

# Job Satisfaction of Nurses as Hospital Employees in Relation to Their Job Performance

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**Abstract**— The quality of healthcare delivery largely depends on the well-being and motivation of nursing staff. This study examined the relationship between job satisfaction and job performance of nurses employed in a government hospital in Jasaan, Misamis Oriental. A descriptive-correlational research design was used to determine how various aspects of job satisfaction influence overall performance. The respondents included 82 nurses selected through purposive sampling who had at least six months of continuous service. A structured questionnaire collected quantitative data on five domains of job satisfaction, including working conditions, salary and benefits, interpersonal relationships, opportunities for professional growth, and recognition, as well as five dimensions of job performance, including quality of patient care, efficiency, adherence to hospital policies, teamwork, and professionalism. Data were analyzed using weighted means to determine levels of satisfaction and performance, while the Pearson correlation coefficient was employed to examine the relationship between the variables. The results indicated that nurses reported high overall job satisfaction, with the highest satisfaction in interpersonal relationships and the lowest in salary and benefits. Overall job performance was rated very high, particularly in adherence to hospital policies, professionalism, and teamwork. Statistical analysis showed a moderate positive correlation between job satisfaction and job performance, suggesting that nurses who experience higher satisfaction tend to perform better across professional duties. These findings highlight the importance of fostering supportive environments, recognizing staff contributions, and addressing compensation concerns to improve both satisfaction and performance outcomes among nurses.

**Keywords**— Job satisfaction, Job performance, Nurses, Hospital employees, Correlational study.

## INTRODUCTION

### **Background of the Study**

The nurses in the hospital setting play a crucial and complex role. Nurses are expected to provide quality care to the patients, cooperate with other health care providers, follow institutional policies, competently perform their duties, and be professional. Their job satisfaction, or the extent to which they are content, valued, and motivated in their job, is dependent on various factors such as working conditions, salary and benefits, inter-personal relationships, career growth opportunities, and their performance recognition. Simultaneously, their job performance, which can be judged in terms of quality of patient care, work efficiency, compliance with hospital policies, teamwork, and professionalism, is also influenced by the same factors and the overall organizational climate. Since nurses constitute the core of service delivery in the hospital, it is also of interest to learn

how satisfaction correlates with performance at the level of individual workers and the general organization's performance.

The importance of exploring this relationship is justified by various studies, which note that job satisfaction has a direct effect on nurse performance and general healthcare delivery. In their study, Talasaz, Nourani Saadoldin, and Shakeri (2014) concluded that job satisfaction and job performance in Iran have a strong positive correlation, and job satisfaction with the work environment, professional support, and recognition contributed to the commitment and efficiency of employees. Similar findings were provided by Platis, Reklitis, and Zimmeras (2015), who state that the better the level of job satisfaction, the better the performance results, such as patient care, protocol compliance, and efficacy among team members. Al-Banna (2018) also found that job performance is strongly correlated with

satisfaction of key aspects among the nurses based on working conditions, fair pay, supervisory support, recognition of achievements, and professional development opportunities, which implies that organizational support systems would play a crucial role in quality service provision. Taken together, these studies confirm that job satisfaction is one of the key factors that drive performance in healthcare facilities, more so when nurses feel valued, supported, and professionally satisfied, they will be more likely to be motivated, hard-working, and consistent in providing high-quality services. Moreover, the results suggest that the hospital management strategies aimed at improving the level of nurse satisfaction, including the enhancement of working conditions and organization, structured recognition programs, competitive remuneration, and professional development opportunities, can have a direct and quantifiable effect on the performance of employees and the hospital outcomes.

Nevertheless, there are still significant gaps to fill in despite these insights which in this case are critical in a municipal hospital setting like Jasaan Municipal Hospital in Misamis Oriental. Most previous studies concentrate on bigger tertiary or private hospitals, on different nations or they test either satisfaction or performance individually but do not connect them through detailed dimensions. It is not evident how the indicators of job satisfaction (specifically working conditions; salary - benefits; interpersonal relationships; professional growth opportunities; recognition) are related to the indicators of job performance (specifically, quality of patient care; efficiency in accomplishing tasks; compliance with hospital policies; teamwork; professionalism) among nurses working in a smaller hospital in the Philippines. In addition, local institutional resources, staffing norms, and municipal level hospital infrastructure, which are contextual, might vary in larger studies, and hence is the reason behind such narrow investigation.

