

Assessment of the Level of Job Happiness Among Nurses in A Tertiary Hospital in Quezon Province

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Abstract

Objectives: This study aimed to comprehensively investigate the factors influencing job happiness among nurses in a tertiary government hospital, including both intrinsic motivators and extrinsic hygiene factors, to understand how these factors affect their overall well-being, job happiness, and professional performance. The study also aims to use the insights to develop a practical, evidence-based enhancement plan that can improve nurse morale and foster a positive work environment.

Methodology: A quantitative-descriptive correlational research design was utilized; with sample size determined using Slovin's formula. A total of 166 nurses participated in the study. The collected data were systematically analyzed to identify key patterns, interpret meaningful relationships, and provide an evidence-based understanding of how intrinsic and extrinsic motivators influence nurses' job happiness in a real-world clinical setting.

Major Findings: This study examined the levels, relationships, and predictive influence of intrinsic motivators on nurses' job happiness in a tertiary government hospital. Findings revealed that nurses generally reported positive perceptions across most intrinsic dimensions, particularly in Achievement, Recognition, Work Itself, and Growth, where mean scores largely fell within the "Agree" range. Nurses felt accomplished in their daily tasks, recognized for their work, and engaged in meaningful, skill-based responsibilities. However, some areas-particularly Responsibility, Advancement clarity, enjoyment of daily tasks, and continuous skill development- reflected neutral perceptions, indicating opportunities for institutional improvement. Correlation analysis demonstrated that all six intrinsic dimensions- Achievement, Recognition, Work Itself, Responsibility, Advancement, and Growth were positively and significantly related ($p < .001$). The strongest relationships were observed among Responsibility and Advancement, Achievement and Responsibility, and Advancement and Growth, suggesting that these motivational factors operate in an interconnected, reinforcing manner. The rejection of null hypotheses in the correlation analysis confirms that job happiness is multidimensional and structurally integrated. Regression analysis further revealed that the overall model significantly predicted Work Itself, explaining 29.6% of its variance. Among the predictors, Recognition and Growth were significant contributors, whereas Achievement, Responsibility, and Advancement were not significant when analyzed simultaneously. These findings indicate that nurses' perception of meaningful and fulfilling work is primarily shaped by feeling appreciated and having opportunities for professional development.

Conclusions: The study concludes that nurses in the tertiary government hospital experience moderate to high job happiness across intrinsic motivational dimensions, with recognition and growth as significant predictors, and that comprehensive strategy addressing all intrinsic factors are necessary to enhance

overall job satisfaction.

Recommendations: For Hospital Administration/ Human Resource Section.

1. Implement structured, consistent recognition programs, such as monthly performance acknowledgments, peer-recognition initiatives, patient appreciation boards, and leadership training in effective feedback and appreciative communication, to enhance nurses' sense of value and job satisfaction.
2. Implement Wellness programs to provide mental health support, stress management, and wellness activities to reduce burnout and improve nurse well-being.
3. Establish feedback mechanisms such as suggestion boxes and forums for nurses' input.

For Chief Nurse and Nursing Managers

1. Encourage open communication, teamwork, and a positive unit atmosphere to strengthen nurse engagement and morale.
2. Recognize achievements through praise, awards, or certificates to boost motivation and satisfaction.
3. Regularly assess patient assignments and delegate tasks equitably to reduce stress and prevent burnout.
4. Empower nurses to make decisions within their scope, providing guidance to build confidence and accountability.
5. Hold regular staff meetings to address concerns, review unit performance, and collect suggestions for improvement.

For Training Section

1. Offer regular in-service trainings, refresher courses, and online modules to keep nurses updated on clinical knowledge and best practices.
2. Establish clear learning and skill milestones for nurses at different levels, aligned with promotions and clinical responsibilities.
2. Offer courses for nurses aspiring to management or supervisory roles, focusing on team leadership, communication, and problem-solving.
3. Encourage nurses to pursue certifications, specialty courses, or advanced degrees, integrating learning goals into performance appraisals.
4. Regularly survey nurses to evaluate the relevance, quality, and impact of training activities and adjust programs accordingly.

Recommended for Quality Assurance Department

1. Establish Feedback Loops for Nurses. Share QA findings with unit managers and nurses, highlighting strengths and areas for improvement in a constructive manner.
2. Ensure clear, consistent, and updated clinical guidelines are accessible and implemented across all nursing units.
3. Encourage nurses to take ownership of their performance and outcomes, while providing support to maintain high standards.
4. Use QA data to identify and reward exemplary performance, promoting motivation and job satisfaction among nurses.

Recommended for Future Research

1. Investigate the impact of burnout and stress levels on nurses' job happiness and performance in tertiary hospitals.
2. Examine how different leadership styles of nurse managers and administrators influence intrinsic motivation and job satisfaction.
3. Explore the role of work-life balance and flexible scheduling in shaping nurses' engagement and overall well-being.

Chapter 1**THE PROBLEM AND ITS BACKGROUND****Introduction**

Job happiness is an important component of any career, especially in the healthcare industry, where workers' well-being directly impacts patient outcomes. Because nurses are the backbone of the healthcare system, their personal well-being and the quality of care they provide are both influenced by job satisfaction. Although nurses serve a vital role in healthcare, many encounter obstacles that make their work unsatisfactory, particularly in government institutions where resources may be scarce, and workloads are often heavy. The purpose of this study is to identify opportunities for development that can improve healthcare delivery and employee satisfaction by examining the factors that contribute to job satisfaction among nurses at a tertiary government hospital.

Nurses in government hospitals frequently face challenging environments, with long shifts, heavy patient loads, and possibly insufficient resources. These factors may lead to high turnover, burnout, and work dissatisfaction, thereby affecting organizational performance. Studies show that the work environment, organizational support, opportunities for growth, and interpersonal interactions all influence nurses' job satisfaction.

Unlike private healthcare institutions, government hospitals face specific challenges such as budget constraints, inefficient bureaucracy, and frequent higher patient-to-nurse ratios. These difficulties may make nurses more stressed and less satisfied with their jobs. Notwithstanding these obstacles, government hospitals are crucial for providing the public with affordable healthcare; therefore, it is critical to attend to the welfare of their nursing staff to ensure the best possible care for patients.

The goal of this study is to understand the complex relationship between job satisfaction and government hospital settings among nurses. It examines how several factors affect overall job satisfaction, including pay, career growth opportunities, the work environment, and professional connections.

By identifying variables such as workload, supervisor support, and recognition, the study aims to offer hospital management practical suggestions for improving job satisfaction, thereby increasing staff retention and elevating the standard of patient care.

Through an extensive examination of the experiences and viewpoints of nurses employed in a government hospital, this research aims to illuminate the crucial factors that influence job satisfaction. To promote a happy and rewarding work environment for nurses, it emphasizes the importance of a supportive environment and the need for strategic interventions. The goal of this research is to ensure that nurses' job satisfaction is emphasized in policy and practice, benefiting not only nurses but also the patients they serve and the healthcare system.

Theoretical Framework

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, is a seminal concept in organizational psychology that explains the factors that affect job satisfaction. This theory posits that job happiness and unhappiness arise from two distinct sets of factors—motivators and hygiene factors. This framework will apply Herzberg's Two-Factor Theory to explore and understand job happiness among nurses in a government hospital setting.



Figure 1: Herzberg's Two-Factor Theory of Motivation

Herzberg's Two-Factor Theory categorizes job-related factors into two groups: Motivators and Hygiene factors. Each group impacts nurses' job happiness in different ways.

Motivators: Intrinsic factors tied to the work itself and individuals' Perception of their roles, including:

1. Achievement: A sense of accomplishment and fulfillment of professional goals.
2. Recognition: Acknowledgement and appreciation for the work done.
3. Work Itself: How interesting the job is and its opportunities for creativity and significance.
4. Responsibility: The level of autonomy and control nurses have over their work.
5. Advancement: Opportunities for career progression and professional development.
6. Growth: The job offers opportunities for personal and professional growth.
7. Hygiene Factors: Extrinsic factors related to the job environment and conditions. These Include:
8. Company Policies and Administration: The fairness and adequacy of hospital policies and administration.
9. Supervision: Quality of supervision and nurse- supervisor relationships.
10. Salary: The adequacy of pay and financial compensation.
11. Interpersonal Relationships: Quality of relationships with colleagues and supervisors.
12. Working Conditions: Physical and psychological workplace conditions.
13. Job Security: Stability and security provided by the job.

According to Herzberg, the presence of motivators leads to job happiness and satisfaction, while the absence of hygiene factors leads to job dissatisfaction. Thus, for nurses in a government hospital, addressing both motivators and hygiene factors is crucial to enhance job happiness.

Application of Herzberg's Two-Factor Theory to Nurses in Government Hospital

Motivators:

1. Achievement: Nurses gain satisfaction from successful patient outcomes and public health contributions. Recognizing these achievements boosts job happiness.
2. Recognition: Regular acknowledgement of nurses' hard work and dedication through awards, public recognition, and positive feedback can boost morale and job satisfaction.
3. Work Itself: Challenging, engaging roles and meaningful patient interactions fuel motivation and happiness.
4. Responsibility: Providing nurses with autonomy in clinical decisions and a degree of control over their work schedules can enhance their sense of responsibility and job satisfaction.
5. Advancement: Clear career paths and opportunities for promotion fulfill nurses' career goals.
6. Growth: Continuous professional development-such as training and certifications-expands personal and professional growth.

