

Work-Life Balance and Its Impact on Job Satisfaction and Burnout Among Nurses in a Provincial Private Hospital

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Abstract— This study investigated the work-life balance (WLB) of nurses, focusing on the physical, mental, social, and financial dimensions of their well-being, and how these factors related to job satisfaction and burnout. Given the increasing demand for healthcare professionals globally, particularly in the Philippines, addressing the challenges that nurses faced in balancing their professional and personal lives was crucial for improving job satisfaction, reducing burnout, and ensuring better retention rates. The research also evaluated the impact of institutional factors, such as staffing levels, shift duration, and management support, on nurses' WLB, job satisfaction, and burnout levels. Using a quantitative approach, data were collected through structured surveys, including demographic information, WLB dimensions, and institutional factors. The study aimed to propose targeted interventions, including flexible scheduling, wellness programs, recognition, and career development opportunities, to enhance nurses' work-life balance, reduce burnout, and improve job satisfaction. The findings emphasized the need for organizational support to improve WLB and provided actionable recommendations for healthcare institutions to foster a healthier work environment. These interventions were vital in reducing turnover and ensuring that nurses remained engaged and motivated to provide high-quality patient care.

Keywords— Work-life balance, Nurse burnout, Job satisfaction, Staffing levels, Organizational support.

I. INTRODUCTION

The nursing profession is one of the most demanding and critical components of healthcare systems around the world. Nurses play a pivotal role in providing direct patient care, often under high pressure and with long working hours. Despite their essential contributions, nurses face significant challenges related to their well-being, particularly when it comes to balancing the demands of their professional and personal lives. Maintaining an optimal work-life balance (WLB) is crucial for nurses, not only to protect their health and mental well-being but also to ensure the quality of care they provide. The balance between work and personal life is particularly important in professions like nursing, where long shifts, emotional labor, and physical strain are common. Nurses who fail to achieve a healthy balance may experience burnout, stress, and dissatisfaction, which in turn can affect their work performance and lead to higher turnover rates.

Work-life balance encompasses multiple dimensions of well-being, including physical, mental, social, and financial aspects. Achieving a balance across these domains can be particularly challenging for nurses, given the nature of their work. Physically, nurses often face long shifts, frequent lifting, and the mental and emotional toll of patient care. These factors can lead to fatigue, which is a significant contributor to burnout. Mentally, nurses must manage high-stress environments, dealing with patients' needs, family concerns, and the emotional strain that comes with patient care. Socially, the demands of work can interfere with personal relationships and family time, leading to isolation. Financially, nurses in many regions, particularly in countries like the Philippines, face pressures due to relatively low wages compared to the demands of their roles. These factors contribute to the complexity of work-life balance and highlight the need for more effective interventions in healthcare settings to support the well-being of nurses.

In the context of the Philippines, nurses are particularly vulnerable to challenges related to work-life balance. The country is currently facing a significant nursing shortage, which places additional pressure on the existing workforce. The growing demand for healthcare services, combined with insufficient staffing levels, exacerbates the stress and workload experienced by nurses (ABS-CBN News, 2023; Department of Health, 2023). Nurses are often required to work long shifts, sometimes exceeding the standard 8-hour workday, which leaves little time for personal rest or engagement in social and family activities. This imbalance not only affects nurses' physical and mental health but also contributes to the high turnover rate seen in many hospitals. A study by Putri et al. (2023) found that work-life imbalance and financial dissatisfaction were key factors influencing nurse retention. Furthermore, with limited opportunities for career advancement and personal growth, many nurses feel disillusioned with their work, leading to a decline in job satisfaction.