Thus, the proposed study will identify the extent of job satisfaction among the nurses as the hospital employees in reference to their job performance. In particular, it will analyse job satisfaction with respect to working conditions, salary and benefits, inter-

personal relationships, professional growth opportunity and recognition; job performance with respect to quality of patient care delivery, task completion efficiency, hospital policy compliance, teamwork and professionalism. Hospital administrators, nurse managers, and human resource departments can use the results of this study to develop an intervention (such as better working conditions, well-developed recognition programmes, and professional development opportunities) that will lead to improved nurse satisfaction and, consequently, higher performance rates. At the scholarly level, the research can potentially make its contribution to the literature of the nursing management field in municipal hospitals in the Philippines and also provide a foundation for future studies on the mechanisms involved between satisfaction and performance within the medical field.

### *Statement of the Problem*

This study aims to determine the job satisfaction of nurses as hospital employees in relation to their job performance. Specifically, it seeks to answer the following questions:

1. What is the level of job satisfaction of nurses in terms of:
  - 1.1 working conditions;
  - 1.2 salary and benefits;
  - 1.3 interpersonal relationships;
  - 1.4 opportunities for professional growth; and
  - 1.5 recognition?
2. What is the level of job performance of nurses in terms of:
  - 2.1 quality of patient care;
  - 2.2 efficiency in task accomplishment;
  - 2.3 adherence to hospital policies;
  - 2.4 teamwork; and
  - 2.5 professionalism?
3. Is there a significant relationship between the level of job satisfaction and job performance of nurses?

Ho: There is no significant relationship between the level of job satisfaction and job performance of nurses

**RESEARCH METHODOLOGY**

This study employed a descriptive-correlational research design to examine the relationship between job satisfaction and job performance among nurses at Jasaan Municipal Hospital in Jasaan, Misamis Oriental. A total of 82 staff nurses were selected through purposive sampling, including regular and contractual employees with at least six months of service to ensure familiarity with the work environment. Data were collected using a researcher-made structured questionnaire consisting of two parts: job satisfaction (working conditions, salary and benefits, interpersonal relationships, professional growth, and recognition) and job performance (quality

of care, efficiency, adherence to policies, teamwork, and professionalism), measured using a four-point Likert scale. The instrument underwent expert validation and pilot testing, with reliability confirmed through Cronbach’s alpha. Prior to data collection, permission was obtained from hospital authorities, and ethical principles such as voluntary participation, informed consent, confidentiality, and anonymity were strictly observed. Data were analyzed using weighted mean and standard deviation to describe levels of satisfaction and performance, and Pearson Product-Moment Correlation Coefficient (r) to determine the strength and direction of the relationship between the variables.

**III. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA**

*Table 1.1 Level of Job Satisfaction of Nurses in terms of Working Conditions*

Indicators	SD	Mean
1. The hospital provides a safe and comfortable work environment for nurses.	0.77	2.73
2. My workload is manageable and evenly distributed among staff.	0.75	2.78
3. I am satisfied with the available medical supplies and equipment.	0.67	2.72
4. Work schedules are fair and considerate of staff needs.	0.72	2.78
5. The hospital management ensures proper staffing to avoid work overload.	0.78	2.70
<b>Grand Mean</b>		2.74 (High)

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 1.1 shows the degree of job satisfaction of the nurses regarding the working conditions. This is shown by the grand mean of 2.74 (High), which means that the nurses are generally positive about their working conditions, and this means that the hospital has an environment that facilitates comfort, safety, and efficiency in daily nursing activity.

An analysis of the individual statements reveals that the largest level of satisfaction is presented by the statements of “My workload is manageable and evenly distributed among staff” (Mean = 2.78) and “Work schedules are fair and considerate of staff needs” (Mean = 2.78); it can be said that nurses feel supported in terms of managing their tasks and that the work schedules are fair and considerate of their needs. “The hospital provides a safe and comfortable work environment for nurses” (Mean = 2.73) and “I am satisfied with the available medical supplies and equipment” (Mean = 2.72), which indicates that the

working environment and other important resources can satisfy them. The lowest mean is observed in “The hospital management ensures proper staffing to avoid work overload” (Mean = 2.70). Although it is also the lowest value, it also belongs to the category of High, indicating that staffing is quite good, although it can be improved further to reduce the possible work overload. These results are substantiated by previous works. According to Lu et al. (2007), as cited by Jiang et al. (2016), fair scheduling, reasonable workloads, and appropriate resources are strong predictors of job satisfaction among nurses. On the same note, Toode et al. (2015) emphasized that effective working conditions, especially having enough staff and resources, motivate and improve the performance of nurses. Such investigations support the current findings, highlighting that good working conditions are critical to maintaining high job satisfaction levels among nurses.