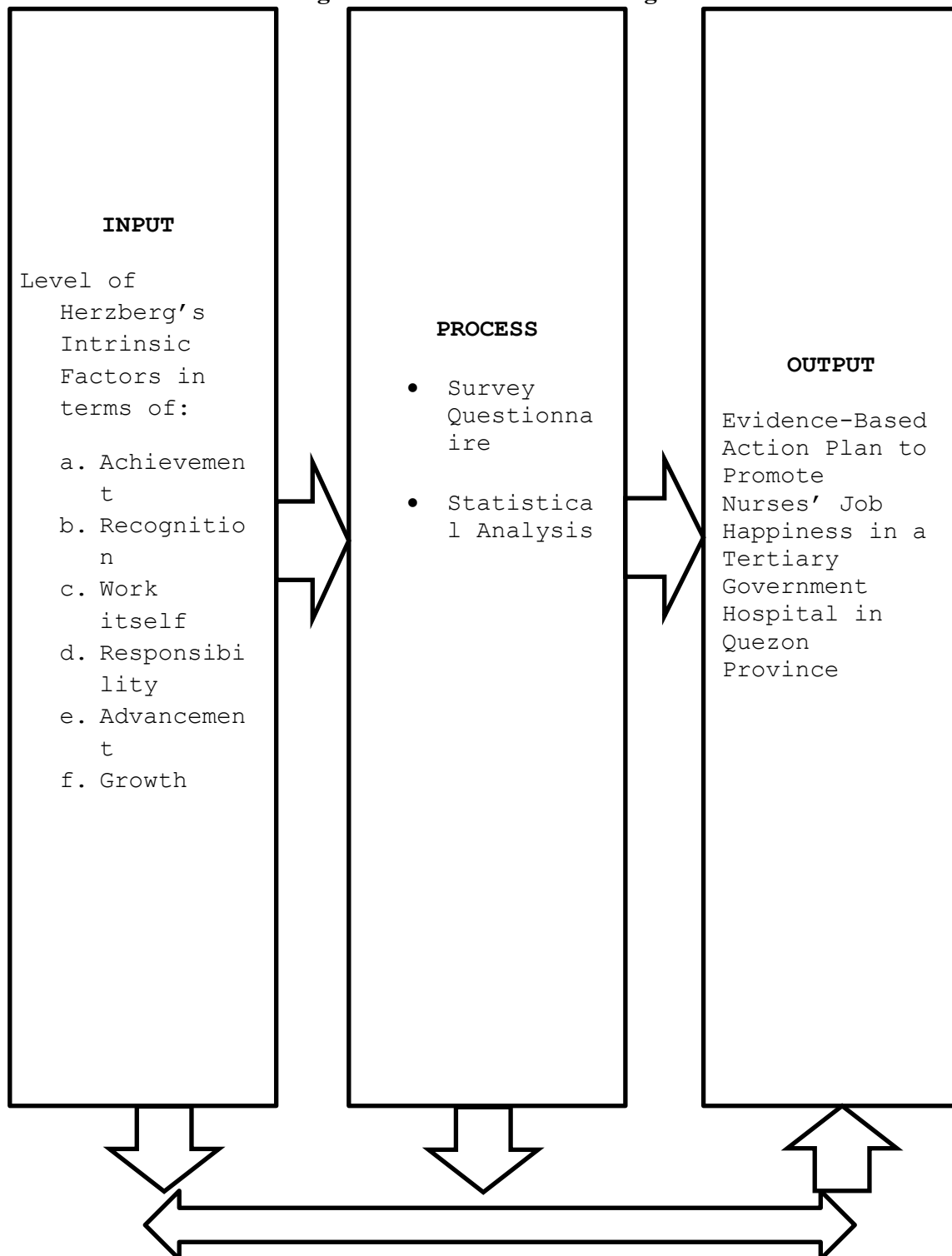
Hygiene Factors:

1. Company Policies and Administration: Transparent, fair and efficient policies prevent dissatisfaction and support nurses.
2. Supervision: Supportive supervision reduces job dissatisfaction. Supervisors should be trained to give constructive feedback and support.
3. Salary: Competitive, fair compensation is vital to avoid dissatisfaction. Regular salary reviews and market-aligned adjustments to address this need.
4. Interpersonal Relationships: A positive, cohesive team environment prevents dissatisfaction.
5. Job Security: Stable employment and clear security alleviate job instability concerns.

Conceptual Framework

The research paradigm explains the study's purpose and recommends actions for boosting nurses' happiness at a Tertiary Hospital in Quezon Province. The Input-Process-Output (IPO) paradigm guides this design. Figure 2, outlines the study's importance.

Figure 2: The Research Paradigm



Statement of the Problem

This study aims to address this gap by investigating the factors influencing job satisfaction among nurses at a tertiary government hospital. The research will focus on identifying the intrinsic motivators that contribute to job happiness and well-being. Understanding these factors is crucial for developing targeted interventions that can enhance happiness, improve nurse retention, and ultimately lead to better patient

care outcomes.

1. What is the Level of Job Happiness of Nurses in a Tertiary Government Hospital in terms of Intrinsic Motivators, such as:

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement

1.1 Growth

2. Is there a significant relationship between the various dimensions of job happiness among nurses?
3. Is there a significant predictive between the inter-dimensional factor of job happiness of nurses?
4. What is evidence-based action plan that can be proposed based on the findings of the study?

Hypotheses

Ho: There is no significant relationship between Herzberg's motivator factors and the level of job happiness among nurses in a tertiary government hospital in Quezon Province.

Significance of the Study

This study is significant because it provides insights into the factors influencing job satisfaction among nurses at a tertiary government hospital in Quezon Province. By examining the relationship between selected motivational factors and nurses' job satisfaction, this study's findings may contribute to the development of strategies that promote a positive, supportive, and motivating work environment for nurses. The results of this study may benefit the following stakeholders:

Staff Nurses. This study may help nurses identify factors affecting their job happiness, enabling improvements that support job satisfaction and patient care.

Nursing Leaders and Administrators. Nursing leaders use the findings to design strategies that enhance motivation, profession growth, and happiness within their teams.

Hospital Management and Policy Makers. The finding may provide evidence to assist hospital administrators and policymakers in developing policies, programs, and strategies that promote nurses' job satisfaction, improve workplace conditions, and strengthen nurse retention.

Individual Patients. The findings of this study may benefit patients by improving care, safety, and satisfaction.

Nursing Education Institutions. Nursing schools may gain insights to better prepare students for workplace realities and the value of professional motivation.

Future Medical Researchers. The findings may contribute to the existing body of knowledge on job happiness among nurses and serve as a reference for future studies on motivation, workplace well-being, and nursing management.

Scope and Limitations/Delimitations of the Study

The study focuses on nurses currently employed in a tertiary Hospital in Quezon Province. The target population includes all 284 staff nurses, while the sample consists of 166 nurses selected to represent the various nursing units. These units include the Emergency Room, OB-Emergency Room, OB-Gyne Ward, Surgery Ward, Orthopedic Ward, Pediatric Ward, Pediatric Intensive Care Unit, Female and Male

Medicine Wards, Intensive Care Unit, Infectious Ward, Neonatal Intensive Care Unit, Delivery Room, Operating Room, Post-Anesthesia Care Unit, Dialysis Unit, and Out-Patient Department.

Delimitations: The study is limited to staff nurses in the selected tertiary hospital and does not include nurses from other hospitals or health facilities in Quezon Province. Only those nurses who agreed to participate and were available during the data collection period were included.

Limitations: The study's findings may be affected by factors such as nurses' workload, time constraints, and willingness to provide complete and honest responses. These factors may limit the generalizability of the results to other hospitals or regions.

Definition of Terms

To ensure that all study participants clearly understand specific phrases related to job happiness among nurses at a tertiary government hospital and its relationship to work-related profile, the following terms are defined:

Achievement. Successful completion of tasks and responsibilities, and recognition of accomplishments within the healthcare setting.

Advancement. Opportunities for professional promotion, career progression, and increased responsibilities within the organization.

Employee Recognition. Acknowledgment and appreciation of employees' efforts, achievements, and contributions to the organization.

Growth. The process of personal and professional development through skill acquisition, learning opportunities, and increased competence in the workplace.

Herzberg's Two-Factor Theory. A motivation theory that suggests that satisfaction and dissatisfaction at work are influenced by two sets of factors: hygiene factors and motivators.

Job Dissatisfaction. A negative emotional state resulting from unmet expectations, unfavorable working conditions, or a perceived lack of support or recognition in professional roles. It encompasses feelings of frustration, discontent, and a lack of workplace fulfillment.

Job Happiness. A positive emotional state resulting from the appraisal of one's job experiences. It encompasses feelings of satisfaction, fulfillment, and joy derived from work.

Job Satisfaction. The extent to which employees feel content with their job roles, work environment, compensation, and other job-related factors.

Responsibility. The degree of accountability and ownership a nurse has over assigned tasks, decisions, and the outcomes of patient care.

Staff Nurses. Healthcare professionals who provide patient care, support, and education within various medical settings.