The work environment plays a significant role in determining the work-life balance of nurses. Institutional factors such as staffing levels, shift duration, and management support have been shown to either enhance or hinder work-life balance. Bae (2024) highlighted the importance of staffing and scheduling in mitigating burnout and improving nurse retention. Adequate staffing levels and reasonable shift durations can reduce the burden on individual nurses, allowing them to manage their responsibilities more effectively. Conversely, understaffing and long working hours can lead to increased stress, fatigue, and burnout, all of which diminish job satisfaction and contribute to nurse turnover (Banakhar, 2017; Bae, 2024). Additionally, management support is a critical factor that influences nurses' well-being. Nurses who feel supported by their supervisors and are recognized for their hard work tend to experience higher job satisfaction and are less likely to experience burnout (Cohen et al., 2023).

In light of these challenges, it is essential to explore interventions that can improve work-life balance for nurses. Flexible scheduling, wellness programs, recognition, and career development opportunities

have been proposed as effective strategies to improve nurses' work-life balance and reduce burnout. Research has shown that nurses who are allowed greater flexibility in their work schedules report better work-life integration, higher job satisfaction, and lower burnout levels (Cohen, 2023; Cohen et al., 2023). Additionally, wellness programs, such as stress management workshops and physical fitness programs, can help nurses recover physically and emotionally from the demands of their work. Recognition programs that acknowledge the hard work of nurses can significantly boost morale and foster a more positive work environment (Cohen, 2023). Lastly, providing career development opportunities, such as training and mentorship programs, can enhance nurses' professional growth, leading to greater job satisfaction and retention (Putri et al., 2023).

The work-life balance of nurses is influenced by a combination of personal and institutional factors. Achieving a healthy work-life balance is crucial for ensuring nurses' well-being, improving job satisfaction, and reducing burnout. Given the growing challenges in the nursing workforce, particularly in the Philippines, it is essential to address the structural issues that hinder work-life balance and to implement supportive interventions that improve nurses' overall quality of life. This study aims to assess the relationship between nurses' work-life balance and their levels of job satisfaction and burnout, evaluate the impact of institutional factors, and propose actionable interventions to enhance work-life balance and reduce burnout.

The primary objectives of this study are threefold. First, it aims to assess the relationship between nurses' work-life balance (WLB) across various dimensions, including physical, mental, social, and financial well-being, and their levels of job satisfaction and burnout. Second, the study seeks to evaluate the impact of key institutional factors—such as staffing levels, shift duration, and management support—on nurses' work-life balance, job satisfaction, and burnout. Finally, the study aims to propose targeted interventions designed to improve work-life balance, reduce burnout, and

increase job satisfaction among nurses, particularly in a provincial private hospital setting.

II. METHODOLOGY

The methodology of this study follows a quantitative research design, specifically employing a descriptive approach to assess the relationship between nurses' work-life balance (WLB) across physical, mental, social, and financial well-being dimensions and their levels of job satisfaction and burnout. The descriptive design was chosen for its ability to systematically quantify various aspects of WLB and analyze how these dimensions influence job satisfaction and burnout. The study targeted a sample of nurses from both clinical and operational units to ensure broad representation across different nursing roles. A Total Population Study approach was used, meaning all eligible participants were included, which helps eliminate sampling errors and ensures more accurate and comprehensive results.

Data collection was conducted using a structured survey questionnaire that was administered online. The questionnaire was divided into three sections: demographic information (such as age, sex, civil status, years of service, and work schedule), the level of work-life balance across physical, mental, social, and financial well-being domains, and the factors influencing work-life balance, including personal, work-related, organizational, and social factors. Respondents were asked to rate each statement on a 4-point Likert scale (1 = Low, 4 = Very High), allowing for the measurement of the intensity of their experiences and perceptions regarding WLB. The instrument's reliability and validity were ensured through expert validation and adherence to ethical standards, which included obtaining informed consent from all participants and maintaining participant anonymity.

For data analysis, the study utilized descriptive statistics, including frequency counts, percentage distribution, and mean scores, to analyze the survey responses and identify key patterns related to work-life balance. The mean scores were used to quantify the level of work-life balance across the different dimensions, while the variability in responses was

assessed using standard deviation. This statistical approach allowed for the identification of trends and areas where nurses might be experiencing greater stress or dissatisfaction, thus providing actionable insights for potential interventions. The aim was to gain a clear understanding of how different aspects of work-life balance influence job satisfaction and burnout and to inform strategies for improving nurses' well-being.