*Table 1.2. Level of Job Satisfaction of Nurses in terms of Salary and Benefits*

Indicators	SD	Mean
<b>1. My salary is commensurate with the duties and responsibilities I perform.</b>	0.77	2.48
<b>2. I receive adequate benefits such as health insurance and leave privileges.</b>	0.70	2.50
<b>3. Salary and benefits are given on time without delay.</b>	0.78	2.48
<b>4. The hospital provides incentives or rewards for good performance.</b>	0.74	2.51
<b>5. I feel financially secure with the compensation I receive.</b>	0.78	2.49
<b>Grand Mean</b>	2.49 (Low)	

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 1.2 indicates the degree of job satisfaction of the nurses on the basis of remuneration and benefits. The grand mean 2.49 (Low) shows that the nurses are not satisfied with the financial compensation and benefits they get, which means that the economic component of their work does not address their needs and expectations completely.

Checking on the individual statements, the highest rating is “The hospital provides incentives or rewards for good performance” (Mean = 2.51), which slightly belongs to the category of High. It means that incentives provided by the hospital are recognized among nurses but are not considered to substantially increase their levels of satisfaction with remuneration. This is then followed by “I receive adequate benefits such as health insurance and leave privileges” (Mean = 2.50) and “I feel financially secure with the compensation I receive” (Mean = 2.49), which are projected as Low, and therefore benefits and financial

security are not a reasonable concern. At the same time, “My salary is commensurate with the duties and responsibilities I perform” (Mean = 2.48) and “Salary and benefits are given on time without delay” (Mean = 2.48) belong to Low category and indicate that nurses believe that their salary is not reflective of their work and that timeliness is not enough to address the lack of sufficiency in the salary itself.

According to Ojaka et al. (2014), low wages and low financial gains are also frequent causes of dissatisfaction amongst nurse practitioners, which tend to affect motivation and retention. Similarly, Ndege (2015) pointed out that salaries and benefits should be fair and sufficient in sustaining the morale and commitment of nurses. This literature confirms the current results by pointing to the relevance of proper payment in maintaining job satisfaction in nursing professionals.

*Table 1.3. Level of Job Satisfaction of Nurses in terms of Interpersonal Relationships*

Indicators	SD	Mean
<b>1. I maintain positive working relationships with my colleagues.</b>	0.72	3.27
<b>2. My supervisors treat me with respect and fairness.</b>	0.71	3.30
<b>3. Communication among staff is open and supportive.</b>	0.73	3.32
<b>4. There is mutual trust and cooperation among nurses.</b>	0.72	3.27
<b>5. Conflicts in the workplace are resolved in a professional manner.</b>	0.73	3.24
<b>Grand Mean</b>	3.28 (Very High)	

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 1.3 indicates the degree of job satisfaction of nurses in regard to interpersonal relationships. The mean value of 3.28 (Very High) states that the relationship support of the nurses in the workplace is high, which could reflect a culture with a high level of

effective communication, respect, and relationships in between staff.

Considering individual statements, the most significant rating is in the statement “Communication among staff is open and supportive” (Mean = 3.32),

which indicates that nurses regard communication practices at the hospital as extremely supportive and encouraging. This is succeeded by “My supervisors treat me with respect and fairness” (Mean = 3.30) which brings to the fore positive supervisor relationships which contribute to establishment of a respectful work environment. Meanwhile, “I maintain positive working relationships with my colleagues” (Mean = 3.27) and “There is mutual trust and cooperation among nurses” (Mean = 3.27) are both at the Very High category, which implies that there is a well-developed teamwork and trust of staff among colleagues. The lower mean is “Conflicts in the

workplace are resolved in a professional manner” (Mean = 3.24), though the lowest, it is still regarded as very high and demonstrates that the practice of conflict resolution is well-regarded without any significant opportunities to improve it.

Brunetto et al. (2016) also stressed that good interpersonal relations, positive communication, and equitable supervision also play a great role in job satisfaction and organizational commitment of nurses. This corroborates the current results and reveals that constructive working relationships are instrumental in creating job satisfaction among nursing practitioners.