Tertiary Government Hospital. A large, specialized hospital typically equipped to handle severe or complex medical conditions, providing advanced medical care, and often funded and managed by the government.

Work Itself. The intrinsic characteristics of the job, including the nature of the tasks, meaningfulness, and opportunities for engagement and skill utilization.

Work Overload. The extent to which workers are expected to put in more hours than they are capable of, the volume or complexity of work assigned, and the discrepancy between the resources available and the demands of their job.

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter reviews the literature and research findings on job happiness and job satisfaction in nursing practice. It demonstrates existing knowledge, identifies theoretical foundations, highlights emerging patterns, and points out gaps that the current study seeks to address. The review encompasses national and international scholarly publications, empirical studies, books, and scientific journals.

Job Happiness and Job Satisfaction in Nursing Practice

Job happiness and Job satisfaction are frequently used interchangeably in organizational and healthcare research to describe the degree to which employees feel fulfilled, content, and emotionally positive about their work. In nursing practice, job satisfaction is critically important because nurses serve as frontline care providers whose well-being significantly affects patient outcomes and healthcare quality (Simatupang, 2015). According to Locke (as cited in Simatupang, 2015), job happiness is a positive emotional state that emerges from the appraisal of one's job experiences.

Contemporary research views job happiness as a multidimensional construct that extends beyond basic satisfaction with pay or work conditions, incorporating psychological well-being, sense of meaning, engagement, and perceived professional value (Lu et al., 2019). These perspectives are particularly relevant in nursing, given the emotional labor, ethical challenges, and close patient interactions inherent to the profession.

Theoretical Foundations: Herzberg's Two-Factor Theory and Motivation

Motivation and job happiness are central constructs in organizational behavior theories. One of the most influential frameworks is Herzberg's Two-Factor Theory, which categorizes factors influencing job attitudes into motivators (intrinsic elements such as achievement, recognition, responsibility, advancement, and personal growth) and hygiene factors (extrinsic elements such as salary, supervision, and organizational policies) (Herzberg, 1959; Robbins, 2009). Motivators create job satisfaction and enhance engagement, while hygiene factors prevent dissatisfaction but do not guarantee happiness.

Recent studies continue to support the relevance of this model in healthcare settings. Lu et al. (2019) emphasized that both intrinsic motivators and extrinsic conditions must be addressed to enhance job satisfaction and happiness among nurses, suggesting that interventions should balance professional development, supportive leadership, and working conditions.

Achievement

Research demonstrates that achievement is a strong predictor of job happiness among nurses

Lu et al. (2019) reported that nurses who perceive tangible evidence of their contributions — such as successful patient recovery, effective clinical decision-making, and meeting care goals — report higher levels of job satisfaction and emotional fulfillment.

In a study of hospital nurses in Singapore, Lee and Chua (2018) found that personal achievement was positively correlated with professional happiness. Nurses who experienced frequent positive patient care outcomes reported stronger engagement and fewer intentions to leave their jobs.

Reyes and De Guzman (2018) in the Philippines highlighted that nurses who felt they made meaningful contributions to patient outcomes experienced higher job satisfaction and professional pride.

Research findings consistently support the importance of recognition for job happiness:

Recognition

Ulrich et al. (2010) argued that recognition from leadership and peers significantly improves nurses' job satisfaction, organizational commitment, and retention.

Laschinger and Leiter (2016) found that nurses who received regular recognition reported higher levels of emotional well-being, reduced burnout, and stronger job commitment.

Martinez (2021) in the Philippines observed that nurses who received formal recognition — such as awards, commendations, and public acknowledgment — reported greater job happiness and motivation to perform.

Ismail et al. (2018) in Malaysia also emphasized that recognition and feedback from supervisors were major contributors to nurses' job satisfaction in tertiary hospitals.

Psychological Factors Affecting Nurses' Happiness

Psychological factors, such as stress, optimism, resilience, and personal motivation, also influence nurses' workplace happiness. Research in health psychology has shown that personal characteristics and coping strategies play important roles in determining how nurses respond to workplace challenges.

A study examining the influence of psychological traits on nurses' job satisfaction found that resilience and optimism significantly improve nurses' ability to cope with workplace stress. Nurses who demonstrate higher levels of optimism and personal determination tend to experience greater job satisfaction and happiness compared to those who experience higher levels of stress.

Furthermore, qualitative research exploring nurses' experiences of job satisfaction found that meaningful patient relationships, professional autonomy, and opportunities for career growth are important contributors to workplace happiness. Nurses reported that feeling valued and respected within their organizations significantly enhanced their sense of fulfillment in their profession.

These findings highlight the importance of both organizational and psychological factors in shaping nurses' workplace happiness.

Job Burnout and Its Impact on Nurses' Happiness

Burnout is widely recognized as a major factor affecting nurses' happiness and job satisfaction. Burnout is characterized by emotional exhaustion, depersonalization, and reduced professional accomplishment, which may lead to decreased motivation and job dissatisfaction.

Recent studies have shown that burnout among nurses has increased significantly in recent years, particularly during the COVID-19 pandemic. A systematic review examining nurse burnout during the pandemic found that emotional exhaustion and work-related stress significantly affected nurses' well-being and professional satisfaction.

Another study examining the relationship between burnout and job satisfaction among nurses found that high levels of burnout are associated with lower job satisfaction and decreased professional engagement. Nurses experiencing burnout may feel overwhelmed by workload demands and workplace stress, which can negatively affect their overall job satisfaction.

These findings suggest that healthcare institutions must implement effective stress management strategies and supportive work environments to improve nurses' well-being.

Workplace Factors Influencing Nurses' Happiness

Workplace factors such as staffing levels, workload, leadership

support, and professional recognition significantly influence nurses' job satisfaction. Research has shown that inadequate staffing and excessive workload are among the most common challenges nursing face. A recent study conducted among hospital nurses in the Philippines found that burnout and workload significantly influence nurses' job satisfaction. The study revealed that nurses experiencing high workload demands were more likely to report lower levels of workplace satisfaction and increased stress. Healthcare organizations that promote supportive leadership, professional recognition, and opportunities for career advancement are more likely to improve nurses' workplace happiness and job satisfaction. These organizational strategies help create positive work environments that support nurses' professional development and psychological well-being.

Implications for the Current Study

The reviewed literature demonstrates that job happiness among nurses is influenced by multiple interconnected factors, including leadership support, motivation, teamwork, workload management, recognition, and professional development opportunities. These factors collectively shape nurses' perceptions of their work environment and influence their job satisfaction.

Although numerous studies have explored nurse job satisfaction internationally and nationally, there remains limited research specifically examining the level of job happiness among nurses in tertiary government hospitals in Quezon Province. Understanding the factors influencing nurses' happiness in this context is essential for developing effective strategies to improve workplace conditions, enhance workforce retention, and ensure high-quality patient care.

Work Itself

Studies have emphasized the role of meaningful work in job happiness:

Lu et al. (2019) found that nurses who viewed their work as meaningful and impactful reported significantly higher levels of job happiness and professional satisfaction.

Rahman et al. (2020) in Malaysia reported that nurses who experienced variety, autonomy, and meaningful patient care interactions were more likely to express job satisfaction and reduced workplace stress.

In the Philippine context, Santos and Vinluan (2022) found that nurses who perceive their daily tasks as purposeful and aligned with their professional values reported greater job contentment.

Responsibility

Research affirms that responsibility positively affects job happiness:

Ingram and Powell (2018) reported that nurses with higher decision-making authority and responsibility in clinical settings experienced higher job satisfaction and felt more empowered in their roles.

Chanthasartsakul et al. (2019) observed that nurses with greater responsibility reported increased professional confidence, job engagement, and emotional fulfillment. Lagman (2023), in the Philippine context, reported that nurses with greater responsibility in patient care and clinical decision-making reported higher job satisfaction and reduced turnover intentions.

Advancement

Several studies identify advancement as a key determinant of job satisfaction:

Al-Shammari et al. (2021) found that access to promotion opportunities and professional advancement was significantly associated with higher job satisfaction and lower turnover rates among nurses in

resource-constrained hospitals.

Gonzales (2023) reported in the Philippines that nurses who perceived fair and transparent opportunities for career progression rated higher job happiness.

Reyes and De Guzman (2018) found that nurses who saw a clear career path, including advanced clinical roles and leadership positions, reported greater professional satisfaction.

Growth

Research underscores the importance of growth opportunities:

Al Maqbali (2021) found that nurses with access to continuous education, specialty training, and certification programs reported higher levels of job satisfaction and organizational commitment.

Navarro (2022) in the Philippines identified professional development as a key predictor of job happiness, especially for early-career nurses seeking mastery and confidence in clinical practice.

Laschinger and Leiter (2016) showed that hospitals that invested in employee development programs achieved higher nurse retention and satisfaction.

Synthesis

The literature reviewed indicates that nurses' job happiness and performance are influenced by both organizational conditions and intrinsic motivational factors, as explained in Herzberg's Two-Factor Theory of Motivation. Herzberg's theory distinguishes between hygiene factors, which prevent dissatisfaction, and intrinsic or motivational factors, which actively promote satisfaction and engagement. While general concepts of job satisfaction often focus on external conditions such as salary, staffing, or workload, Herzberg emphasizes the role of internal motivators—achievement, recognition, the work itself, responsibility, advancement, and personal growth—in fostering true workplace happiness. This distinction is critical in the nursing context, where emotional and professional fulfillment can be as significant as material or structural considerations.

