is there a significant relationship between work environment and job satisfaction?
  7. What targeted interventions can be proposed based on the findings of the study?

### Scope and Delimitation of the Study

This study examined the relationship between the work environment and job satisfaction among registered nurses employed in hospital and community health settings in the cities of Dapitan and Dipolog. It specifically focused on determining how selected dimensions of the nursing work environment were associated with nurses’ levels of job satisfaction across these two healthcare contexts.

### Materials and Methods

The participants of this study consisted of registered nurses who were purposively selected from both hospital and community health settings in Dapitan City and Dipolog City. This sampling method ensured that only those nurses who met the study’s criteria and could provide relevant insights were included. Specifically, respondents were drawn from public and private hospitals—namely Zamboanga del Norte Medical Center, Corazon C. Aquino Hospital, and ACE Medical Center—as well as from the Dapitan City Health Office and the Dipolog City Health Office.

**Table 1. Respondents of the Study**

Respondents	Population	Sample
Ace Medical Center- Dipolog	35	25
Corazon C. Aquino Hospital (CCAH)	40	37
Zamboanga del Norte Medical Center (Zanorte)	55	48
Dapitan City Health Office	15	12
Dipolog City Health Office	15	5
<b>TOTAL</b>	<b>160</b>	<b>127</b>



## Research Instrument

This study utilized two standardized instruments to gather quantitative data: the Nursing Work Environment Questionnaire (NWE-q) and the Job Satisfaction Survey (JSS).

The NWE-q, developed and validated by Vitale and Chang (2024), was designed to assess nurses' perceptions of their work environment across three dimensions: Nursing Arrangement Rules, Nursing Skill Activities, and Nursing Insight. Each item was rated on a 7-point Likert scale ranging from 1 (negative value) to 7 (maximum positive value), capturing both system-level and individual-level aspects of nursing practice. This tool provided a structured approach to evaluating the professional and organizational factors that shaped the everyday experiences of nurses.

To measure job satisfaction, the study employed Paul E. Spector's Job Satisfaction Survey (JSS), a widely used and psychometrically validated instrument. The JSS consisted of 36 items covering nine key facets of job satisfaction: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-worker relationships, nature of work, and communication. Responses were rated on a 6-point Likert scale ranging from "Disagree very much" to "Agree very much." Together, these instruments offered a comprehensive and reliable framework for examining how the work environment influenced job satisfaction among nurses in both hospital and community health settings.

## Scoring Procedure

This study utilized two standardized instruments: the Nursing Work Environment Questionnaire (NWE-q) and the Job Satisfaction Survey (JSS). Each had its own specific scoring procedures and interpretation guidelines.

The Nursing Work Environment Questionnaire (NWE-Q) was scored using a seven-point Likert scale, where respondents indicated their level of agreement with each item ranging from 1 (strongly disagree) to 7 (strongly agree). Each response was assigned its corresponding numerical value, with higher scores reflecting more favorable perceptions of the nursing work environment. Negatively worded items, when applicable, were reverse-scored prior to analysis to ensure consistency in score direction, such that higher values uniformly represented more positive workplace conditions. After scoring, items were categorized according to their respective dimensions—nursing arrangement rules, nursing skill activities, and nursing insight—and mean scores were computed for each subscale by averaging the item scores within the same domain. An overall nursing work environment score was likewise obtained by calculating the mean of all scored items across the questionnaire.

The interpretation of the computed mean scores was based on the scale's numerical range, with the midpoint value of 4.00 serving as the reference for interpretation. Mean scores above the midpoint indicated a generally positive and supportive nursing work environment, suggesting that nurses perceived organizational structures, professional roles, and clinical practices as conducive to effective nursing care. Conversely, mean scores below the midpoint reflected less favorable perceptions of the work environment and suggested potential deficiencies in organizational support, professional autonomy, or workplace resources. Higher mean scores within specific subscales denoted strengths in corresponding dimensions of the work environment, whereas lower subscale means highlighted areas requiring administrative attention and organizational improvement. This scoring and interpretation approach enabled a comprehensive and comparative evaluation of nurses' perceptions of their work environment across hospital and community health



settings.

Dimension 1: Nursing Arrangement Rules (Items 1–9). This dimension captured the structural and procedural organization of nursing practice. It included adherence to safety protocols, clarity of roles, systematic use of resources, and collaboration among team members. A high score in this area reflected a well-structured work environment where nurses were organized, supported by clear policies, and worked effectively with colleagues.

Dimension 2: Nursing Skill Activities (Items 10–18). This dimension assessed how actively nurses engaged in professional development and contributed to a positive work atmosphere. It included indicators of motivation, leadership, updating of knowledge, collaboration, and involvement in research or continuing education. A high score suggested a dynamic and proactive nursing staff who were committed to enhancing both individual and team performance.