**Table 1.4.** *Level of Job Satisfaction of Nurses in terms of Opportunities for Professional Growth*

Indicators	SD	Mean
<b>1. I am encouraged to attend seminars, workshops, and trainings.</b>	0.78	2.60
<b>2. The hospital provides opportunities for career advancement.</b>	0.72	2.57
<b>3. I receive feedback that helps improve my nursing skills.</b>	0.75	2.56
<b>4. I am given opportunities to take on new and challenging tasks.</b>	0.75	2.52
<b>5. The management supports continuing education for nurses.</b>	0.75	2.57
<b>Grand Mean</b>		2.57 (High)

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 1.4 demonstrates how satisfied the nurses are with their jobs in regard to professional development opportunities.

The grand mean of 2.57 (High) demonstrates that nurses have more than negative attitudes to developmental opportunities that the hospital offers, which implies that learning opportunities, skill development, and career advancement are available and moderately supported.

Analyzing the statements separately, the highest rated indicator is “I am encouraged to attend seminars, workshops, and trainings” (Mean = 2.60), indicates that nurses are aware of the external and internal learning activities.

This is followed by “The hospital provides opportunities for career advancement” (Mean = 2.57) and “The management supports continuing education for nurses” (Mean = 2.57), both of which are considered as High but with a moderate level of

support to the long-term growth and academic experience of nurses. This is followed by “I receive feedback that helps improve my nursing skills” (Mean = 2.56,) skill-enhancing guidance is present but may not be consistently delivered.

The lowest mean is observed in “I am given opportunities to take on new and challenging tasks” (Mean = 2.52), although the lowest, yet, it still falls within the High level, which indicates that there is an opportunity to get expanded roles, but it is not offered to every staff member.

Cummings et al. (2018) emphasized that the availability of career development activities, constructive feedback, and continuing education is the key to reinforcing the job satisfaction and professional commitment of nurses.

This complements the current results through the underlying importance of growth opportunities in the overall satisfaction among the nursing workforce.

*Table 1.5 Level of Job Satisfaction of Nurses in terms of Recognition*

Indicators	SD	Mean
<b>1. My efforts and contributions are appreciated by my superiors.</b>	0.83	2.67
<b>2. The hospital acknowledges nurses who perform well.</b>	0.83	2.65
<b>3. I feel valued as an important member of the healthcare team.</b>	0.87	2.61
<b>4. I receive recognition for accomplishing assigned duties effectively.</b>	0.86	2.72
<b>5. The management regularly gives feedback on excellent performance.</b>	0.88	2.60
<b>Grand Mean</b>		2.65 (High)

Scale: 3.26 - 4.00 = Very High; 2.51 - 3.25 = High; 1.76 - 2.50 = Low; 1.00 - 1.75 = Very Low

Table 1.5 demonstrates the degree of job satisfaction of nurses as regards recognition. The grand mean of 2.65 (High) shows that nurses tend to be positive in regards to the recognition they receive on their work indicating that the hospital is in a position to appreciate and appreciate their efforts and contribution to the hospital.

Assessing through the individual statements, the highest mean is seen in the statement “I receive recognition for accomplishing assigned duties effectively” (Mean = 2.72), which implies that the nurses feel that their roles in performing duties are recognized. This is then followed by “My efforts and contributions are appreciated by my superiors” (Mean = 2.67) and “The hospital acknowledges nurses who perform well” (Mean = 2.65), both of which have been interpreted as High, which is that appreciation by

seniors and the organization plays a role in positive morale. Next is “I feel valued as an important member of the healthcare team” (Mean = 2.61), the category is also High and implies that nurses view their contribution to patient care as important. The least mean is observed in “The management regularly gives feedback on excellent performance” (Mean = 2.60), although the lowest mean is still in the High range, and it means that there is feedback, but it can be infrequent.

As noted by Spence Laschinger et al. (2016), recognition and feedback play a significant role when it comes to improving job satisfaction, motivation, and commitment among nurses. This aids the current conclusions in proving that recognition of contributions is an important issue in retaining a positive and engaged nursing workforce.

*Table 1.6 Summary of the Level of Job Satisfaction of Nurses*

Domains	Mean	Interpretation
<b>Working Conditions</b>	2.74	High
<b>Salary and Benefits</b>	2.49	Low
<b>Interpersonal Relationships</b>	3.28	Very High
<b>Opportunities for Professional Growth</b>	2.57	High
<b>Recognition</b>	2.65	High
<b>Grand Mean</b>	2.75	High

Scale: 3.26 - 4.00 = Very High; 2.51 - 3.25 = High; 1.76 - 2.50 = Low; 1.00 - 1.75 = Very Low

Table 1.6 presents an overview of the level of job satisfaction of nurses regarding different areas. The grand mean of 2.75 (High) means that nurses are mainly satisfied with their employment, meaning that there is a general positive attitude of the working environment, relations, promotion opportunities, recognition, and, to a smaller degree, remuneration.

