RESEARCH ARTICLE

NURSES' PERCEPTIONS ON PROFESSIONAL PRACTICE ENVIRONMENT AND JOB SATISFACTION IN SELECT HOSPITALS OF ZAMBALES, PHILIPPINES

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ABSTRACT

This descriptive-survey study aimed to determine the perceptions of nurses on professional practice environment and job satisfaction in select hospitals in Zambales, Philippines. Research tools adopted from Nurses' Work Index-R (Aiken and Patrician, 2000) and Nurses' Job Satisfaction Scale (Yang *et al.*, 2014) were utilized to gather data from 180 hospital staff nurses. Results of the pilot study reveals that the internal content validity index was .974 and both professional practice environment (α=.943) and nurses' job satisfaction (α=.830) yielded reliability coefficients of greater than the 0.70.Ethical clearance was properly secured prior to the distribution of survey-questionnaires. The findings revealed that the respondents agreed to the aspects of professional practice environment (PPE) in their workplace such as supportive management, nurses' involvement and acknowledgement of professionalism, quality of care and collaboration, and adequate resources. On the other hand, they were satisfied on the aspects of job satisfaction in terms of benefit and promotion, human relationship, work load and job environment. Hospital management should maintain a supportive workplace which encourages nurses to remain in the health workforce and enables them to perform effectively. Moreover, promoting social relationships and interactions among nurses and other hospital personnel will enhance the interpersonal relationships in the workplace. Cohesion, collaboration and good communication with colleagues will assure quality care for patients. Thus, health policy-makers and managers have to focus on promoting a sound professional practice environment.

INTRODUCTION

Nurses work directly with patients and mostly devote their time for this endeavor. Watson *et al.* (2008) stated that there is increasing concern coming from nurses about their daily workloads and the impact this is having on their ability to provide quality-nursing care. It is acknowledged that inadequate nursing staff levels can lead to poor care outcomes. Flynn (2007), argued that the ability of nurses to provide quality nursing care is being raised as a significant issue with practicing nurses. Providing patient care is a complex issue that is based on a number of profound moral and philosophical beliefs about the patient and the development of a relationship between the nurse and the patient. According to (Alsaqri, 2014) the nurse must be a strong patient advocate and integral member of a multidisciplinary team and demonstrate professional attitudes and leadership. Nursing is a healthcare profession that needs to value work environment where they can practice with a sort of control in providing care for patients and at the same time stay committed and satisfied.

They work in a large variety of specialties and as part of a team. These professionals are perceived as trained individuals who work to contribute to a patient's maintenance and health issues. Nurses are assigned with many tasks and responsibilities. Satisfaction with any profession increases the performance of individuals. Job satisfaction of nurses is of great importance because mentally satisfied nurses perform well and keep on working in the same institute. The study of Gianfermi and Buchholz (2011) indicated that one of the several reasons nurses left the nursing profession of nursing is job dissatisfaction. This study proposal also aims to assess satisfaction level of nurses. Positive practice environment of nurses are settings that support excellence and decent work. In particular, they strive to ensure the health, safety and personal well-being of staff, support quality patient care and improve the motivation, productivity and performance of individuals and organizations. This study provides a lot of useful information for the hospital management. An understanding that every employee is different and adopt effective measures to improve nurse job satisfaction is assured. Management in hospitals should pay more attention to extrinsic factors if they want to motivate nurses in work. Management would know further the

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job needs among nurses vary among different demographic groups. Hospital managements can get clue from this study and find out why nurses are not very satisfied with their jobs. The purpose of this paper is to present the perceptions of nurses on professional practice environment and job satisfaction in select hospitals of Zambales province, Philippines.

Framework

According to Hinno (2012), to define the nursing practice environment, several researchers are using a set of related concepts, which are described as organizational characteristics influencing nursing practice. Moreover, they have been regarded as essential attributes for quality care, or used to create a program for staff nurses to improve the working environment. Although, Kim *et al.* (2011) stated that the impact of the work environment on professional practice has been described extensively in the nursing literature during the last decade. Aiken and Patrician as cited by Hinno (2012), a professional practice environment can be described as the system that supports nurses' control over the delivery of nursing care, the environment in which care is delivered and the characteristics of an organization that facilitate or constrain professional nursing practice.