Dimension 3: Nursing Insight (Items 19–27). Nursing Insight referred to the reflective and critical thinking aspects of nursing practice. It involved time management, proactive problem-solving, participation in meetings, prioritization of tasks, and seeking new challenges. High scores in this dimension indicated strong cognitive engagement, personal accountability, and adaptive thinking in the workplace.

The Nursing Work Environment Questionnaire, mean scores were analyzed using equal interval ranges corresponding to the seven-point Likert scale. Mean values ranging from 6.15 to 7.00 were interpreted as indicating a very high level of a positive nursing work environment, reflecting strong agreement that organizational structures, professional support, and workplace conditions are highly conducive to effective nursing practice. Mean scores from 5.29 to 6.14 indicated a high level of a positive work environment, suggesting generally favorable perceptions of nursing arrangement rules, skill activities, and professional insight. Mean values between 4.43 and 5.28 were interpreted as moderate, reflecting mixed or neutral perceptions of the work environment. Mean scores ranging from 3.57 to 4.42 indicated a low level of a positive work environment, suggesting the presence of workplace challenges or limited organizational support. Mean values between 2.71 and 3.56 reflected a very low level of a positive work environment, while mean scores from 1.00 to 2.70 indicated an extremely low level, denoting strongly unfavorable perceptions of nursing workplace conditions. In this study, higher mean scores consistently represented more supportive and favorable nursing work environments, thereby allowing for a clear and standardized interpretation of nurses' perceptions across hospital and community health settings.

The Job Satisfaction Survey (JSS), developed by Paul E. Spector (1994), was used in this study to assess the overall level of job satisfaction among nurses working in hospital and community health settings. The instrument was composed of 36 items, each rated on a 6-point Likert scale ranging from 1, which indicated “Disagree Very Much,” to 6, which indicated “Agree Very Much.” These items were grouped into nine subscales, with four items each, representing key aspects of job satisfaction: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-worker relationships, nature of work, and communication.

For scoring purposes, responses to each item were recorded, and negatively worded items were reverse-scored to ensure consistency in interpretation. The scores for each subscale were summed, resulting in a subscale score ranging from 4 to 24. The total job satisfaction score was calculated by summing all 36 item responses, yielding an overall score ranging from 36 to 216. Higher scores reflected greater levels of job satisfaction, while lower scores indicated



dissatisfaction. Each subscale score provided insights into specific dimensions of job satisfaction, while the total score presented a comprehensive view of how satisfied nurses were with their work environment and professional experiences.

Job Satisfaction Survey were interpreted using equal interval ranges corresponding to the six-point Likert scale. Mean values ranging from 5.17 to 6.00 were interpreted as indicating very high job satisfaction, reflecting strongly positive perceptions of work conditions, professional fulfillment, and organizational support. Mean scores from 4.34 to 5.16 indicated high job satisfaction, suggesting generally favorable evaluations of one's job and its associated aspects. Mean values between 3.51 and 4.33 were interpreted as moderate job satisfaction, reflecting mixed or ambivalent perceptions toward various facets of work. Mean scores ranging from 2.68 to 3.50 indicated low job satisfaction, suggesting dissatisfaction with several job-related factors. Mean values between 1.84 and 2.67 reflected very low job satisfaction, while mean scores from 1.00 to 1.83 indicated extremely low job satisfaction, denoting highly unfavorable perceptions of the job across most domains. In this study, higher mean scores consistently represented higher levels of job satisfaction, thereby allowing for a clear and standardized interpretation of respondents' overall and domain-specific work experiences.

Through the use of the JSS, this study identified not only the overall levels of job satisfaction among nurses but also provided detailed insights into specific areas of strength and concern. The results were correlated with workplace environment scores (from the NWE-q) to explore the relationship between working conditions and job satisfaction across hospital and community health settings.

## Data Gathering

The data gathering process began upon the approval and recommendation of the thesis panel. The researcher first requested an endorsement letter from the Graduate School Dean of Jose Rizal Memorial State University (JRMSU) to formally seek permission from the identified hospitals and community health settings. Following this, the researcher secured ethics clearance from the JRMSU Research Ethics Committee (REC) to ensure compliance with ethical standards in conducting research involving human participants.

Once ethics approval was granted, formal letters of request were sent to the Chief of Hospital and City Health Officers through the Chief Nurse or Nurse Supervisor. These letters included the study rationale, a request to conduct the survey, and the endorsement from the Graduate School Dean.

The researcher administered the survey using both printed questionnaires and a Google Form link to accommodate respondents' preferences. Before distributing the instruments, informed consent was sought from each nurse, and the confidentiality and voluntary nature of participation were clearly explained. Respondents were encouraged to answer all items honestly.