The most extensive level of satisfaction is found in the sphere of Interpersonal Relationships (Mean = 3.28, Very High), which proves that supportive communication, trust, and respectful interaction become one of the most significant contributors to the overall satisfaction of nurses. It is then succeeded by Recognition (Mean = 2.65, High) and Opportunities to Professional Growth (Mean = 2.57, High), which

shows that nurses feel valued by their input and have an average support of professional growth. Another High rated scale was Working Conditions (Mean = 2.74) which indicates that nurses are generally satisfied with the working environment as being safe, comfortable and well equipped. The poorest-rated area is the one concerning Salary and Benefits (Mean = 2.49, Low), which reveals that financial rewards and benefits are still the concern and can be enhanced to increase the overall job satisfaction.

These findings are consistent with those of Lu et al. (2007) cited by Jiang et al. (2016) who pointed out that positive working conditions, good relationship between nurses, recognition and career advancement are key contributors to job satisfaction of nurses whereas poor pay and benefits may undermine motivation and retention. This confirms the current synopsis, emphasizing the need to focus on financial issues, but with a solid relational and professional support of nurses.

**Table 2.1** Level of Job Performance of Nurses in terms of Quality of Patient Care

Indicators	SD	Mean
<b>1. I provide care that meets patients' physical and emotional needs.</b>	0.59	3.29
<b>2. I ensure that patients receive safe and accurate medication.</b>	0.60	3.30
<b>3. I consistently follow standard nursing procedures in patient care.</b>	0.61	3.28
<b>4. I maintain a caring and compassionate attitude toward patients.</b>	0.64	3.26
<b>5. I document patient information accurately and promptly.</b>	0.57	3.29
<b>Grand Mean</b>	3.29 (Very High)	

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 2.1 presents the degree of the job performance of nurses regarding the quality of the patient care. The grand mean of 3.29 (Very High) shows that nurses actually provide excellent care implying that they are able to satisfy the physical, emotional, and safety needs of patients without violation of standard procedures.

Analyzing the statements, one can notice that the highest mean is in the statement “I ensure that patients receive safe and accurate medication” (Mean = 3.30), this is because the nurses focus on patient safety in their day-to-day practice.

This is then closely preceded by “I provide care that meets patients' physical and emotional needs” (Mean = 3.29) and “I document patient information accurately and promptly” (Mean = 3.29) both interpreted as very high, which shows that nurses are hardworking in administering holistic care, as well as

record patient information in a timely and correct manner. “I consistently follow standard nursing procedures in patient care” (Mean = 3.28) also belongs to the category of Very High which proves the compliance with the established procedures.

The lowest mean occurs in “I maintain a caring and compassionate attitude toward patients” (Mean = 3.26), though the lowest, it is still considered to be very high, which means that nurses are caring and have empathy towards patients.

Aiken et al. (2014) concur with these findings and highlighted that high-quality patient care is closely related to the competence, adherence to standards, and compassionate interaction of nurses.

This proves that the performance of nurses in the care of patients is always effective and leads to the overall quality of healthcare.

**Table 2.2** Level of Job Performance of Nurses in terms of Efficiency in Task Accomplishment

Indicators	SD	Mean
<b>1. I complete assigned tasks within the required time.</b>	0.70	3.11
<b>2. I prioritize tasks based on urgency and patient needs.</b>	0.69	3.29
<b>3. I can handle multiple responsibilities efficiently.</b>	0.67	3.12

<b>4. I make effective use of available resources in my duties.</b>	0.69	3.10
<b>5. I manage my time well during my shift.</b>	0.67	3.09
<b>Grand Mean</b>	3.14 (High)	

Scale: 3.26 - 4.00 = Very High; 2.51 - 3.25 = High; 1.76 - 2.50 = Low; 1.00 - 1.75 = Very Low

Table 2.2 indicates the level of job performance of nurses in terms of efficiency in accomplishment of task. The grand mean of 3.14 (High) shows that the nurses are overall effective in their work completion implying that they can manage time, prioritize, and utilize resources efficiently to meet the work requirements.