The professional practice environment also defined by Klopper, *et al.* (2012) as a set of concrete or abstract features of an organization, related to both the structures and processes in that organization that are perceived by nurses as either facilitating or constraining their professional practice. The professional practice models according to Arford and Zone-Smith (2005) as approaches that allow nurses control in decision making regarding the activities, responsibilities, and credentials to practice and provide safe patient care. The authors posit that if direct care nurses are to have control over their practice, then, fundamentally, they must decide what that practice is. In the case of health care working environment refers to a set of concrete or abstract features of an organization, related to both the structures and processes in that organization that are perceived by nurses as either facilitating or constraining their professional practice. A healthy practice environment according to McGlynn (2012), can be defined as a work setting where policies, procedures and systems are designed in such a manner that they meet the organizational objectives and succeed in personal satisfaction at Job Satisfaction is about how individuals feel about their work. McGillis Hall (2003) presents information on nurses' job satisfaction that can be studied through nursing behaviors such as intent to leave, job stress, organizational commitment, burnout, and turnover. She also identifies different characteristics that affect job satisfaction such as salary, sense of community, communication, participation, control over nursing practice, autonomy, organizational commitment, support from management, and educational opportunities. Profile variables such as age, civil status, highest educational attainment, number of years in service, monthly income and others affected what nurses wants from work and how will they perform in their duties. According to Kalisch, Lee and Rochman (2010), the basic and most consistent findings in research on age differences in job satisfaction is that older nurses and middle adulthood are more satisfied with their job, they are more stable emotionally and financially to jump to another job from other institutions. According to Bowen *et al.* (2012) marital status is related to job performance, single nurses are very focused on their job as nurse.

In number of years in service, as Pietersen (2005), stated that in general, nurses who are working in the area for less than five years stayed longer in the hospital, because they are more likely have control over their jobs and have more friends in their area of designation. In this study, Leightley (2004) stated that nurses with lower income were less satisfied with their jobs. The level of income impacted job satisfaction significantly in the area of designation. A workforce with high job satisfaction leads to improved quality nursing care. The income of the nurse depends on the nursing position, the higher their position in the hospital the higher nurses are being paid. Temporary contracts with no prospect of permanence also decrease satisfaction with job content as Waaijer *et al.* (2017) stated, also that educational level required for the job satisfaction of employees. Finally, contact of service affected the different aspects of the personal lives of employees, such as the ability to obtain a stability of life and the possibility to start a family. The characteristics of professional practice environment are control over one's practice, collaborative governance, professional staff leadership, communication and teamwork; clinical care emphasizing quality, professional development opportunities, supportive management, reasonable workload, flexible scheduling, workplace safety and competent care to patients. The characteristics of practice environment serve as scales, addressing nursing work-life concerns and to develop a framework of nursing work-life or healthy work environments, act as hallmarks or critical factors for assessing a professional nursing practice environment and for achieving work environment excellence (Aiken and Patrician, 2000; Erickson *et al.,* 2004). The 38-item PPE was first developed by Erickson and colleagues to identify elements that constitute an enabling practice environment. Eight components resulted, namely handling disagreement and conflict, internal work motivation, control over practice, leadership and autonomy in clinical practice, staff relationship with physicians, teamwork, cultural sensitivity, and communication about patients. Since then, further studies have used this instrument.

The Revised Nursing Work Index (NWI-R) by Aiken and Patrician (2000) was utilized to describe and compare the professional practice environment of RNs in participating countries. The NWI-R subscales include the nurse autonomy, control over practice, nurse-physician collaboration and organizational support were investigated as being important factors in ensuring a positive nursing practice environment. Kramer and Schmalenburg (2008), described that control over nursing practice as an important function of professional nurses' roles. They propose that an organizational structure that encourages nurses participation in decision making at all levels also recognizes that nurses control over nursing practice is associated with a sense of power linked to quality patient care, nurse satisfaction, and cultural outcomes that increase status, recognition, prestige, and pride in nursing as a professional discipline. The elements of nurses' professional practice work environment which were the important aspects supportive management, nurses involvement and acknowledgement of their professionalism, quality of care/collaboration, and adequate resources.

METHODS

Research Design

This study employed a descriptive survey research design. The survey questionnaire was the main instrument of data

collection. Descriptive studies are aimed at finding out "what is". Descriptive method provides essential knowledge for the measurement of all types of quantitative research. Descriptive method is describing what is involved, the description of recording, analysis and interpretation of condition that exist. In the same way, this study used description as a tool to organize data into patterns that will emerge during analysis regarding PPE and Job satisfaction of Nurses.

Population of the Study

A total of 180 staff nurses from the select hospitals in the province of Zambales were included as respondents of this study. The distribution was as follows: 88 respondents from President Ramon Magsaysay Memorial Hospital, 38 respondents from San Marcelino District Hospital, 8 respondents from Botolan Primary Hospital, 13 respondents from Ospital ng Sta. Cruz, 8 respondents from Sta. Cecilia Medical Center, and 25 respondents from Candelaria District Hospital. The researchers used the random sampling technique since the total population of respondents was relatively big. In this technique, each member of the population has an equal chance of being selected as respondent.