The survey instrument collected data on demographic profiles, perceptions of the work environment, and job satisfaction. The goal of this data collection was to assess the workplace challenges and satisfaction levels of nurses in hospital and community health settings.

After data collection, the researcher worked with an internal statistician to validate, tally, tabulate, and analyze the responses using appropriate statistical tools. This process ensured the reliability and integrity of the research findings.



## Results Discussion

This chapter presents the results of the study on the work environment of nurses and its relationship to their job satisfaction in hospital and community health settings. The data gathered through the survey questionnaires are systematically organized, analyzed, and interpreted in alignment with the objectives of the study.

### **Profile of the Respondents in terms of Age, Civil Status, Healthcare Setting, working Experience, Monthly Income, Employment Status, Area of Assignment, Educational Attainment.**

Table 2 presents the demographic and professional profile of the 127 nurse respondents in terms of age, civil status, healthcare setting, working experience, monthly income, employment status, area of assignment, and educational attainment.

In terms of age, the majority of respondents were aged 31–39 years (36.22%), followed by 22–30 years (28.35%), indicating that most nurses are in their early to mid-career stage. This age distribution suggests a workforce that is relatively young yet experienced, which is consistent with global nursing demographics where a large proportion of nurses fall within the productive working age (WHO, 2020).

Regarding civil status, most respondents were single (61.42%), while 38.58% were married. This may reflect the demanding nature of nursing work, particularly in hospital settings, which often requires flexibility and extended working hours that may influence personal life decisions (Labrague et al., 2021).

In terms of healthcare setting, a significant majority were assigned in hospital settings (86.61%), compared to only 13.39% in community health. This indicates a concentration of nursing workforce in hospitals, consistent with national and global trends where acute care facilities employ more nurses due to higher patient acuity and service demand (WHO, 2020).

For working experience, the largest group had 1–5 years of experience (31.50%), followed by those with less than one year (19.69%). This suggests a relatively young workforce with developing clinical expertise, which may influence perceptions of work environment and job satisfaction (International Council of Nurses, 2022).

In terms of monthly income, most respondents fell within the Php 24,060–48,120 (42.52%) and Php 12,030–24,060 (38.58%) brackets, indicating moderate income levels. Compensation has been widely identified as a critical determinant of job satisfaction and retention among nurses (Philippine Institute for Development Studies, 2024).

Regarding employment status, slightly more respondents were contractual (52.76%) than full-time (47.24%), highlighting employment instability, which may negatively impact job satisfaction and organizational commitment (Labrague, 2021).

For area of assignment, the largest proportion worked in wards (20.47%), followed by ICU and others (14.96%). These areas typically involve high patient loads and complex care, which may influence stress levels and satisfaction (Hussein et al., 2021).

Lastly, in terms of educational attainment, the majority held a Bachelor's degree (88.98%), with only a small proportion having master's degrees (11.02%), indicating limited advanced specialization among respondents (Niskala, J., 2020).

Overall, the profile suggests that the respondents are predominantly young, hospital-based, moderately compensated, and early-career nurses, with many in contractual roles. These

characteristics are important contextual factors that may significantly influence both the work environment and job satisfaction outcomes of the study.

**Table 2. Profile of the Respondents**

Variable	Categories	Frequency (f)	Percentage (%)
Age	22–30 years old	36	28.35%
	31–39 years old	46	36.22%
	40–48 years old	24	18.90%
	49–55 years old	21	16.53%
	56 years old & above	0	0.00%
Civil Status	Single	78	61.42%
	Married	49	38.58%
Healthcare Setting	Hospital	110	86.61%
	Community	17	13.39%
Working Experience	1 year below	25	19.69%
	1–5 years	40	31.50%
	6–10 years	23	18.11%
	11–15 years	23	18.11%
	16–20 years	16	12.59%
Monthly Income	Below Php 12,030	0	0.00%
	Php 12,030–24,060	49	38.58%
	Php 24,060–48,120	54	42.52%
	Php 48,120–84,210	24	18.90%
	Php 84,210 & above	0	0.00%
Employment Status	Full-time	60	47.24%
	Contractual	67	52.76%
Area of Assignment	ER	18	14.17%
	OR/PACU	13	10.24%
	LR/DR	15	11.81%
	ICU	19	14.96%
	Dialysis	0	0.00%
	Wards	26	20.47%
	Community	17	13.39%
	Others	19	14.96%
Educational Attainment	Bachelor’s Degree	113	88.98%
	With MA Degree	14	11.02%
	With Doctoral Degree	0	0.00%
Total		127	100%



### Summary on the Extent of Work Environment of Nurses along Nursing Arrangement Rules

Table 3 summarizes the respondents’ assessment of the work environment across three major dimensions of nursing arrangement rules: **System Level**, **Organizational Level**, and **Individual Level**. The overall mean score of **5.02**, interpreted as **Moderate level of work environment of positive work environment**, indicates that nurses perceive their work environment as generally positive and supportive across all levels of organizational functioning.