Among the indicators, the most frequent mean is found in “I prioritize tasks based on urgency and patient needs” (Mean = 3.29), which proves that the nurses plan their roles by patient care priorities. This is followed by “I can handle multiple responsibilities efficiently” (Mean = 3.12) and “I complete assigned tasks within the required time” (Mean = 3.11), which all falls to High range, indicating that the nurses are

able to respond to the workload requirements. “I make effective use of available resources in my duties” (Mean = 3.10) and “I manage my time well during my shift” (Mean = 3.09) are also in the category of High which implies that I use the available resources efficiently and manage my time. Although they are the lowest in means, they are in the High range and they are generally satisfactory in completing tasks.

These findings are consistent with the research conducted by Touranteau et al. (2014), who highlight that the capacity of nurses to prioritize, multi-task, and resource optimization plays an important role in the cumulative job performance and patient care outcomes. This underpins the current results, as efficiency is a major aspect of a good nursing practice

**Table 2.3** Level of Job Performance of Nurses in terms of Adherence to Hospital Policies

Indicators	SD	Mean
<b>1. I strictly follow hospital rules and regulations.</b>	0.59	3.44
<b>2. I comply with infection control and safety protocols.</b>	0.59	3.48
<b>3. I respect hospital policies regarding patient confidentiality.</b>	0.61	3.46
<b>4. I participate in hospital programs and initiatives.</b>	0.58	3.43
<b>5. I adhere to the code of ethics of the nursing profession.</b>	0.59	3.50
<b>Grand Mean</b>	3.46 (Very High)	

Scale: 3.26 - 4.00 = Very High; 2.51 - 3.25 = High; 1.76 - 2.50 = Low; 1.00 - 1.75 = Very Low

Table 2.3 demonstrates the degree of job performance among nurses with regard to observing the hospital policies. The grand mean at 3.46 (Very High) would suggest that the nurses are very much adherent to the rules, safety measures, ethical considerations and the initiatives of the hospital, having a strict adherence to the professional and organizational requirements.

Considering the individual statements, the highest mean is in the statement “I adhere to the code of ethics of the nursing profession” (Mean = 3.50), which indicates that nurses, in every way of care, focus on ethical practice. This is followed by “I comply with infection control and safety protocols” (Mean = 3.48) and “I respect hospital policies regarding patient

confidentiality” (Mean = 3.46), which has been viewed as Very High, meaning that an adequate attention to patient safety and privacy is evident. “I strictly follow hospital rules and regulations” (Mean = 3.44) and “I participate in hospital programs and initiatives” (Mean = 3.43), also fall under the Very High category, showing active engagement with institutional expectations. Even the lowest mean remains Very High, which speaks of excellent compliance in all the areas concerned with the policy.

These results can be substantiated by Reid et al. (2014) who have mentioned that the strict compliance with institutional policies, ethics, and safety measures improves the level of professional performance of

nurses and guarantees the quality of provided care to patients. This confirms the current findings, proving

that adherence to policies is one of the critical aspects of high-level nursing practice.

*Table 2.4 Level of Job Performance of Nurses in terms of Teamwork*

Indicators	SD	Mean
<b>1. I cooperate with other healthcare professionals in patient care.</b>	0.73	3.30
<b>2. I willingly assist colleagues when needed.</b>	0.69	3.28
<b>3. I communicate effectively with my team members.</b>	0.68	3.30
<b>4. I contribute to maintaining harmony in the workplace.</b>	0.64	3.33
<b>5. I value collaboration and shared responsibility in nursing practice.</b>	0.68	3.32
<b>Grand Mean</b>	3.31 (Very High)	

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 2.4 indicates the degree of job performance of nurses in regard to teamwork. The average of 3.31 (Very High) implies that nurses show good teamwork and cooperation and, therefore, the workplace is well-organized and has efficient communication, joint responsibility, and values of support.

The largest mean is recorded in the indicator of “I contribute to maintaining harmony in the workplace” (Mean = 3.33), indicating that the nurses do take proactive roles in ensuring that there is a positive and harmonious working environment. This is then closely followed “I value collaboration and shared responsibility in nursing practice” (Mean = 3.32), and “I cooperate with other healthcare professionals in patient care” (Mean = 3.30), which are interpreted as being of Very High. “I communicate effectively with

my team members” (Mean = 3.30) and “I willingly assist colleagues when needed” (Mean = 3.28), is also interpreted as Very High, implying that nurses are helpful and supportive towards the needs of their colleagues. Even the lowest mean is still very high, which underlines the stable collaboration of teams in all areas of nursing practice.