Research Instrument

In order to gather the perceptions of nurses on professional practice environment and job satisfaction, the researchers has prepared two sets of questionnaire as a tool to measure the professional work practices of nurses and their job satisfaction. The researchers modelled the questionnaire for professional practice environment from Nurses Work Index-R of Aiken and Patrician (2000) used by Hinno (2012) and the nurses' job satisfaction from Nurses' Job Satisfaction Scale (NJSS) of Yang *et al.* (2014). Some items in the tool were modified for better understanding of the nurse-respondents. The tool for assessing the professional practice environment of nurses consisted of (40) indicators spread over four domains which include support management, nurses' involvement and acknowledgement of professionalism, quality of care and collaboration and adequate resources. The respondents' answers were scored on a 4-point Likert-type scale (strongly agree, agree, disagree and strongly disagree). For job satisfaction, the tool was composed of twenty eight indicators spread over four domains which were categorized as:benefit and promotion, human relations, work load and job environment. Questions/items were scored on a 4-point Likert-type scale (very satisfied, satisfied, dissatisfied and very dissatisfied). The item content validity index had resulted with 0.974 value of validity. This implies that the scales used in the study is to be judged as having very good content validity that would composed of items that meet the standards of the study. Further, scale item content validity had resulted with 0.839 that implies a good construct of the study tool. Results of the pilot study reveals that both professional practice environment (α=.943) and nurses' job satisfaction (α=.830) yielded reliability coefficients of greater than the 0.70 threshold recommended by Nunnaly (1978) and Nunnally and Bernstein (1994), indicating that both survey questionnaires are reliable, that is, the questionnaires can generate reliable measures. The reliability coefficients of the four dimensions of professional practice environment are all above the .70 threshold, indicating that all the four dimensions of professional practice environment are reliable. The four dimensions of professional practice environment along with the corresponding Cronbach's

Alpha are as follows: support management (α=.864), nurse involvement (α=.769), care and collaboration (α=.923), and adequate resources (α=.798). Further, the five dimensions of nurses' job satisfaction have Cronbach's alpha ranging between .789 and .919, indicating that all the dimensions are also reliable. The five dimensions of nurses' job satisfaction along with the corresponding Cronbach's Alpha are as follows: benefit and promotion (α=.789), human relationship (α=.919), work load (α=.861), job environment (α=.915), and implication (α=.913). The researchers personally administered the instrument to the participants. The instrument was collected three days after. The objectives of the study were explained to the participants and the confidentiality of their responses was also prioritized to assure a 100% retrieval of the instrument.

Ethical Consideration

An ethical clearance was secured from the institutional review board to ensure that this study did not involve any form of invasion of the respondent's integrity. Prior to data gathering, the respondents received written information about informed consent, purpose of the study, including its voluntary nature, study procedures, benefits of the participation, voluntary participation, including the right to withdraw anytime, and a guarantee of the maintenance of anonymity, and confidentiality of the data.

RESULTS AND DISCUSSION

Perceptions on Nurses' Professional Practice Environment

Table 1 presents on how may the staff nurse respondents perceived the professional practice environment in terms of supportive management. The table deals on how may the staff nurse respondents perceived the supportive management aspect of professional practice environment with an overall mean of 3.15 and a verbal interpretation of agree. The indicator which states that the chief nurse manager is highly visible and accessible was perceived agreed by the staff nurses as supportive management aspect of PPE with the most gained mean value of 3.26 (rank 1) while the item indicating that the management listens and responds to employees' concerns had resulted the least mean value of 3.08 (rank 10) by the staff nurses among the above indicators. The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived agreed on the indicator stating that the chief nurse manager is highly visible and accessible as very important Supportive Management aspect of Professional Practice Environment (PPE). This result signifies that there are evidences that their head really manages and supervise them. Opperman (2017) stressed that nurse managers are the single greatest influence on a positive professional practice environment (PPE). To facilitate positive PPE, they should focus on development of communication, collaboration, and decision making. Hinno (2012) nurse managers and leaders need to identify and employ strategies to improve retention of nurses, and in determining quality of care delivery. Moreover, they need to demonstrate increased attentiveness and be alert to the concerns of RNs with respect to their perceptions of practice environment; they need to tackle any shortcomings in a timely manner. Table 2 presents on how may the staff nurse respondents perceived the professional practice environment in terms of nurses' involvement and acknowledgement of professionalism.