**Table 3. Summary on the Extent of Work Environment of Nurses along Nursing Arrangement Rules.**

Items	Average Weighted Value	Description
System Level	4.88	Moderate Level
Organizational Level	5.05	Moderate Level
Individual Level	5.12	Moderate Level
<b>Mean</b>	<b>5.02</b>	<b>Moderate Level</b>

Among the three domains, the Individual Level received the highest average weighted value (5.12, Moderate level). This suggests that nurses strongly recognize their own professional accountability, commitment to continuous learning, and adherence to established procedures. Such individual-level attributes contribute significantly to a productive and healthy work environment. Research consistently shows that nurses’ personal competencies—including motivation, professionalism, and engagement—play a central role in enhancing job satisfaction and performance outcomes (Shiri et al., 2023). Individual-level strength is also associated with resilience and adaptability, important qualities for nurses working across diverse hospital and community health settings.

The **Organizational Level** follows with an average of **5.05** (Moderate level). This indicates that nurses perceive their workplace as generally fostering clear role distribution, strong collaboration, and compliance with institutional safety standards. Organizational support—particularly in the form of teamwork, leadership, and safety culture—is strongly linked to improved job satisfaction, reduced burnout, and higher retention rates (Cayllahua Curiñaupa et al., 2025). The positive rating suggests that the nurses benefit from an environment where collaboration and organizational structure help facilitate effective clinical practice.

The **System Level**, while still rated positively, has the lowest mean (**4.88**, Moderate level). This suggests that although nurses perceive system-wide processes—such as working systematically, maintaining the institution’s image, and managing resources effectively—to be generally adequate, there may be areas requiring further enhancement. System-level issues often include broader organizational policies, workload management, available resources, and administrative efficiency. Studies highlight that deficiencies at the system level, such as limited resources or unclear institutional directives, can hinder workflow and influence job satisfaction (Zaydan, et al., 2021). The slightly lower rating in this domain may reflect challenges related to system-level constraints typical in both hospital and community settings.

Altogether, the summary results reveal that while nurses perceive their work environment positively across all levels, supportive strategies at the system and organizational levels could further enhance professional functioning and satisfaction. A coordinated approach—addressing



individual competencies, organizational support structures, and system-wide processes—remains essential for fostering a robust and satisfying nursing work environment.

### Summary on the Extent of Work Environment of Nurses along Nursing Skills Activities

Table 4 presents the summary of nurses’ perceptions regarding the extent of their work environment along nursing skills activities across the system, organizational, and individual levels. The overall mean of 4.82, interpreted as Moderate level of work environment, indicates that nurses generally perceive their work environment as supportive of the effective application and development of nursing skills in both hospital and community health settings.

**Table 4. Summary on the Extent of Work Environment of Nurses along Nursing Skills Activities.**

Items	Average Weighted Value	Description
System Level	4.74	Moderate level
Organizational Level	4.90	Moderate level
Individual Level	4.81	Moderate level
<b>Mean</b>	<b>4.82</b>	<b>Moderate Level</b>

Table 4 presents the summary of nurses’ perceptions regarding the extent of their work environment along nursing skills activities across the system, organizational, and individual levels. The overall mean of 4.82, interpreted as Moderate level of positive work environment, indicates that nurses generally perceive their work environment as supportive of the effective application and development of nursing skills in both hospital and community health settings.

Among the three levels, the organizational level obtained the highest average weighted value (mean = 4.90, Moderate level), suggesting that institutional structures, policies, and managerial practices play a crucial role in facilitating nurses’ skill utilization. This finding implies that nurses experience adequate organizational support in terms of teamwork, access to resources, and procedural guidance, which are essential for safe and competent nursing practice. Recent studies emphasize that organizational support enhances clinical competence, professional confidence, and job satisfaction among nurses (Boamah et al., 2021).

The individual level also yielded a high mean score (mean = 4.81, Moderate level), reflecting nurses’ personal commitment to maintaining and improving their clinical skills. This result highlights nurses’ intrinsic motivation, accountability, and engagement in professional growth. Individual competence and self-efficacy are known to contribute positively to nurses’ sense of accomplishment and satisfaction at work, particularly when aligned with organizational expectations (Zhang et al., 2022).

The system level, while slightly lower than the other domains, still received a favorable rating (mean = 4.74, Moderate level). This suggests that broader system factors—such as protocols, workflows, and institutional regulations—generally support nursing skill activities, although there may be opportunities for further optimization. Literature indicates that system-level inefficiencies can hinder skill application and contribute to work strain if not adequately addressed (Aiken et al., 2021).