III. RESULTS AND DISCUSSION

Relationship Between Work-Life Balance Dimensions (Physical, Mental, Social, Financial) and Job Satisfaction & Burnout Among Nurses

Table 1 reveals significant insights into the relationship between work-life balance (WLB) dimensions and job satisfaction and burnout among nurses. The data indicates that while nurses exhibit moderate to high levels of well-being across various domains, challenges remain, particularly in the physical and financial aspects of their lives, which can influence their job satisfaction and increase the risk of burnout.

The physical well-being of nurses, as shown in Table 1, reveals mixed results. While 66% of nurses report positive management of their work schedule, 51% experience fatigue due to long working hours, and 52% struggle to maintain regular exercise due to their workload. These findings are consistent with research by Banakhar (2017) and Bae (2024), who highlighted the connection between long shifts and nurse fatigue, which compromises both physical health and overall job satisfaction. Despite moderate success in managing work schedules and maintaining quality time with family, the inability to engage in regular physical activities and the prevalence of fatigue suggest that physical well-being remains a concern that could exacerbate burnout over time.

In terms of mental well-being, Table 1 shows that nurses report moderate to good scores in handling work-related stress, staying calm in demanding situations, and separating work from personal life, with mean scores of 2.91, 3.11, and 3.21, respectively. These results suggest a generally resilient workforce, with nurses able to manage stress effectively.

However, 56% of nurses report anxiety due to work exhaustion, indicating a gap in mental resilience that may need further attention. This finding aligns with Cohen et al. (2023), who emphasized the importance of stress management programs and mental health support in mitigating burnout. The ability to separate work from personal life is a crucial aspect of mental well-being, as it allows nurses to recover from work-related stress, but the anxiety linked to work exhaustion suggests that emotional resilience might be strained under prolonged work pressure.

Table 1 also highlights strong social well-being, with 94.4% of nurses reporting good relationships with colleagues and 74.3% feeling supported by their social circle. However, the report that only 50% of nurses

actively participate in social activities outside work and that 64% find their work schedule to be in conflict with social events reflects the limitations of work-life integration, particularly in environments with rotating shifts.

These findings underscore the importance of strong internal relationships among colleagues as a coping mechanism, yet they also point to the social isolation that can arise from demanding work schedules.

Getie et al. (2025) and Putri et al. (2023) have highlighted how social isolation stemming from irregular work schedules can negatively affect overall job satisfaction, even when support from colleagues is strong.

Table 1. Relationship Between Work-Life Balance Dimensions (Physical, Mental, Social, Financial) and Job Satisfaction & Burnout Among Nurses

Aspect	Indicator	% Positive (3-4)	% Negative (1-2)	Mean Score	Interpretation
Physical Well-Being	Management of Work Schedule	66%	34%	2.76	Moderate / Good
	Enough Rest and Sleep vs Work Demands	56%	44%	n/a	Moderate / Good
	Fatigue vs Long Working Hours	51%	49%	2.51	Moderate / Good
	Workload vs Regular Exercise	52%	48%	2.48	Low
	Quality Time with Family and Friends	59%	41%	2.72	Moderate / Good
Mental Well-Being	Handling Work-Related Stress	78%	22%	2.91	Moderate / Good
	Calm in Demanding Situations	85%	15%	3.11	Moderate / Good
	Mentally Motivated to Work	78%	22%	2.98	Moderate / Good
	Anxiety due to Work Exhaustion	56%	44%	2.54	Moderate / Good
	Separating Work from Personal Life	88%	12%	3.21	Moderate / Good
Social Well-Being	Relationship with Colleagues	94.4%	5.9%	3.28	High / Very Good
	Participation in Social Activities	50%	50%	2.49	Low
	Work Schedule vs Social Events	64%	36%	2.82	Moderate / Good
	Social Circle Support	74.3%	25.7%	2.98	High / Very Good