Table 1. Nurses' Professional Practice Environment in terms of Supportive Management

Supportive Management	AWM	VI	Rank
1. Management listens and responds to employees' concerns	3.08	Agree	10
2. Active in-service/continuing education programme	3.12	Agree	7
3. Nurses career development are afforded	3.21	Agree	2
4. Management supports nurses' opportunities for advancement	3.20	Agree	3
5. Nursing staff is supported in pursuing degrees in nursing	3.09	Agree	9
6. Supervisory staff is supportive to nurses	3.10	Agree	8
7. Chief nurse manager is highly visible and accessible	3.26	Strongly Agree	1
8. Nurse manager consults with nursing staff daily	3.19	Agree	4
9. Nurses have flexible work schedules are possible	3.14	Agree	5
10. Management involve nurses in planning work schedules	3.14	Agree	6
Overall Weighted Mean	3.15	Agree	

Table 2. Nurses' Professional Practice Environment in terms of Nurses Involvement and Acknowledgement of Professionalism

Nurse Involvement and Acknowledgement of Professionalism	AWM	DE	Rank
1. Nursing staff have an opportunity to serve on hospital and nursing committees	3.04	Agree	5
2. Involvement of nurses in the internal governance of the hospitals	2.92	Agree	10
3. Active participation of nurses in efforts to control costs	2.94	Agree	9
4. Participate of staff nurses in selecting new equipment	3.04	Agree	6
5. Nurses' input is publicly acknowledged and appreciated	3.01	Agree	7
6. Nursing controls its own individual practice	3.01	Agree	7
7. Participation of nurses to participate in policy decisions	3.05	Agree	4
8. Praise and recognition for a job well done	3.11	Agree	2
9. Patient assignment fosters the continuity of care	3.19	Agree	1
10. Involvement of nurses in the health campaigns and other activities of the hospital	3.09	Agree	3
Overall Weighted Mean	3.04	Agree	

Table 3. Nurses' Professional Practice Environment in terms of Quality of Care and Collaboration

Quality of Care and Collaboration	AWM	DE	Rank
1. Nurses work with nurses who are clinically competent	3.23	Agree	6
2. Nurses' medical care is of high quality	3.22	Agree	7
3. Good relationships of nurses with other departments	3.17	Agree	9
4. Nurses' care plans are kept up–to–date	3.28	Strongly Agree	2
5. Nurses work with other medical workers who knows the hospital procedures very well	3.26	Strongly Agree	4
6. Good working relationship between physicians and nurses	3.30	Strongly Agree	1
7. Provide high standards of nursing care	3.28	Strongly Agree	2
8. Much team-work with nurses and physicians	3.26	Strongly Agree	4
9. Patients assignments foster continuity of care	3.15	Agree	10
10. Nurse managers consult with staff with problems and concerns	3.19	Agree	8
Overall Weighted Mean	3.23	Agree	

Table 4. Nurses' Professional Practice Environment in terms of Adequacy of Resources

Adequacy of Resources	AWM	DE	Rank
1. Enough nurses to provide quality patient care	2.87	Agree	9
2. Enough nurses to accomplish assigned task	2.81	Agree	10
3. Adequate support services provided to nurses	3.02	Agree	5
4. Enough opportunities to discuss patient care problems	3.12	Agree	1
5. Receive satisfactory salary and benefits	3.09	Agree	2
6. Up to date nursing care plan for all patients	3.06	Agree	3
7. Enough staff to provide high patient care	2.98	Agree	7
8. Enough provisions and resources for variety of work	3.03	Agree	4
9. Adequate opportunity for periodic changes in duties	2.93	Agree	8
10. Adequate support for additional training and education	3.01	Agree	6
Overall Weighted Mean	2.99	Agree	

Table 5. Summary of Perception on Professional Practice Environment

Professional Practice Environment	OWM	DE	Rank
1. Supportive Management	3.15	Agree	2
2. Nurses Involvement and Acknowledgement of Professionalism	3.04	Agree	3
3. Quality of Care and Collaboration	3.23	Agree	1
4. Adequacy of Resources.	2.99	Agree	4
Grand Mean	3.10	Agree	