Overall, the findings demonstrate that a supportive work environment across all levels enables nurses to perform their skills effectively, which is a critical determinant of job satisfaction. A well-structured environment that nurtures skill development reinforces professional



competence, reduces work-related stress, and enhances retention in both hospital and community health settings.

### Summary on the Extent of Work Environment of Nurses on Nursing Insight

Table 5 summarizes the respondents’ assessment of the work environment across three dimensions of nursing insight: **System Level**, **Organizational Level**, and **Individual Level**. The overall mean of **4.59**, interpreted as **Moderate level of work environment of positive work environment**, suggests that nurses generally perceive their work environment as supportive of developing and exercising professional insight. However, the ratings across levels reveal distinct patterns in how nurses view their insight-related activities.

**Table 5. Summary on the Extent of Work Environment of Nurses on Nursing Insight**

Items	Average Weighted Value	Description
System Level	4.17	Low level
Organizational Level	4.80	Moderate level
Individual Level	4.81	Moderate level
<b>Mean</b>	<b>4.59</b>	<b>Moderate level</b>

The System Level received the lowest average weighted value (4.17, Low level, indicating that nurses perceive system-wide structures and processes as less supportive of insight-related actions compared to the other levels. This aligns with findings in existing literature, which suggest that system-level barriers—such as limited communication channels, hierarchical decision-making, and resource constraints—can hinder nurses’ ability to voice concerns, share insights, or participate in broader organizational problem-solving (Cho et al., 2023). Nurses may feel less empowered at the system level, which can affect their overall work satisfaction and engagement (Jung et al., 2024).

The **Organizational Level** shows a substantially higher rating (4.80, Moderate level), reflecting that nurses feel more supported in expressing insights, participating in team discussions, and engaging with colleagues at the organizational level. A positive organizational culture—characterized by open communication, supportive leadership, and collaborative teamwork—has been shown to facilitate professional insight, reflection, and shared decision-making among nurses (Bragadóttir et al., 2023). These elements create an environment where nurses feel valued and capable of contributing meaningfully to workplace improvements.

The **Individual Level** obtained the highest rating (4.81, Moderate level), suggesting that nurses perceive themselves as personally capable of exercising professional insight. This includes self-reflection, effective planning, time management, and willingness to take on challenges. Such individual-level competencies are closely linked to heightened job satisfaction, professional identity, and resilience (Kearns, 2021). High individual scores imply that nurses possess the internal motivation and capability to adapt, learn, and contribute positively to their work environment.

Overall, Table 5 reveals that while nurses demonstrate strong personal and organizational insight, system-level support may not be fully optimized. Enhancing communication structures, empowering nurses through shared governance, and improving system responsiveness may

strengthen nursing insight across all levels. A more balanced supportive environment across system, organizational, and individual domains can significantly enhance job satisfaction and professional fulfillment in both hospital and community health settings.

**Table 6. Summary on the Level of Job Satisfaction of Nurses**

Items	Average Weighted Value	Description
Pay	3.46	Low Job Satisfaction
Promotion	3.33	Low Job Satisfaction
Supervision	3.31	Low Job Satisfaction
Co-worker	3.05	Low Job Satisfaction
Fringe Benefits	3.21	Low Job Satisfaction
Contingent Reward	3.39	Low Job Satisfaction
Operating Procedures	3.24	Low Job Satisfaction
Communication	3.51	Moderate Job Satisfaction
Nature of Work	2.73	Low Job Satisfaction
<b>Good Mean</b>	<b>3.25</b>	<b>Low Job Satisfaction</b>

Among the indicators, communication received the highest satisfaction rating (mean= 3.51, Moderate Job Satisfaction). This suggests that nurses perceive organizational communication to be relatively functional and supportive. Effective communication is often associated with improved teamwork, reduced conflict, and better coordination of care, which in turn enhances job satisfaction and professional commitment (Galanis et al., 2021).

Conversely, the lowest rating was observed in **nature of work** (mean = 2.73, Low Job Satisfaction). This implies that nurses may perceive their job duties as unfulfilling, overly demanding, or emotionally draining. Such perceptions are consistent with findings that the high physical and emotional burden inherent in nursing often erodes job satisfaction, especially when organizational support is insufficient (Al Maqbali et al., 2021). A negative perception of the nature of work is concerning because intrinsic motivation—rooted in meaning, pride, and enjoyment—is strongly linked to retention and care quality (Thapa et al., 2025).