These findings are justified by Kalisch et al. (2015), who emphasized that effective communication, collaboration, and mutual support among healthcare professionals contribute to better team performance, job satisfaction, and quality of patient care.

This validates the current findings, which show that teamwork is also a determinant in high nursing performance.

*Table 2.5 Level of Job Performance of Nurses in terms of Professionalism*

Indicators	SD	Mean
<b>1. I demonstrate punctuality and reliability at work.</b>	0.63	3.45
<b>2. I maintain a neat and appropriate appearance during duty.</b>	0.58	3.41
<b>3. I treat patients and co-workers with respect and courtesy.</b>	0.61	3.43
<b>4. I remain calm and composed even under stressful situations.</b>	0.61	3.46
<b>5. I uphold the standards and values of the nursing profession.</b>	0.58	3.39
<b>Grand Mean</b>	3.43 (Very High)	

Scale: 3.26 - 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 2.5 indicates the degree of professionalism among the nurses with regard to job performance. With the grand mean of 3.43 (Very High), it is also possible to infer that nurses are always subject to the professional conduct, which means that they are reliable, ethical, and respectful in their daily activities.

The highest mean is recorded in “I remain calm and composed even under stressful situations” (Mean = 3.46), because it shows the capability of the nurses to cope with stress while offering quality care. This is then followed I demonstrate punctuality and reliability at work” (Mean = 3.45) and “I treat patients and co-

workers with respect and courtesy” (Mean = 3.43), which are interpreted as Very High meaning that nurses are reliable and respectful to others.

“I maintain a neat and appropriate appearance during duty” (Mean = 3.41) and “I uphold the standards and values of the nursing profession” (Mean = 3.39) also belong to the category of Very High which reflects the uniformity in adhering to the standards of the profession. Even the lowest mean is Very High and

this puts emphasis on the fact that professionalism is consistent among the nurses.

Alilyyani, Wong, and Cummings (2018) noted that professionalism such as reliability, ethical behavior, and respectful behavior have a positive impact on the performance of nurses, patient satisfaction, and organizational image. This confirms the current findings, since it is true that professionalism is an essential element of a high-quality nursing practice.

**Table 2.6 Summary of the Level of Job Performance of Nurses**

Domains	Mean	Interpretation
Quality of Patient Care	3.29	Very High
Efficiency in Task Accomplishment	3.14	High
Adherence to Hospital Policies	3.46	Very High
Teamwork	3.31	Very High
Professionalism	3.43	Very High
Grand Mean	3.32	Very High

Scale: 3.26 – 4.00 = Very High; 2.51 – 3.25 = High; 1.76 – 2.50 = Low; 1.00 – 1.75 = Very Low

Table 2.6 presents the overview of the degree of job performance of nurses at various areas. The mean (Very High) of 3.32 shows that nurses typically demonstrate excellent performance thus tend to offer quality services to patients, policies, teamwork, professionalism and work efficiently.

The best result is seen in Adherence to Hospital Policies (Mean = 3.46, Very High), which allows seeing how much nurses adhere to rules, ethical standards, and protocols in the institutions. This is succeeded by Professionalism (Mean = 3.43, Very High) and Teamwork (Mean = 3.31, Very High) which suggests that nurses practice professionalism and collaboratively work at the workplace. Quality of Patient Care is another category that is in the range of

Very High (Mean = 3.29) which indicates effective patient-centered care. The least mean is in the Efficiency in Task Accomplishment (Mean = 3.14, High); it is lower, but still, it is High, which indicates that nurses are mostly efficient, but may need additional support or training in order to manage time and resources to the maximum.

This is corroborated by Kossaify et al. (2017), who emphasized that compliance with the policies, professionalism, collaborative efforts, and efficiency in tasks all contribute to the overall job performance of nurses and the quality of patient care. This confirms the current brief, stating that skills, collaboration and ethical practice are a combination that results in high performance.

**Table 3. Test of Significant Relationship between Job Satisfaction and Job Performance of Nurses**

Test Variables	Correlation Coefficient	P value	Decision
Job Satisfaction and Job Performance of Nurses	0.587	0.000	Reject the Ho

Note: If  $p \leq 0.05$ , with a significant relationship

Table 3 indicates the significant relationship test between job satisfaction and job performance of nurses. The correlation coefficient of 0.587 demonstrates a moderate positive relationship

meaning that the higher the level of job satisfaction, the higher the job performance of nurses. The p-value 0.000 is smaller than 0.05 which rejects the null

hypothesis, proving that the relationship is statistically significant.