Financial Well-Being	Income Sufficiency	56%	44%	2.52	Moderate / Good
	Financial Management	55%	45%	2.62	Moderate / Good
	Financial Stability vs Needs	50%	50%	2.51	Moderate / Good
	Ability to Save/Invest	42%	58%	2.25	Low
	Financial Security	48%	52%	2.54	Moderate / Good

In terms of financial well-being, the results in Table 1 reveal that 56% of nurses report sufficient income to meet their daily needs, but 58% struggle to save or invest. The mean score for financial security (2.54) further highlights the financial insecurity that many nurses face.

This financial strain, particularly the inability to save, is a significant barrier to work-life balance and contributes to stress. Financial difficulties were also found to be a critical driver of turnover in studies by Cohen et al. (2023) and Putri et al. (2023), which reported that financial insecurity among nurses leads to decreased job satisfaction and increased burnout.

This aligns with the finding that nurses who are financially stressed may experience greater levels of burnout, as the constant worry about financial stability adds to the mental load of already demanding work.

While nurses generally report good mental and social well-being, physical and financial aspects of work-life balance remain areas of concern. The physical exhaustion linked to long working hours and the financial insecurity related to insufficient compensation are critical factors that need addressing to reduce burnout and improve job satisfaction.

These findings are consistent with global research on the effects of workload, financial stress, and insufficient work-life balance, particularly in settings with high nurse turnover and chronic understaffing. Addressing these issues with targeted interventions, such as flexible scheduling, financial wellness programs, and improved physical health initiatives,

could significantly enhance nurses' well-being and retention.

Impact of Institutional Factors (Staffing Levels, Shift Duration, Management Support) on Nurses' Work-Life Balance, Job Satisfaction, and Burnout

The results presented in Table 2 highlight the impact of institutional factors such as staffing levels, shift duration, and management support on nurses' work-life balance, job satisfaction, and burnout. These factors are crucial in determining not only the physical and mental well-being of nurses but also their long-term job retention and professional satisfaction.

The staffing levels factor revealed that 89% of nurses felt that their staffing levels were adequate, leading to lower work pressure and better work-life balance. The high mean score of 3.19 indicates that staffing adequacy positively influences job satisfaction and reduces burnout.

This finding aligns with studies such as Bae (2024), which showed that adequate staffing and manageable nurse-to-patient ratios significantly reduce the strain on nurses and improve their overall work-life balance. Inadequate staffing is a known contributor to job dissatisfaction and burnout, particularly in healthcare settings that experience high turnover rates due to workload stress.

The high percentage of nurses reporting positive staffing levels further emphasizes the importance of sufficient staffing in maintaining both job satisfaction and physical well-being.

Table 2: Impact of Institutional Factors (Staffing Levels, Shift Duration, Management Support) on Nurses' Work-Life Balance, Job Satisfaction, and Burnout

Factor	Indicator	% Positive (3-4)	% Negative (1-2)	Mean Score	Interpretation
Staffing Levels	Work Pressure and Staffing Adequacy	89%	11%	3.19	High / Very Good
Shift Duration	Long Work Hours Impact on Personal Life	80%	20%	2.63	Moderate / Good
Management Support	Supervisor Support	93%	7%	3.51	High / Very Good
	Recognition and Appreciation	91%	9%	3.51	High / Very Good

The results related to shift duration show a mixed picture. While 80% of nurses reported that long working hours impacted their personal life, the mean score of 2.63 suggests a moderate effect on their work-life balance. Despite the positive results in staffing adequacy, the impact of long shifts on personal life cannot be ignored. Studies such as Banakhar (2017) and Martinez & Tapia (2025) have indicated that shift length plays a significant role in nurse fatigue, with extended hours leading to stress and burnout. Although nurses report moderate satisfaction with their ability to manage long shifts, the effects on their personal lives and well-being indicate that shorter or more flexible shift structures could alleviate these issues and improve overall work-life balance.