Other domains such as **pay (mean = 3.46)**, **promotion (mean = 3.33)**, **supervision (mean = 3.31)**, **contingent reward (mean = 3.39)**, and **operating procedures (mean = 3.24)** also fall within the **Low Job Satisfaction** category. These results highlight dissatisfaction with essential structural elements of the work environment. Low satisfaction with pay and promotion is consistent with global and local studies indicating that inadequate compensation and limited career advancement opportunities are major contributors to nurse turnover and burnout (Anastasia et al., 2023).

Similarly, dissatisfaction in **supervision** and **contingent rewards** suggests that nurses may not be receiving adequate support, recognition, or mentorship from organizational leaders. Effective leadership is widely recognized as a critical determinant of job satisfaction, influencing empowerment, communication, and perceived organizational justice (Bakker & de Vries, 2021).

The **co-worker relationship** dimension (mean= 3.05) also indicates low job dissatisfaction, potentially signalling workplace tension, communication barriers, or insufficient teamwork. Poor interpersonal dynamics have been linked to emotional exhaustion and diminished workplace resilience among nurses (Al Maqbali et al., 2021).

Lastly, **fringe benefits (mean = 3.21)** scored slightly below the midpoint, reflecting also low job satisfaction with non-salary incentives such as health insurance, leave credits, allowances, or retirement plans. Nurses often consider fringe benefits a vital component of overall compensation, and inadequacies in this area may exacerbate job dissatisfaction and weaken organizational commitment (Anastasia et al., 2023).

Overall, the findings demonstrate that nurses' job satisfaction is **generally low across all dimensions**, suggesting a need for targeted interventions in compensation, leadership support, work design, and organizational systems. Improving these areas is crucial for enhancing nurse well-being, reducing turnover intentions, and promoting high-quality patient care in both hospital and community settings.

### Significant Difference in the Work Environment of Nurses when analyzed as to Profile

Table 7 presents the results of the Mann–Whitney U test and Kruskal–Wallis H test to determine whether the work environment of nurses differs significantly across selected demographic and professional profile variables.

**Table 7. Significant Difference in the Work Environment of Nurses when analyzed as to Profile**

Indicators	U- value	H-value	P-value	Decision
Age	-	2.99	.09	Not Significant
Civil Status	2.92	-	.08	Not Significant
Type of Hospital	2.79	-	.005	Significant
Working Experience	-	3.02	.003	Significant
Monthly Income	-	3.14	.07	Not Significant
Employment Status	2.52	-	.04	Significant
Area of Assignment	-	3.58	.004	Significant
Educational Attainment	2.84	-	.003	Significant

The findings show that several characteristics demonstrate **statistically significant differences**, while others do not reach significance at the 0.05 threshold. The variables type of hospital ( $p = .005$ ), working experience ( $p = .003$ ), employment status ( $p = .04$ ), area of assignment ( $p = .004$ ), and educational attainment ( $p = .003$ ) all yielded statistically significant differences. These results suggest that nurses' perceptions of their work environment vary meaningfully based on institutional context, years of service, job security, workplace placement, and educational background.

The significant difference across **type of hospital** indicates that nurses working in public and private institutions may experience differing levels of administrative support, workload, staffing patterns, and organizational culture. Literature suggests that public hospitals often face higher patient volumes and resource constraints, influencing work environment perceptions compared to private facilities with differing management structures (Pera et al., 2022).

The significant variance based on **working experience** aligns with studies showing that novice and senior nurses experience work environments differently. Early-career nurses may feel more stress or require more guidance, while experienced nurses develop better coping strategies and greater confidence in navigating institutional systems (Fischer, et al., 2021).



Similarly, **employment status** (full-time versus contractual) significantly affects nurses' work environment perceptions. Contractual nurses often report lower job security, fewer benefits, and higher workload expectations, contributing to disparities in perceived organizational support and fairness (Oducado, 2020).

The significant differences according to **area of assignment** suggest that specific units—such as ICU, ER, wards, and community settings—present distinct environmental demands. High-intensity areas typically involve heavier workloads, more complex patient care, and elevated stress levels, which directly influence work environment assessments (Santos et al., 2025).

Likewise, differences based on **educational attainment** suggest that nurses with higher degrees (e.g., Master's degree holders) may have higher expectations of leadership support, organizational resources, and professional development opportunities. Advanced educational preparation shapes nurses' professional identity and influences how they evaluate their working environment (Al Maqbali et al., 2021).

Conversely, **age** ( $p = .09$ ), **civil status** ( $p = .08$ ), and **monthly income** ( $p = .07$ ) did not show significant differences. These results indicate that regardless of age group, marital status, or income level, nurses generally share similar perceptions of their work environment. The lack of significant variation in these variables may be attributed to shared occupational pressures and organizational structures inherent in nursing practice across settings (Galanis et al., 2021).