In practice, general job satisfaction may be influenced by external or hygiene factors, such as pay, working hours, and hospital policies. These factors can prevent dissatisfaction, but do not necessarily lead to high motivation or happiness. In contrast, Herzberg's intrinsic factors directly affect nurses' engagement and professional fulfillment. For example, a nurse may receive adequate compensation and reasonable shifts (hygiene factors) but still experience low job happiness if they lack recognition for their achievements or opportunities for professional growth. Conversely, when nurses are empowered with meaningful responsibilities, recognized for their contributions, and provided with growth opportunities, they are more likely to experience sustained motivation and satisfaction, regardless of certain external challenges.

The nursing profession illustrates the importance of intrinsic motivators. Nurses who experience achievement in providing quality patient care, recognition from supervisors and colleagues, and autonomy in decision-making demonstrate higher levels of job happiness. Similarly, access to advancement and professional development strengthens their commitment and professional identity. These findings highlight that while external conditions shape the work environment, intrinsic factors are the true drivers of sustained happiness and engagement among nurses.

Therefore, by comparing the general concept of job satisfaction with Herzberg's framework, it is evident that focusing on intrinsic factors provides a deeper understanding of the mechanisms that foster nurses' happiness and performance. This distinction supports the rationale for the present study, which seeks to assess the level of job happiness among nurses in a tertiary hospital setting and explore how intrinsic

motivators influence their work engagement, well-being, and professional commitment.

Chapter 3

RESEARCH METHODOLOGY

This chapter outlines the methods and techniques the researcher employed to conduct the investigation. It highlights the use of the correlation coefficient and emphasizes the rigorous approach inherent in quantitative research. Additionally, it details the research instrument, the respondents, and ethical considerations. It also covers the three stages of data collection and processing, as well as the sampling technique and data analysis procedures.

Research Design

This study adopted a quantitative–descriptive correlational research design, a methodological approach suited for examining measurable attributes and identifying statistical associations among variables. The descriptive component was used to portray the demographic and professional characteristics of nurses—including age, gender, educational attainment, clinical area of assignment, clinical function, length of stay, and employment status—providing foundational context for analyzing job happiness. The correlational aspect, on the other hand, aimed to determine whether relationships existed between these work-related characteristics and nurses’ levels of job happiness driven by intrinsic motivators. Since correlational research does not manipulate variables but rather investigates naturally occurring conditions in the workplace, it is appropriate for studies of professional behaviors, perceptions, and motivational factors. Through this design, the study generated an evidence-based understanding of how intrinsic motivators relate to nurses’ job happiness in a real clinical setting.

Research Locale

The study was conducted at a tertiary government hospital in Quezon Province, a major referral center providing specialized services across various clinical areas, including medical–surgical units, intensive care, emergency medicine, pediatrics, obstetrics and gynecology, and other subspecialties. As a high-level public healthcare institution, the hospital operates in a dynamic and demanding environment where nurses frequently manage complex cases and high patient volumes. This setting made it an ideal locale for assessing job happiness, as tertiary hospitals are known for their fast-paced, high-pressure conditions that may influence nurses’ motivation and satisfaction differently from primary or secondary healthcare facilities. Selecting this locale ensured that the findings accurately reflected the unique organizational climate and workload demands of government tertiary institutions.

Population and Sampling Scheme

The study population consisted of all 284 licensed nurses employed at the tertiary government hospital at the time of data collection. These included both staff nurses and nurse managers, allowing the study to capture perspectives from direct care providers and administrative leaders. To ensure representation across departments and job categories, the study used stratified random sampling. Stratification was based on clinical unit, job function, and length of service to guarantee that each subgroup contributed proportionately to the sample. The final sample size was computed using standard formulas such as Slovin’s formula:

Where:

- n = sample size
- N = total population
- e = margin of error (commonly 0.05 or 5%)

Ensuring the number of respondents was adequate for descriptive and correlational analyses. This sampling scheme increased the reliability and generalizability of the findings within the hospital setting.

Description of the Respondents

The respondents included nurses from a wide range of age groups, employment statuses, and years of experience. By involving newly hired nurses alongside long-tenured ones, the study captured diverse perspectives on job happiness across different stages of professional development. Both male and female nurses were represented, allowing for an inclusive view of gender dynamics within the workforce. Respondents also varied in educational attainment, from bachelor's degree holders to those with postgraduate degrees. Furthermore, respondents came from different clinical units and positions, including staff nurses and those holding supervisory or managerial roles. This diversity ensured that the respondent profile portrayed a comprehensive and realistic snapshot of the nursing population within the tertiary hospital.

Research Instrument

This study used a self-developed questionnaire as the primary tool for assessing the needs; the data will be collected through a researcher-developed questionnaire instrument. The first part collected demographic and work-related information, including age, sex, educational background, clinical area of assignment, job function, employment status, and length of service. These variables formed the basis for profiling respondents. The second part featured a Job Happiness Scale anchored in Herzberg's Motivation-Hygiene Theory, focusing on intrinsic motivators such as achievement, recognition, work itself, responsibility, advancement, and growth. Respondents rated items using a Likert scale, enabling quantifiable assessment of their experiences. To ensure consistency in data interpretation, a scoring key with corresponding level interpretations was established. The scale ranged from 1 to 5, where 5 (4.20-5.00) indicated Strongly Agree and was interpreted as Very Happy, 4 (3.40-4.19) as Agree or Happy, 3 (2.60-3.39) as Neither Agree or Disagree and interpreted as Neutral, 2 (1.80-2.59) as Disagree and Unhappy, and 1 (1.00-1.79) as Strongly Disagree and Very Unhappy. Higher mean scores indicated higher level of job happiness. For negatively stated items, reversed scoring was applied to maintain consistency in interpretation.

SCORING KEY WITH LEVEL INTERPRETATION			
Scale	Range	Description	Interpretation for the Level of Happiness
5	4.20-5.00	Strongly Agree (SA)	Very happy
4	3.40-4.19	Agree (A)	Happy
3	2.60-3.39	Neither Agree or Disagree (NDA)	Neutral
2	1.80-2.59	Disagree (D)	Unhappy
1	1.00-1.79	Strongly Disagree (SD)	Very Unhappy

Prior to administration, the instrument underwent content validation by experts to ensure clarity, relevance, and alignment with the study objectives. A pilot test further established its reliability, with Cronbach's alpha indicating acceptable internal consistency. The instrument's strong validity and

reliability ensured accurate and credible data collection.

Data Gathering Procedures

The researcher obtained the research adviser's permission to submit the study title to St. Jude College. Subsequently, the researcher personally visited the Quezon Provincial Hospital Network–Quezon Medical Center and submitted a formal request letter to secure approval for data collection. Data collection commenced following the approval of the hospital administration and the ethics review committee. The researcher submitted all required documents, including the research proposal, informed consent forms, and copies of the questionnaire, to ensure compliance with ethical standards. Upon receiving approval, the researcher coordinated with unit heads and nurse supervisors to schedule the questionnaire distribution at times that minimized disruption to clinical duties. Participants were thoroughly oriented regarding the purpose of the study, the voluntary nature of their participation, and the measures in place to ensure confidentiality. Each respondent was given sufficient time to complete the questionnaire accurately and honestly via an online Google Form, which enabled secure, anonymous submission. The researcher asked a statistician for help with data analysis. Once the data were collected, the researcher created an action plan to improve job happiness among nurses at Quezon Medical Center. Since the researcher utilized the respondent's sensitive information to gather data, the respondent's identity was withheld from this publication.

Data Processing and Statistical Treatment

The data gathered from the completed questionnaires were carefully encoded, organized, and processed using statistical software to ensure accuracy, consistency, and reliability of the results. Before encoding, each questionnaire was reviewed for completeness, and any unclear or missing responses were verified to minimize processing errors. Because the study followed a quantitative approach, systematic data handling was essential to transform raw numerical data into meaningful statistical outputs. These processed data served as the basis for addressing all components of the Statement of the Problem, including the nurses' work-related profile, their level of job happiness, the relationships between profile variables and intrinsic motivators, and the development of a data-driven enhancement plan.

To answer Research Question 1, which described the nurses' work-related profile in terms of age, sex, educational attainment, clinical area of assignment, clinical function, length of stay, and employment status, descriptive statistics were employed. Continuous variables such as age and length of stay were summarized using the mean and standard deviation to capture both the average value and the extent of variation. The formulas used were:

Mean:

$$\bar{X} = \frac{\sum X}{N}$$

Where:

- $\bar{X}$ = the mean
- $\sum X$ = the sum of all individual scores
- N = the total number of respondents or observations

Standard Deviation:

$$SD = \sqrt{\frac{\sum(X - \bar{X})^2}{N - 1}}$$

Where:

- SD = Standard deviation
- X = Individual score
- $\bar{X}$ = Mean score
- N = Total number of respondents

In the context of this study, standard deviation—a measure of how much individual responses differ from the average—was essential for analyzing continuous variables such as age, length of stay, and Likert-scale job happiness scores for each intrinsic motivator. After computing the mean score for a specific motivator—such as achievement or recognition—the researcher calculated the SD to determine how tightly clustered or widely varied the nurse responses were.