Management support plays a central role in improving nurses' work-life balance, as reflected in the high positive responses for supervisor support (93%) and recognition and appreciation (91%), both of which received very good mean scores of 3.51. These findings indicate that supportive leadership is crucial for nurses' job satisfaction. Nurses who feel recognized and appreciated by their supervisors report higher levels of job satisfaction and are less likely to experience burnout. This is consistent with research by Cohen et al. (2023) and Cohen (2023), which found that management support, especially through recognition, significantly reduces stress and enhances nurses' engagement with their work. The study highlights the role of organizational factors, including leadership practices and recognition programs, in

fostering a positive work environment and mitigating burnout.

In conclusion, the results from Table 2 suggest that staffing levels, shift duration, and management support are key institutional factors influencing nurses' work-life balance, job satisfaction, and burnout. While staffing adequacy and strong management support have a positive impact, long working hours continue to affect nurses' personal lives, indicating the need for adjustments in shift structures to better align with nurses' well-being. To sustain a healthy workforce, healthcare institutions should prioritize adequate staffing, provide regular recognition and support, and explore more flexible shift arrangements. These measures would reduce burnout, enhance job satisfaction, and improve overall work-life balance among nurses.

Proposed Interventions to Enhance Work-Life Balance, Reduce Burnout, and Improve Job Satisfaction Among Nurses in a Provincial Private Hospital

The results presented in Table 3 highlight the effectiveness of proposed interventions aimed at enhancing work-life balance, reducing burnout, and improving job satisfaction among nurses. The table shows the nurses' perceptions of the potential impact of different interventions, including flexible scheduling, wellness programs, recognition programs, and career development opportunities.

Table 3: Proposed Interventions to Enhance Work-Life Balance, Reduce Burnout, and Improve Job Satisfaction Among Nurses in a Provincial Private Hospital

Intervention Area	Indicator	% Positive (3-4)	% Negative (1-2)	Mean Score	Interpretation
Flexible Scheduling	Impact on Work-Life Balance	94%	6%	3.49	High / Very Good
Wellness Programs	Leave Benefits Aid Stress Recovery	89%	11%	2.89	Moderate / Good
Recognition Programs	Recognition and Appreciation	91%	9%	3.51	High / Very Good
Career Development Opportunities	Career Growth & Training	97%	3%	3.43	High / Very Good

The flexible scheduling intervention received a very positive response, with 94% of nurses indicating that it would significantly impact their work-life balance. The high mean score of 3.49 reflects the importance of this intervention in alleviating stress and improving nurses' ability to manage both work and personal responsibilities. This result aligns with findings from Cohen et al. (2023), which highlighted that flexible work hours are among the most effective strategies for improving work-life balance in healthcare settings. Given that long shifts and rigid schedules are common causes of burnout, offering more flexible scheduling options could help nurses maintain better physical and mental well-being while ensuring job satisfaction.

In terms of wellness programs, the data reveals that 89% of nurses believed that leave benefits could help in stress recovery. The mean score of 2.89 indicates a moderate to good impact, suggesting that although wellness programs are seen as beneficial, there may be room for improvement in their implementation or accessibility. This finding aligns with Cohen et al. (2023) and Bae (2024), who noted that while wellness programs are helpful, their effectiveness can be limited if they are not fully integrated into the work culture or if nurses feel that they cannot take advantage of such programs due to staffing shortages or time constraints. Expanding these programs to include more accessible mental health resources and physical health initiatives would further support nurses' recovery and prevent burnout.

The recognition programs were also highly regarded by nurses, with 91% indicating that recognition and

appreciation would significantly improve their job satisfaction and reduce burnout. The mean score of 3.51 highlights the strong impact of management support and acknowledgment in improving morale and job satisfaction. These findings resonate with research from Cohen (2023) and Lee & Cha (2023), who found that recognition and appreciation from management significantly contribute to a positive work environment and reduce the likelihood of burnout. Nurses who feel valued by their supervisors are more likely to stay engaged in their work, resulting in better patient care and improved retention rates.