Overall, the findings emphasize that organizational and professional characteristics rather than personal demographics play a more substantial role in shaping nurses' perceptions of their work environment. These insights highlight the necessity for administrators to tailor interventions based on institutional context, unit-specific demands, employment conditions, and educational backgrounds to foster supportive and equitable work environments in both hospital and community settings.

### Significant Difference in the Job Satisfaction of Nurses when analyzed as to Profile

Table 8 presents the results of the Mann–Whitney U test and the Kruskal–Wallis H test that examine whether nurses' job satisfaction significantly differs across various demographic and professional profile variables. The results show that only four variables—monthly income, employment status, area of assignment, and educational attainment—reflect statistically significant differences at the 0.05 level. Conversely, age, civil status, type of hospital, and working experience do not demonstrate significant variations in the job satisfaction of nurses. This implies that financial compensation, job security, work placement, and educational background play substantial roles in shaping satisfaction levels among nursing personnel. Meanwhile, the lack of significant difference across other variables suggests that factors influencing job satisfaction may be more structural than personal. These outcomes highlight the need for institutions to address salary inequities, professional development pathways, and assignment-related challenges. Strengthening policies on career advancement and providing equitable benefits across employment conditions may help enhance overall job satisfaction among nurses.

**Table 8. Significant Difference in the Job Satisfaction of Nurses when analyzed as to Profile**

Indicators	U- value	H-value	P-value	Decision
Age	-	3.09	.012	Not Significant
Civil Status	2.40	-	.001	Significant
Type of Hospital	2.59	-	.09	Not Significant
Working Experience	-	3.24	.013	Not Significant
Monthly Income	-	3.29	.000	Significant
Employment Status	2.79	-	.000	Significant
Area of Assignment	-	3.72	.002	Significant
Educational Attainment	2.67	-	.001	Significant

The finding that monthly income ( $p = .000$ ) significantly influences job satisfaction aligns with substantial evidence indicating that compensation is a strong predictor of job satisfaction among nurses. Adequate financial rewards help mitigate stress, reduce turnover intentions, and enhance overall workplace morale (Leong et al., 2022). Nurses with higher income levels likely perceive their jobs as more rewarding, contributing to greater satisfaction.

Similarly, **employment status** ( $p = .000$ ) was found significant, suggesting that full-time nurses express different levels of job satisfaction compared to their contractual or temporary counterparts. Contractual nurses often experience job insecurity, fewer benefits, and heavier workloads, which may diminish job satisfaction (Sarmiento et al., 2024). Full-time employment, in contrast, typically offers enhanced stability and benefits, promoting higher organizational commitment and satisfaction.

The significant difference across **area of assignment** ( $p = .002$ ) suggests that the nature of clinical placement—such as ER, ICU, wards, or community settings—impacts job satisfaction. High-intensity units like ER and ICU are associated with heavier workloads, complex patient care demands, and emotional stress, which may lower job satisfaction compared to less acute or community-based roles (Alharbi et al., 2024). Nurses assigned to different clinical areas thus experience distinct environmental pressures that shape their satisfaction differently.

Likewise, **educational attainment** ( $p = .001$ ) significantly affects job satisfaction. Nurses with advanced degrees may hold higher expectations regarding career advancement, professional development opportunities, and organizational support. When these expectations are unmet, job satisfaction may decline. Conversely, those with graduate education may also access roles with greater autonomy and responsibility, enhancing satisfaction levels (Al Maqbali et al., 2021).

In contrast, **age** ( $p = .012$ ), **civil status** ( $p = .001$ ), **type of hospital** ( $p = .09$ ), and **working experience** ( $p = .013$ ) did not demonstrate significant differences in job satisfaction, despite some  $p$ -values approaching the threshold. These nonsignificant results imply that job satisfaction levels are relatively consistent across these demographic categories. This is consistent with studies suggesting that the nature of nursing work imposes shared occupational experiences that transcend age groups, marital status, years in practice, or institutional type (Galanis et al., 2021). The uniformity in job satisfaction across these variables suggests that organizational factors may exert stronger influence than personal demographics.

Overall, the findings highlight that structural and organizational characteristic, rather than personal attributes, play a more substantial role in shaping nurses' job satisfaction. Interventions aimed at improving compensation systems, stabilizing employment conditions, addressing unit-specific stressors, and supporting career advancement are essential strategies for enhancing nurse

satisfaction in both hospital and community settings.

### Significant Relationship Between Work Environment of Nurses and their Job Satisfaction

Table 9 presents the correlation analysis examining the relationship between nurses' work environment and their job satisfaction. The computed **r-value of .49** indicates a **moderate positive relationship** between the two variables, suggesting that improvements in the work environment are associated with corresponding increases in job satisfaction. The relationship is statistically significant at **p = .001**, confirming that the association is not due to chance.