This means that when the nursing professional is satisfied about their work either in the working conditions, relations with other people, career development, appreciation, and pay among other factors, they were found to deliver a better work which was more efficient, policy adhering, collaborating, professional and patient care.

Platis et al. (2015) support these results, noting that job satisfaction is the variable that positively affects the performance of nurses, their motivation, and quality of care. On the same note, Wei (2018) pointed out that nurses who are satisfied tend to be more committed, productive, and likely to be of high standards in their treatment of patients. This confirms the current finding, which shows that job satisfaction can be improved to facilitate the overall performance of nurses.

#### **IV. SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATION**

##### *Summary of Findings*

##### *Level of Job Satisfaction of Nurses*

- In terms of Working Conditions, nurses reported a High level of satisfaction (Grand Mean = 2.74). They appreciate fair work schedules, manageable workloads, and a generally safe and comfortable environment. The lowest-rated item was adequate staffing, which indicates a minor need for improvement.
- Regarding Salary and Benefits, nurses expressed Low satisfaction (Grand Mean = 2.49). Concerns were noted regarding adequacy of pay, benefits, and financial security, reflecting dissatisfaction with economic aspects of their employment.
- For Interpersonal Relationships, nurses reported Very High satisfaction (Grand Mean = 3.28), highlighting strong communication, mutual respect, and supportive supervisory relationships within the hospital.
- Opportunities for Professional Growth received a High rating (Grand Mean = 2.57). Nurses recognize developmental opportunities, though

they are moderately supported and may require further enhancement.

- Recognition was also rated High (Grand Mean = 2.65), suggesting that while nurses feel appreciated for their contributions, feedback and acknowledgment could be more consistent.
- The overall job satisfaction of nurses across all domains is High (Grand Mean = 2.75), indicating that nurses generally hold a positive perception of their employment, with the exception of compensation which remains a concern.

##### *Level of Job Performance of Nurses*

- Nurses demonstrated Very High performance in Quality of Patient Care (3.29), Adherence to Hospital Policies (3.46), Teamwork (3.31), and Professionalism (3.43), reflecting strong competence, ethical compliance, and collaborative behavior.
- Efficiency in Task Accomplishment was rated High (3.14), showing nurses' ability to manage responsibilities and prioritize tasks effectively, although slight improvements in resource utilization and time management could be beneficial.
- The overall job performance of nurses was Very High (Grand Mean = 3.32), demonstrating a consistent and professional approach to their duties.

##### *Relationship between Job Satisfaction and Job Performance*

A moderate positive correlation ( $r = 0.587$ ,  $p = 0.000$ ) exists between nurses' job satisfaction and job performance. This indicates that higher job satisfaction is associated with better job performance. Financial compensation and benefits, as well as interpersonal relationships and recognition, appear to influence performance levels.

##### *Conclusions*

Job satisfaction level is often high among the nurses with the greatest job satisfaction, especially in interpersonal relationships, working conditions, opportunities to develop professionally, and recognition, showing very high job performance in terms of quality of patient care, compliance with

hospital policies, teamwork, and professionalism. It is very efficient in accomplishing the tasks, but can be improved. Altogether, such a positive correlation between job satisfaction and job performance is substantial, which proves that satisfied nurses have more chances to be effective, adhere to professional standards, and help improve patient care outcomes.

### Recommendations

The results of the study suggest the following:

- **Nurses.** Stay in good interpersonal relations, teamwork, and professionalism. Proactively seek skills development possibilities and discuss workload and compensation issues with the management to continue enhancing job satisfaction and performance.
- **Hospital Management.** Solve the problem of dissatisfaction of nurses with salary and benefits by considering the compensation structures and offering incentives. Ensure favorable working environments, acknowledge excellent performance, and provide constant professional development opportunities to ensure high job satisfaction and performance.
- **Patients.** Respect, cooperation, and understanding. Support nurses: This should help to create a good working environment and improve the quality of patient care.
- **Healthcare Institutions.** Establish and put into practice policies that provide fair pay, proper staffing, reward systems, and professional development that will ensure a well-compensated and high-performing nursing workforce.
- **Future Researchers.** Carry out additional research to investigate other aspects that affect the job satisfaction and performance of the nurses, including leaders' styles, organizational culture, and workload management, to give more insight into how the nursing practice can be enhanced.

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