Nominal variables—such as sex, educational attainment, clinical area, clinical function, and employment status—are categorical variables that describe group membership without numerical value. These were analyzed using frequency (f) and percentage (%), which allowed a clear presentation of how many respondents belonged to each group.

Percentage:

$$\text{Percentage} = \left(\frac{f}{N} \right) \times 100$$

Where:

- f = frequency or number of respondents in a specific category
- N = total number of respondents
- Percentage = proportion of respondents expressed as a percent

In the context of this study, standard deviation—a measure of how much individual differ from the average—was essential for analyzing continuous variables, such as age, length of stay, and Likert-scale job-happi happiness scores, for each intrinsic motivator. Specifically, after computing the mean score for a particular motivator—such as achievement or recognition -the researcher calculated the SD to determine how tightly clustered or widely varied the nurse responses were.

Nominal variables-such as sex, education, clinical area, function, andemployment-describe group membership without numerical value. We analyzed These using frequency (f) and percentage (%). This clearly shows how many respondents belonged to each group.

Chi-Square Test of Independence

Used for relationships between two categorical variables, such as:

- Sex × Job Happiness
- Clinical Area × Job Happiness

Formula:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

- χ^2 = Chi-square statistic
- O = observed frequency in each category
- E = expected frequency if no relationship exists
- $(O - E)^2 / E$ = measure of deviation between observed and expected values

Independent Samples t-Test

Applied when comparing **two groups**, such as:

- Male vs. Female
- Staff Nurse vs. Nurse Manager

Formula:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

Where:

- $\bar{X}_1$ = mean of group 1
- $\bar{X}_2$ = mean of group 2
- s_1^2 = variance of group 1
- s_2^2 = variance of group 2
- n_1 and n_2 = sample sizes of the two groups

This test assessed whether the average job happiness significantly differed between two categories of respondents.

One-Way ANOVA (Analysis of Variance)

Used when comparing **three or more groups**, such as:

- Educational attainment levels
- Multiple clinical units

Formula:

$F = MS_{\text{between}} / MS_{\text{within}}$

Where:

F = ANOVA test statistic

MS_{between} = Mean Square Between Groups

MS_{within} = Mean Square Within Groups

All inferential analyses used a 0.05 significance level. Results with p-values at or below 0.05 were statistically significant. This standard ensured our conclusions relied on robust statistical evidence.

Finally, the results of both descriptive and inferential statistics were used to address Research Question 4, which sought to develop a job happiness action plan. Motivators with low weighted means and profile factors showing significant relationships with job happiness were prioritized in the recommendations. By grounding the enhancement plan in empirical results, the study ensured that interventions were not only relevant but also responsive to the nursing workforce's actual experiences, needs, and motivations at the tertiary government hospital. The statistical analysis thus played a dual role: it validated the study's findings and guided the creation of a scientifically informed, practical strategy to improve job satisfaction among nurses.

Ethical Considerations

The study followed ethical standards by taking specific actions: securing formal approval from the hospital administration and appropriate ethics review body prior to data collection; fully informing participants about the study's purpose, procedures, risks, and voluntary nature; obtaining written informed consent to ensure voluntary and informed participation; maintaining participants' anonymity by not collecting identifying information on questionnaires; and storing all data securely for exclusive academic use. These steps ensured compliance with key ethical principles, including respect for persons, beneficence, and justice, throughout the research.

Chapter 4

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents findings on job happiness among nurses in a government hospital, focusing on intrinsic motivators from Herzberg's Two-Factor Theory. Data are systematically presented, analyzed, and interpreted in accordance with the study objectives.

1. The Level of Job Happiness based on Intrinsic Motivators.

1.1 Achievement

This section specifically explores how nurses' sense of achievement relates to their job happiness, focusing on their experiences of success, fulfillment, and reward while carrying out their professional duties. The analysis will highlight how these experiences contribute to overall job satisfaction in the context of providing quality patient care and meeting clinical expectations.

The table below summarizes the respondents' perceptions regarding their sense of accomplishment in daily nursing responsibilities.

Table 1: Level of Job Happiness of Nurses in terms of Achievement

Statement	SD	Mean	Description	Interpretation
1. I feel a sense of accomplishment in my daily nursing tasks.	0.398	3.80	Agree	Agree
2. I am able to meet my professional goals and expectations in this hospital.	0.564	3.28	Neither Agree or Disagree	Neutral
3. I feel that my contributions positively impact patient care.	0.476	3.66	Agree	Happy
4. I receive challenging but achievable tasks that enhance my skills.	0.578	3.43	Agree	Happy
Average Mean		3.5425	Agree	Happy

The findings on Achievement reveal that the level of job happiness of nurses in terms of achievement obtained an overall mean of 3.5425, interpreted as "Happy" based on the descriptive equivalent of

“Agree.” This indicates that, in general, nurses experience a positive sense of accomplishment and fulfillment in the performance of their professional duties.

In terms of specific indicators, respondents reported a strong sense of accomplishment in their daily nursing tasks ($M=3.80$, $SD=0.398$), interpreted as Happy. This suggests that nurses generally perceive their daily responsibilities as meaningful and rewarding. Similarly, they agreed that their contributions positively impact patient care outcomes ($M = 3.66$, $SD=0.476$), likewise interpreted as Happy, reflecting a sense of professional value and recognition in their work. In addition, respondents agreed that they are given challenging but achievable tasks that enhance their skills ($M=3.43$, $SD = 0.578$), also interpreted as Happy, indicating that work assignments are generally perceived as conducive to professional growth. However, results showed a neutral perception regarding the statement that they are able to meet their professional goals and expectations in the hospital ($M = 3.28$, $SD = 0.564$), suggesting that nurses may experience some inconsistency or uncertainty in fully attaining their professional objectives within the institution.

Overall, the findings suggest that nurses experience a generally positive level of job happiness in terms of achievement. This supports Herzberg’s Two Factor-Theory (Herzberg, Mausner, & Snyderman, 1959), which identifies achievement as a key intrinsic motivator that contributes to job satisfaction. Likewise, Locke’s Goal-Setting Theory (1976) emphasizes that satisfaction is closely linked to the extent to which individuals perceive that they have achieved their work-related goals. Furthermore, the results are consistent with the findings of Lu et al. (2012), who reported that nurses’ sense of accomplishment and meaningful contribution to patient care are significant determinants of job happiness. Similarly, Aiken et al. (2002); 2014) emphasized that supportive work environments and opportunities for professional achievement are strongly associated with improved nurse satisfaction and retention. The concept of achievement motivation is also supported by McClelland’s Achievement Motivation Theory, which highlights individuals’ intrinsic drive to excel and derive satisfaction from successful performance outcomes.

The implications of these findings are substantial. Clearer goal-setting frameworks, sharper performance benchmarks, and structured feedback can improve nurses’ sense of achievement. As intrinsic motivators such as achievement shape job happiness and retention (Al Ahmari et al. ,2023; Alahiane et al., 2023), hospital administrators should focus on building professional accomplishment. This approach can boost well-being, increase engagement, stabilize the workforce, and improve patient care (Li et al., 2024).

1.2 Recognition

Recognition means receiving appreciation for work. This section measures how valued nurses feel at work.

Table 2: Level of Job Happiness of Nurses in terms of Recognition

Statement	SD	Mean	Description	Interpretation
5. I receive verbal or written recognition for a job well done.	0.457	3.74	Agree	Happy
6. I feel that my contributions are appreciated by my patients and their families.	0.559	3.30	Neither Agree or Disagree	Neutral
7. There are awards,	0.486	3.62	Agree	Happy

incentives, or other forms of appreciation given to outstanding employees in this hospital.				
8. I feel that my supervisors acknowledge my efforts, even during busy or challenging shifts.	0.601	3.28	Neither Agree or Disagree	Neutral
Average Mean		3.485	Agree	Happy

The findings on Recognition reveal that the level of job happiness of nurses in terms of recognition obtained an overall mean of 3.485, interpreted as “Happy” based on the descriptive equivalent of “Agree.” This indicates that, in general nurses experience a positive level of perceived recognition in their workplace, although variations exist across specific indicators.

In terms of specific statements, respondents reported that they receive verbal or written recognition for a job well done ($M = 3.74$, $SD = 0.457$), interpreted as Happy, suggesting that formal and informal acknowledgment of performance is generally present and appreciated by nurses. Likewise, they agreed that there are awards, incentives or other forms of appreciation given to outstanding employees in the hospital ($M = 3.62$, $SD = 0.486$), also interpreted as Happy, indicating that institutional mechanisms for recognizing exemplary performance are perceived to be moderately in place. Furthermore, respondents agreed that their supervisors acknowledge their efforts, even during busy or challenging shifts ($M = 3.28$, $SD = 0.601$), likewise interpreted as Happy, reflecting a generally positive perception of supervisory acknowledgment, although the relatively higher standard deviation suggests variability in experiences among nurses. Recognition is widely documented as a powerful intrinsic motivator that enhances job satisfaction and psychological well-being. Herzberg’s motivation–hygiene theory identifies recognition as a key motivator that strengthens positive job attitudes and engagement (Robbins, 2009). Empirical evidence further confirms that meaningful recognition significantly improves nurses’ job satisfaction and commitment (Ulrich et al., 2010; Laschinger & Leiter, 2006; Rai et al., 2021).