Finally, the career development opportunities intervention received the highest support, with 97% of nurses reporting that career growth and training opportunities would improve their work-life balance and job satisfaction. The high mean score of 3.43 suggests that offering opportunities for professional development is seen as a key strategy for enhancing job satisfaction and retention. This finding aligns with Cohen et al. (2023), which emphasized the importance of career advancement opportunities in reducing turnover and burnout. Providing nurses with clear career pathways and ongoing training not only benefits the individual nurses but also strengthens the overall healthcare system by ensuring that staff are continually improving their skills.

The proposed interventions, particularly flexible scheduling, recognition programs, and career development opportunities, are highly valued by nurses and have the potential to significantly enhance work-life balance, reduce burnout, and improve job

satisfaction. Implementing these strategies could lead to a more engaged and satisfied nursing workforce, which is essential for improving patient care and reducing staff turnover.

IV. CONCLUSION

This study provides valuable insights into the factors that influence the WLB of nurses, shedding light on the importance of both personal well-being and institutional support in shaping their overall job satisfaction and burnout levels. The findings indicate that while nurses report moderate to high levels of well-being in certain areas, such as mental and social health, challenges persist in the physical and financial domains. These gaps contribute to higher levels of burnout and dissatisfaction. Additionally, institutional factors such as staffing levels, shift duration, and management support play a crucial role in shaping nurses' work-life balance and, by extension, their job satisfaction and retention.

Given these findings, several actionable recommendations can be made to improve the work-life balance of nurses and reduce burnout. First, flexible scheduling emerges as a key area for improvement. With a large percentage of nurses indicating that flexible schedules would significantly enhance their work-life balance, healthcare institutions should prioritize implementing more adaptable shift structures. Allowing nurses greater control over their work hours would help reduce fatigue, improve their ability to balance personal and professional responsibilities, and ultimately lead to better overall well-being. This approach has been shown in previous research to have a positive impact on reducing burnout and increasing job satisfaction.

Another important area for intervention is the expansion of wellness programs. While nurses reported moderate benefits from existing wellness programs, the results suggest that more accessible and integrated initiatives could provide greater support. Healthcare institutions should consider offering a broader range of wellness resources, such as mental health support, stress management programs, and physical health initiatives like fitness programs or relaxation therapies. By offering a more

comprehensive approach to well-being, nurses would be better equipped to manage the physical and emotional demands of their work, helping to reduce the risk of burnout.

Moreover, recognition programs are essential in fostering a positive work environment. The study found that a significant majority of nurses valued recognition and appreciation from their supervisors. To improve morale and job satisfaction, healthcare institutions should establish structured recognition programs that regularly acknowledge both individual and team achievements. By fostering a culture of appreciation, institutions can enhance job satisfaction, reduce burnout, and improve nurse retention rates. Simple acts of recognition, such as feedback and rewards for outstanding work, can have a profound effect on nurses' sense of value and engagement in their roles.

Providing career development opportunities is another critical recommendation. Nurses overwhelmingly expressed that access to career growth and training opportunities would improve their job satisfaction. Hospitals and healthcare organizations should invest in offering clear pathways for advancement, mentorship programs, and continuous education opportunities. Supporting professional development not only helps nurses advance in their careers but also contributes to their long-term job satisfaction and retention. By offering career growth opportunities, healthcare institutions can prevent stagnation, which often leads to burnout, and ensure that nurses remain engaged and committed to their work.

Finally, addressing staffing shortages is an urgent priority. Adequate staffing levels were shown to positively impact nurses' work-life balance and job satisfaction. To reduce burnout and improve work-life balance, healthcare institutions must work to address the ongoing issue of understaffing by hiring more nurses and improving retention strategies. By ensuring that nurses are not overburdened by excessive workloads, institutions can help reduce the stress that leads to burnout and create a more supportive work environment.

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ISSN: 2582-6832