**Table 9. Significant Relationship Between Work Environment of Nurses and their Job Satisfaction**

Indicators	Mean	SD	Mean Difference	r-value	P-value	Decision
Work Environment	4.57	4.21	1.32	.49	.001	Significant
Job Satisfaction	3.25	2.89				

The findings reveal that nurses rated their work environment relatively high (mean = 4.57), while job satisfaction obtained a lower mean score (mean = 3.25). The mean difference of 1.32 highlights a perceptual gap wherein nurses evaluate their work environment more favorably than their level of job satisfaction (Alharbi, et al., 2020). This pattern suggests that while organizational structures, policies, and teamwork dynamics may be moderately supportive, other factors influencing satisfaction—such as compensation, promotion opportunities, or workload—may be less optimal, contributing to comparatively lower job satisfaction.

The moderate positive correlation aligns with existing literature indicating that work environment dimensions—including leadership support, communication, staffing adequacy, and autonomy—significantly predict job satisfaction among nurses (Al Maqbali et al., 2021). A healthy work environment enhances role clarity, reduces stress, and fosters professional growth, all of which are central to positive job attitudes (Paguio, et al., 2020). Conversely, poor environmental conditions such as understaffing, excessive workload, and limited resources diminish job satisfaction and increase turnover intentions (Galanis et al., 2021).

The significance of the relationship is consistent with the Job Demands–Resources (JD-R) model, which posits that adequate organizational resources improve employee well-being and job satisfaction, especially in high-pressure professions such as nursing (Bakker & de Vries, 2021). As such, supportive work environments help buffer the physical and emotional demands inherent in nursing practice.

The results emphasize that enhancing the work environment is an essential strategy for improving nurses' job satisfaction in both hospital and community settings. Administrators should therefore prioritize interventions such as strengthening leadership practices, improving communication systems, ensuring fair workload distribution, and promoting a culture of recognition and support. These improvements can foster a more positive organizational climate that enhances nurse satisfaction and contributes to higher-quality patient care.



## Conclusions

The findings revealed that the respondents were predominantly young adult nurses, mostly single, employed in hospital settings, assigned in general wards, and holding bachelor's degrees. Many were contractual employees with 1–5 years of working experience and earning salaries within the mid-range income bracket.

In terms of work environment, nurses generally perceived their workplace positively across nursing arrangement rules, nursing skills activities, and nursing insight at the system, organizational, and individual levels. Organizational and individual dimensions received more favorable ratings compared to system-level dimensions, indicating that while interpersonal and institutional practices were generally supportive, broader administrative systems and organizational mechanisms still require improvement. Participation in research activities and communication processes were identified as weaker areas within the work environment.

Regarding job satisfaction, nurses reported satisfaction in supervision, co-worker relationships, communication, and the nature of work. However, dissatisfaction was observed in areas related to pay, promotion opportunities, fringe benefits, and contingent rewards. These findings suggest that while nurses value supportive professional relationships and meaningful work, concerns regarding compensation and career advancement continue to affect overall job satisfaction.

The study further established that significant differences existed in the respondents' assessment of work environment when grouped according to employment status, years of working experience, monthly income, and area of assignment. Similarly, job satisfaction significantly differed according to salary level, employment status, and work assignment. Nurses with permanent employment status, higher salaries, and specialized assignments generally demonstrated more favorable perceptions of both work environment and job satisfaction.

Most importantly, the study confirmed a significant positive relationship between work environment and job satisfaction among nurses. This indicates that supportive organizational systems, effective communication, professional collaboration, and positive workplace conditions contribute significantly to higher levels of nurse satisfaction, motivation, and professional engagement.

Based on these findings, the study concludes that improving institutional support systems, strengthening communication mechanisms, enhancing professional development opportunities, increasing research engagement, and providing equitable compensation and benefits are essential interventions in promoting a healthier work environment and improving job satisfaction among nurses in both hospital and community health settings.

## Conflict-of-Interest Statement.

The researchers declare that there are no financial, personal, professional, or institutional conflicts of interest that may have influenced the conduct, analysis, interpretation, or presentation of this study. The study was carried out objectively and ethically, and all findings presented are solely based on the data gathered from the respondents and relevant literature.



## AI Disclosure Statement

The researchers acknowledge the use of artificial intelligence (AI)-assisted tools, including language-support technologies, during the preparation of this manuscript. These tools were utilized solely to assist in grammar refinement, language organization, and improvement of academic writing clarity. However, the researchers maintained full responsibility for the conceptualization, data collection, analysis, interpretation of findings, and final content of the study. All information included in this research was carefully reviewed, verified, and validated by the researchers to ensure accuracy, originality, and academic integrity.

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