However, a neutral perception was observed regarding the statement that their contributions are appreciated by patients and their families ($M = 3.30$, $SD = 0.559$), interpreted as Neutral, indicating that appreciation from patients and relatives may not be consistently experienced across all respondents.

These implications are significant. Formal recognition systems are moderately established. Increasing day-to-day interpersonal acknowledgment, especially during difficult shifts, may help nurses feel valued. Organizations should use leadership training focused on appreciative communication and regular feedback. Recognition is linked to higher engagement and job happiness (Al Ahmari et al., 2023; Alahiane et al., 2023). Improving formal and informal recognition can boost morale, organizational commitment, and possibly workforce retention in government hospitals.

1.3 Work Itself

The nature of nursing work plays a significant role in job happiness. This section examines nurses’ satisfaction with their daily tasks and responsibilities.

Table 3: Level of Job Happiness of Nurses in terms of Work Itself

Table 3: Level of Job Happiness of Nurses in terms of Work Itself

Statement	SD	Mean	Description	Interpretation
9. I find my work meaningful and fulfilling.	0.464	3.72	Agree	Happy
10. I enjoy the daily tasks and responsibilities of my job.	0.853	3.04	Neither Agree or Disagree	Neutral/Uncertain
11. My job allows me to utilize my skills and knowledge effectively.	0.465	3.69	Agree	Happy
12. My tasks as a nurse are engaging and allow me to continuously learn.	0.449	3.75	Agree	Happy
Average Mean		3.55	Agree	Happy

The findings on Work Itself indicate that the level of job happiness of nurses in terms of work itself obtained an overall mean of 3.55, interpreted as “Happy” based on the descriptive equivalent of “Agree”. This indicates that, in general, nurses experience a positive level of satisfaction with the nature and content of their work.

In terms of specific indicators, respondents agreed that they find their work meaningful and fulfilling ($M = 3.72$, $SD = 0.464$), interpreted as Happy, suggesting that nurses perceive their roles as purposeful and intrinsically rewarding. Similarly, they agreed that their job allows them to utilize their skills and knowledge effectively ($M = 3.69$, $SD = 0.465$), also interpreted as Happy, indicating that nurses feel competent and able to apply their professional training in their daily practice. Furthermore, respondents agreed that their tasks as nurses are engaging and allow them to continuously learn ($M = 3.75$, $SD = 0.449$), likewise interpreted as Happy, reflecting opportunities for ongoing professional development and intellectual stimulation within their roles.

Despite these positive perceptions, nurses expressed neutrality regarding enjoyment of daily tasks and responsibilities ($M = 3.04$), with a notably higher standard deviation ($SD = 0.853$), interpreted as Neutral indicating variability in experiences. This suggests that while nurses value the purpose and learning aspects of their profession, routine demands and workload pressures may affect day-to-day enjoyment. Prior research highlights that workload imbalance and high stress levels can diminish job happiness despite the meaningfulness of the profession (Mari et al., 2018). Furthermore, burnout has been shown to negatively impact workplace happiness and patient outcomes (Li et al., 2024), underscoring the importance of examining workload design and stress management in tertiary hospital settings.

These findings highlight several key implications: First, preserving the meaningful and skill-based aspects of nursing practice is essential. Equally, prioritizing workload fairness, clear task distribution, and robust operational support directly improves satisfaction and reduces strain (Ageiz & Abd El Mageed, 2020; Ingram & Powell, 2018). Finally, increasing autonomy and engagement can raise nurses’ daily enjoyment, supporting long-term job happiness and workforce stability.

1.4 Responsibility

Responsibility refers to the autonomy and accountability granted to nurses. This section assesses the extent

of control nurses feel they have over their work.

Table 4: Level of Job Happiness of Nurses in terms of Responsibility

Statement	SD	Mean	Description	Interpretation
13. I am given enough independence in making clinical decisions within my scope of practice.	0.560	3.34	Neither Agree or Disagree	Neutral
14. My hospital trusts me to perform my nursing duties efficiently.	0.531	3.23	Neither Agree or Disagree	Neutral
15. I am able to take responsibility for my work without unnecessary restrictions.	0.523	3.41	Agree	Happy
16. I feel accountable for the quality of patient care I provide.	0.636	3.11	Neither Agree or Disagree	Neutral
Average Mean		3.2725	Neither Agree or Disagree	Neutral

The findings on Responsibility suggest a moderate yet somewhat uncertain perception of autonomy and accountability among nurses in the tertiary government hospital. Only one item—being able to take responsibility without unnecessary restrictions ($M = 3.41$)—reached the “Agree” level and interpreted as “Happy”, while perceptions of independence in clinical decision-making ($M = 3.34$), institutional trust ($M = 3.23$), and accountability for patient care quality ($M = 3.11$) remained neutral and neither they agree or disagree. These results indicate that while nurses recognize their professional obligations, they may experience limitations in autonomy or perceive inconsistent institutional trust.

Autonomy is a key motivator linked to job satisfaction and performance. Herzberg’s framework highlights responsibility as a factor that drives real work engagement (Robbins, 2009). Research supports this link. In Philippine Level III government hospitals, control and responsibility are associated with job satisfaction. This shows the value of participatory governance (Lintag et al., 2022). Other studies show that professional autonomy boosts job satisfaction and performance, especially in high-acuity settings (Judi et al., 2025). When nurses can use their clinical judgment within their role, they feel more engaged and fulfilled.

The neutral responses in this study may be due to structural or bureaucratic constraints in public-sector institutions. Decision-making can be hierarchical (Hayes et al., 2010). These limits can weaken nurses’ sense of empowerment, even if they are professionally competent.

1.5 Advancement

Career advancement opportunities contribute to long-term job happiness. This section evaluates the potential for professional growth and promotion.

Table 5: Level of Job Happiness of Nurses in terms of Advancement

Statement	SD	Mean	Description	Interpretation
1. I have opportunities for promotion and career advancement in this hospital.	0.514	3.54	Agree	Happy
2. There is a clear path for career growth in my department.	0.735	3.01	Neither Agree or Disagree	Neutral
3. I am encouraged to apply for higher positions when opportunities arise.	0.667	3.01	Neither Agree or Disagree	Neutral
4. The hospital supports internal hiring and promotions for deserving employees.	0.644	3.12	Neither Agree or Disagree	Neutral
Average Mean		3.17	Neither Agree or Disagree	Neutral

The findings on Advancement reveal that the level of job happiness of nurses obtained an overall mean of 3.17, interpreted as “Neutral” based on the descriptive equivalent of “Neither Agree or Disagree”. This indicates that, in general, nurses have a moderate or uncertain perception regarding opportunities for career growth and professional advancement within the hospital. Specifically, nurses expressed neutrality about the clarity of career pathways ($M = 3.01$), encouragement to pursue higher positions ($M = 3.01$), and support for internal promotions ($M = 3.12$). Higher standard deviations for clarity ($SD = 0.735$) and encouragement ($SD = 0.667$) indicate inconsistent experiences across departments, suggesting variability in communication and application of advancement policies.

Herzberg sees advancement as a key motivator for job satisfaction and engagement (Robbins, 2009). When employees see real opportunities for professional growth, they show greater commitment and sustained motivation. Studies support this: career growth pathways boost workforce happiness and help retain employees (Rai et al., 2021). By contrast, unclear promotional messages and bureaucratic practices in public institutions can lower satisfaction (Hayes et al., 2010). In the Philippines, conditions like short-term work and limited benefits can also affect how nurses view their long-term careers (Philippine Nurses Association, 2020).

The implications of these findings suggest that while structural advancement opportunities may formally exist, clearer communication, transparent promotion criteria, and active encouragement are essential to maximize their motivational impact. Establishing visible clinical ladders, mentorship systems, and participatory career planning discussions may enhance nurses’ perceptions of professional mobility. Strengthening advancement systems aligns with intrinsic motivation theory and may foster greater organizational commitment, reduce turnover intentions, and sustain long-term job satisfaction in tertiary government hospitals.

1.6 Growth

Growth involves learning opportunities and skill development. This section assesses whether nurses feel they are developing professionally.

Table 6: Level of Job Happiness in terms of Growth

Statement	SD	Mean	Description	Interpretation
1. The hospital provides	0.499	3.45	Agree	Happy

continuous education and training programs.				
2. I am given opportunities to attend seminars, workshops, or conferences.	0.501	3.48	Agree	Happy
3. I receive constructive feedback that helps me improve my performance.	0.530	3.51	Agree	Happy
4. I feel that I am continuously developing my nursing skills in this hospital.	0.601	3.28	Neither Agree or Disagree	Neutral
Average Mean	3.43	Agree	Happy	Happy

The findings on Growth indicate that nurses generally perceive the hospital as supportive of professional development with an overall mean of 3.43, interpreted as “Happy” based on the descriptive equivalent of “Agree”. This support is especially evident in structured educational activities. Respondents agreed that the hospital provides continuous education and training programs ($M = 3.45$) interpreted as Happy, suggesting that institutional efforts to enhance professional competence are generally present. Similarly they agreed that they are given opportunities to attend seminars and workshops ($M = 3.48$), and constructive feedback to improve performance ($M = 3.51$). These results suggest that formal mechanisms for skill enhancement and learning are moderately established within the institution. Growth is recognized as a central intrinsic motivator in Herzberg’s framework. Opportunities for development foster genuine job satisfaction and engagement (Robbins, 2009). Consistent with this theory, studies confirm that professional growth and developmental support significantly enhance nurses’ motivation and commitment (Rai et al., 2021).

However, nurses expressed neutrality regarding their perceptions of continuous skill development ($M = 3.28$), indicating that while training opportunities exist, they may not consistently translate into sustained professional progression. This aligns with findings that structural support must be coupled with meaningful application and career integration to strengthen long-term job happiness (Reyes & De Guzman, 2018). Additionally, professional growth opportunities are closely associated with retention and workforce stability, particularly when linked to structured career pathways (Philippine Nurses Association, 2020).

The implications suggest that hospitals should not only provide training activities, but also ensure that they are accessible to all. They should also ensure that learning is systematically integrated into clinical practice and career advancement systems. Establishing mentorship programs, competency-based progression frameworks, and individualized development plans may enhance nurses’ perception of continuous growth. Intrinsic motivators such as growth significantly influence job happiness and engagement. Reinforcing developmental continuity can improve morale, professional identity, and long-term organizational commitment in tertiary government hospital settings.

2. Significant relationship between the interdimensional factor of job happiness of nurses.

Table 7: Correlation Table

Variable Pair	r value	p value	Significance	Decision
Achievement – Recognition	0.504	< .001	Significant	Reject H ₀
Achievement – Work Itself	0.355	< .001	Significant	Reject H ₀
Achievement – Responsibility	0.568	< .001	Significant	Reject H ₀
Achievement – Advancement	0.354	< .001	Significant	Reject H ₀
Achievement – Growth	0.397	< .001	Significant	Reject H ₀
Recognition – Work Itself	0.454	< .001	Significant	Reject H ₀
Recognition – Responsibility	0.478	< .001	Significant	Reject H ₀
Recognition – Advancement	0.366	< .001	Significant	Reject H ₀
Recognition – Growth	0.480	< .001	Significant	Reject H ₀
Work Itself – Responsibility	0.313	< .001	Significant	Reject H ₀
Work Itself – Advancement	0.338	< .001	Significant	Reject H ₀
Work Itself – Growth	0.456	< .001	Significant	Reject H ₀
Responsibility – Advancement	0.569	< .001	Significant	Reject H ₀
Responsibility – Growth	0.516	< .001	Significant	Reject H ₀
Advancement – Growth	0.528	< .001	Significant	Reject H ₀

The correlation analysis reveals a statistically significant relationship among all inter-dimensional factors of job happiness among nurses at a tertiary government hospital. All variable pairs show positive correlations, with p-values < .001, leading to the rejection of the null hypothesis in every case. These findings indicate that the intrinsic motivators—achievement, recognition, work itself, responsibility, advancement, and growth—are strongly interconnected and do not function independently.

Notably, the strongest correlations were observed between Responsibility and Advancement ($r = 0.569$), Achievement and Responsibility ($r = 0.568$), and Advancement and Growth ($r = 0.528$). These moderate to strong positive relationships suggest that when nurses perceive greater autonomy and accountability, they are also more likely to perceive clearer advancement opportunities and professional development. This finding aligns with Herzberg's framework, which emphasizes that intrinsic motivators operate synergistically to enhance job satisfaction and engagement (Robbins, 2009). Further supporting this, studies highlight that professional autonomy, growth opportunities, and recognition collectively strengthen nurses' job happiness and organizational commitment (Rai et al., 2021; Lintag et al., 2022).

Moderate correlations between recognition and other variables—such as Recognition–Growth ($r = 0.480$) and Recognition–Work Itself ($r = 0.454$)—further show that acknowledgment and appreciation are closely linked with nurses' perceptions of daily work and professional development. This supports findings that meaningful recognition boosts satisfaction, morale, and engagement (Ulrich et al., 2010; Laschinger & Leiter, 2006).

Overall, the consistently significant relationships indicate that job happiness among nurses is multidimensional and structurally integrated; improvements in one intrinsic motivator may positively influence others. Thus, institutional strategies to enhance job happiness should be comprehensive, strengthening recognition systems, growth opportunities, autonomy, and advancement pathways to support workforce well-being and retention.

3. Significant predictive between the interdimensional factor of job happiness of nurses

Table 8: Overall Model Summary (Dependent Variable: Work Itself)

r value	r ² value	p value	Significance	Decision
0.544	0.296	< .001	Significant	Reject H₀

Table 9: Regression Coefficients (Predictors of Work Itself)

Predictor	p value	Significance	Decision
Achievement	0.183	Not Significant	Fail to Reject H ₀
Recognition	0.005	Significant	Reject H₀
Responsibility	0.448	Not Significant	Fail to Reject H ₀
Advancement	0.287	Not Significant	Fail to Reject H ₀
Growth	0.005	Significant	Reject H₀

The regression analysis examined whether inter-dimensional factors of job happiness significantly predict satisfaction with the Work Itself, the core dimension of nurses' job happiness. The overall model was statistically significant ($r = 0.544$, $r^2 = 0.296$, $p < .001$), leading to the rejection of the null hypothesis. The model explains 29.6% of the variance in Work Itself, indicating moderate explanatory power. This suggests that intrinsic motivational factors collectively contribute meaningfully to how nurses perceive the nature, fulfillment, and engagement derived from their daily tasks.

Recognition ($p = 0.005$) and Growth ($p = 0.005$) significantly predicted Work Itself. Achievement ($p = 0.183$), Responsibility ($p = 0.448$), and Advancement ($p = 0.287$) did not differ when analyzed together. These results show that acknowledgment and professional development drive how nurses see their work experience.

Recognition as a strong predictor supports Herzberg's motivation-hygiene theory, which identifies recognition as an intrinsic motivator of job satisfaction and engagement (Robbins, 2009). Research shows that meaningful recognition increases nurses' job commitment and psychological well-being (Ulrich et al., 2010; Laschinger & Leiter, 2006; Al Ahmari et al., 2023). When nurses feel valued, their view of their work improves.

Growth as a significant predictor reinforces the role of professional development. Studies show that continuous training, mentorship, and skill development enhance job satisfaction and retention (Rai et al., 2021; Reyes & De Guzman, 2018). Professional growth strengthens nurses' sense of competence and identity. This improves their engagement with their work.

Achievement, responsibility, and advancement did not significantly predict outcomes, but earlier correlations suggest they have indirect or interrelated effects. Shared governance and autonomy structures remain key elements influencing job happiness (Lintag et al., 2022; Hayes et al., 2010).

Overall, the findings indicate that recognition and growth function as primary drivers of nurses' satisfaction with the work itself. To address these findings, hospital administrators should implement structured recognition systems—such as formal awards or peer acknowledgment processes—and offer ongoing professional development opportunities, including mentorship, continuing education, and training programs. Focusing on these initiatives is recommended to improve job satisfaction, retain nursing staff, and support high-quality patient care.

4. Proposed Job Happiness action plan based on the finding of the study.

COMPREHENSIVE JOB HAPPINESS ACTION PLAN PROGRAM

“Project CARE+: Cultivating Achievement, Recognition, and Empowerment for Nurses”

I. Program Description

Project CARE+ is a structured, evidence-based job-happiness action plan program designed for nurses at a Tertiary Government Hospital. The program is anchored on the significant predictive and correlational findings showing that Recognition and Growth significantly predict satisfaction with the Work Itself, which is central to job happiness.

Because the regression model accounts for 29.6% of the variance in Work Itself, boosting these intrinsic motivators can meaningfully enhance overall job happiness.

The program integrates structured recognition systems, professional development pathways, leader-driven accountability mechanisms, and achievement-reinforcement strategies. These elements support career clarity, professional advancement, and ongoing impact driven by leaders.

II. Rationale

The statistical findings strongly justify this intervention:

1. Significant Predictors of Work Itself (Core of Job Happiness):

- o Recognition
- o Growth

2. Strong Inter-Dimensional Correlations

- o Responsibility ↔ Advancement
- o Achievement ↔ Responsibility
- o Growth ↔ Advancement
- o Recognition ↔ Achievement
- o Growth ↔ Responsibility

These findings demonstrate that enhancing predictor variables (Recognition, Growth, Responsibility, Advancement, Achievement) will significantly strengthen satisfaction with the work itself and thereby increase job happiness.

Thus, Project CARE+ focuses on strengthening these predictor variables, with leaders playing a critical role in championing and modeling these practices, to improve overall job happiness.

III. Target Participants

- Staff Nurses
- Charge Nurses
- Nurse Supervisors
- Nurse Managers
- Newly hired nurses

I. IV. Proposed Budget (Total: P50,000 only)

Item	Estimated Cost (P)
Recognition Awards (certificates, plaques, tokens quarterly)	12,000
Training & Skill Workshops (materials, speakers, handouts)	15,000
Career Development Materials & Printing	5,000
Leadership & Responsibility Training	8,000
Monitoring & Evaluation (survey forms, documentation)	3,000

Snacks for Workshops (multiple sessions)	7,000
TOTAL	₹50,000

IV. Comprehensive Program Matrix

Key Areas (Predictor Variables)	Objectives	Content	Strategies	Person Assigned	Time Needed	Expected Outcomes
1. Recognition (Significant Predictor, $p = 0.005$)	- Increase perceived appreciation by supervisors and patients - Strengthen formal and informal recognition culture	- Monthly “Outstanding Nurse” Recognition - Peer-to-peer appreciation board - Supervisor recognition scripts - Patient gratitude wall	- Quarterly recognition ceremonies - Implementation of appreciation board - Recognition training for supervisors - Public acknowledgment during meetings	Chief Nurse, HR Officer, Nurse Supervisors	6 months (Quarterly evaluation)	- Increased recognition mean scores - Improved motivation - Stronger nurse-supervisor relationships - Enhanced satisfaction with Work Itself
2. Growth (Significant Predictor, $p = 0.005$)	- Enhance continuous professional development - Increase skill development opportunities	- Clinical skill enhancement workshops - Constructive feedback sessions - Mentorship program - CPD information sessions	- Quarterly in-house training - Monthly mentoring meetings - Performance feedback templates - Learning circles	Training Officer, Senior Nurses, Nursing Education Unit	6 months	- Increased perception of skill development - Improved competence - Higher engagement - Improved Work Itself satisfaction
3. Responsibility (Strong correlation with Advancement $r = 0.569$)	- Increase autonomy and accountability - Strengthen clinical decision-making confidence	- Clinical decision-making workshops - Delegation clarity sessions - Accountability forums	- Case simulation activities - Unit-level shared governance meetings - Responsibility	Nurse Supervisors, Unit Heads	4–6 months	- Increased autonomy perception - Stronger accountability - Higher empowerment levels

			rotation system			
4. Advancement (Strongly correlated with Growth)	- Clarify career pathways - Increase promotion transparency	- Career ladder orientation - Promotion criteria guidelines - Internal hiring awareness	- Career path handbook distribution - Semi-annual career talks - One-on-one career consultations	HR Department, Chief Nurse	3–6 months	- Increased awareness of promotion paths - Reduced career uncertainty - Higher motivation for performance
5. Achievement (Correlated with Responsibility Recognition)	- Strengthen sense of accomplishment - Enhance goal attainment	- Goal-setting workshops - Unit-based performance dashboards - Patient impact storytelling	- SMART goal sessions - Monthly performance reflections - Recognition of milestone achievements	Nurse Managers, Quality Assurance Team	6 months	- Improved sense of accomplishment - Increased professional confidence - Enhanced intrinsic motivation

VI. Program Timeline Overview

- Month 1:** Planning & Orientation
- Months 2-5:** Implementation of recognition, training, and responsibility initiatives
- Month 6:** Evaluation and Feedback Assessment

VII: Expected Overall Outcomes

- Foster improved satisfaction with Work Itself (primary dependent variable).
- Champion strengthened intrinsic motivation among nursing staff.
- Advance increased perception of recognition and professional growth resulting from the intervention.
- Drive improved nurse retention through supportive practices.
- Ensure enhanced patient care quality through higher engagement.
- Lead the establishment of a sustainable, positive workplace culture.

VIII: Sustainability Plan

- Institutionalize a quarterly recognition program.
- Integrate mentorship into nursing orientation.
- Annual career pathway review.
- Continuous internal training calendar.
- Annual job happiness reassessment survey.

Recognition and Growth strongly predict satisfaction with Work Itself. By targeting these key motivators through a resource-efficient ₱50,000 intervention, job happiness among nurses in a tertiary government hospital can be meaningfully improved.

Project CARE+ focuses on validated leverage points to achieve measurable, lasting increases in nurse job satisfaction.

The findings indicate a statistically significant and theoretically meaningful structure underlying nurses' job happiness in a tertiary government hospital. Correlational analysis demonstrates that all intrinsic motivators—Achievement, Recognition, Work Itself, Responsibility, Advancement, and Growth—are positively and significantly associated ($p < .001$), suggesting a highly interconnected motivational framework. Notably, Responsibility shows strong correlations with Advancement ($r = 0.569$) and Achievement ($r = 0.568$), while Growth shows robust correlations with Advancement ($r = 0.528$) and Responsibility ($r = 0.516$). These relationships reflect the synergistic nature of intrinsic motivational constructs within professional nursing environments.

Recognition ($\beta = 0.2668$, $p = 0.005$) and Growth ($\beta = 0.2405$, $p = 0.005$) are significant predictors of satisfaction with Work Itself, a central aspect of job happiness. The model is significant ($F(5, 132) = 11.1$, $p < .001$) and explains 29.6% of the variance ($R^2 = 0.296$), indicating moderate explanatory power. Feeling valued and having development opportunities shape nurses' satisfaction with their roles.

Although Achievement, Responsibility, and Advancement were not significant predictors, their correlation with Recognition and Growth suggests they may influence these factors. This pattern supports the idea that acknowledgment and development boost intrinsic work engagement.

Chapter 5

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions, and recommendations. These are based on the analysis and interpretation of findings in the previous chapter.

SUMMARY OF FINDINGS

This study examined the levels, relationships, and predictive influence of intrinsic motivators on nurses' job happiness in a tertiary government hospital. Findings showed nurses generally held positive views of most intrinsic dimensions. Notably, in Achievement, Recognition, Work Itself, and Growth, mean scores largely fell within the "Agree" range. Nurses felt accomplished, recognized for their work, and engaged in meaningful, skill-based responsibilities. However, areas such as Responsibility, Advancement clarity, enjoyment of daily tasks, and continuous skill development drew neutral responses. These results indicate opportunities for institutional improvement.

Correlation analysis showed all six intrinsic dimensions—Achievement, Recognition, Work Itself, Responsibility, Advancement, and Growth—were positively and significantly related. The strongest relationships appeared between Responsibility and Advancement, Achievement and Responsibility, and Advancement and Growth. This suggests these motivational factors work together and reinforce one another. Rejecting all null hypotheses in the correlation analysis shows that job happiness is multidimensional and structurally integrated.

Regression analysis showed the overall model significantly predicted Work Itself, explaining 29.6% of its variance. Among the predictors, Recognition and Growth were significant. Achievement, Responsibility, and Advancement were not significant when considered with others. This suggests nurses' sense of

meaningful work is shaped mainly by feeling appreciated and having professional development opportunities.

CONCLUSIONS

The study concludes that nurses at a tertiary government hospital have moderate to high job satisfaction in intrinsic motivational dimensions. Recognition and growth stand out as significant predictors. Comprehensive strategies that address all intrinsic factors are needed to further improve overall job satisfaction.

RECOMMENDATIONS

For Hospital Administration/ Human Resource Section

1. Implement structured, consistent recognition programs, such as monthly performance acknowledgments, peer-recognition initiatives, patient appreciation boards, and leadership training in effective feedback and appreciative communication, to enhance nurses' sense of value and job satisfaction.
2. Implement Wellness programs to provide mental health support, stress management workshops, and wellness activities to reduce burnout and improve overall nurse well-being.
3. Establish regular feedback mechanisms, suggestion boxes, and open forums so nurses can voice concerns and recommendations.

For Chief Nurse and Nursing Managers

1. Promote open communication, foster teamwork, and build a positive unit atmosphere to strengthen nurse engagement and morale.
2. Recognize individual and team achievements with verbal praise, awards, or certificates to boost motivation and satisfaction.
3. Regularly review and distribute patient assignments and delegate tasks fairly to reduce stress and prevent burnout.
4. Support nurses in making decisions within their scope of practice and provide guidance as needed to build confidence and accountability.
5. Schedule and conduct regular staff meetings to address concerns, review unit performance, and gather suggestions for improvement.

For Training Section

1. Develop and deliver regular in-service training, refresher courses, and online modules to ensure nurses stay up to date on clinical knowledge and best practices.
2. Define and communicate clear learning and skill milestones for nurses at different levels, aligning them with promotions and clinical responsibilities.
3. Design and deliver courses for nurses aspiring to management or supervisory roles, focusing on team leadership, communication, and problem-solving.
4. Encourage and facilitate nurses' pursuit of certifications, specialty courses, or advanced degrees by integrating learning goals into performance appraisals.
5. Regularly survey and analyze nurse feedback to evaluate the relevance, quality, and impact of training activities, and modify programs as necessary.

Recommended for Quality Assurance Department

1. Develop and maintain feedback loops for nurses by sharing QA findings with unit managers and nur-

ses, highlighting strengths and areas for improvement constructively.

2. Create, update, and distribute clear clinical guidelines to ensure consistent implementation across all nursing units.
3. Motivate nurses to take ownership of their performance and patient outcomes, and provide necessary guidance and support to maintain high standards.
4. Utilize QA data to identify and acknowledge exemplary performance, offering recognition that promotes motivation and job satisfaction among nurses.

Recommended for Future Research

1. Investigate the impact of burnout and stress levels on nurses' job happiness and performance in tertiary hospitals.
2. Examine how different leadership styles of nurse managers and administrators influence intrinsic motivation and job satisfaction.
3. Explore the role of work-life balance and flexible scheduling in shaping nurses' engagement and overall well-being.

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