Table 2 deals on how may the staff nurse respondents perceived the nurses' involvement and acknowledgement of professionalism aspect of professional practice environment with an overall mean of 3.04 and a verbal interpretation of agree. Among the indicators, patient assignment fosters the continuity of care was perceived agreed by the staff nurses as nurse involvement and acknowledgement of professionalism aspect of PPE with the most gained mean value of 3.19 (rank 1) while the item indicating that the Involvement of nurses in the internal governance of the hospitals had resulted the least mean

value of 2.97 (rank 10) by the staff nurses. The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived agreed on patient assignment fosters the continuity of care as indispensable Nurse Involvement and Acknowledgement of Professionalism aspect of Professional Practice Environment (PPE). The nurse respondents agreed that they are really involved and focused on giving quality and sustained care for their patients. The finding of the present study is consistent with Brunuro (2007), who claimed that it is the right of very patient to receive safe and healthy practice environment. According to Wiskow, Albreht and De (2010), nurses and employers have an obligation to their clients to advocate for and contribute to quality practice environments that have the resources necessary to promote safety, support and respect for all persons in the practice setting. On the other hand, according to Klopper (2012), improving the practice environment, including patient to nurse ratios holds promise for retaining a qualified and committed nurse workforce, reducing the rates of nurse burnout. Table 3 deals on how may the staff nurse respondents perceived the professional practice environment in terms of quality of care and collaboration.

The table deals on how may the staff nurse respondents perceived the quality of care and collaboration aspect of professional practice environment with an overall mean of 3.23 and a verbal interpretation of agree. Among the indicators, Good working relationship between physicians and nurses was perceived agreed by the staff nurses as nurse involvement and acknowledgement of professionalism aspect of PPE with the most gained mean value of 3.30 (rank 1) while the item indicating that the patients assignments foster continuity of care had resulted the least mean value of 3.15 (rank 10) by the staff nurses. The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived agreed on Good working relationship between physicians and nurses as vital Quality of Care and Collaboration aspect of Professional Practice Environment (PPE). This particular result signifies that as to quality of care and collaboration, the respondents value desirable working relationship between other medical practitioners in the hospital. Cao (2014) believed that all nurses have an important leadership role that affects their workplace environment, relationship and the care they provide. Quality practice environments promote effective and transparent communication (including meaningful expressions of appreciation) and collaboration at the individual, organizational and system levels (Lowe, 2010). Quality practice environments are based on trust and respect among clients, staff and employers (MacPhee, 2014). For Lambrou, *et al.* (2014) effective relationship within the workplace manifest in the relationship among nurses, between nurses and clients, between nurses and other health and non-health providers, between nurses and unregulated workers, and between nurses and employers. Table 4 deals on how may the staff nurse respondents perceived the professional practice environment in terms of adequacy of resources.

The table deals on how may the staff nurse respondents perceived the adequacy of resources aspect of professional practice environment with an overall mean of 2.99 and a verbal interpretation of agree. Among the indicators, enough opportunities to discuss patient care problems was perceived agreed by the staff nurses as nurse involvement and acknowledgement of professionalism aspect of PPE with the most gained mean value of 3.12 (rank 1) while the item indicating that the Enough nurses to accomplish assigned task

had resulted the least mean value of 2.81 (rank 10) by the staff nurses. The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived agreed on enough opportunities to discuss patient care problems as vital adequacy of resources aspect of Professional Practice Environment (PPE). They perceived that this indicator will allow them to deliberate and decide on matters that concerns necessary resource and problems regarding delivery of patient care. Parallel to this result was the finding of the study conducted by MacPhee (2014), stating that a quality practice environment creates a workplace culture that values the well-being of clients and employees. This practice embraces respect while developing practical knowledge contributes to positive change, disseminating successful practices. Nantsupawat (2011) argued that the quality of nursing care was significantly associated with the hospitals' nurse work environments and staffing levels. Opperman, (2017) stated that positive PPEs have greater nurse engagement, which also means lower absenteeism and lower staff turnover. Table 5 deals with the summary of perceived the professional practice environment.

The table deals with the summary of perceived the professional practice environment in terms of supportive management, nurses' involvement and acknowledgement of professionalism, quality of care and collaboration, and adequate resources. First from the rank was aspect of Quality of Care and Collaboration with overall mean of 3.23 and a verbal interpretation of agree. The Supportive Management was rank second with overall mean of 3.15 and a verbal interpretation of agree. The Nurses Involvement and Acknowledgement of Professionalism aspect was ranked third with overall mean of 3.04 and a verbal interpretation of agree. Least from the rank was the aspect Adequacy of Resources with overall mean of 2.9 and a verbal interpretation of agree. The grand mean for aspects of Professional Practice Environment (PPE) as perceived by the staff nurse respondents was 3.10 and with verbal interpretation of agree. The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived agreed that quality of care and collaboration as the most important aspect of Professional Practice Environment (PPE). This result signifies that, improving nurses' work environment is tantamount to achieving goals of improved quality of care for patients. Hwang *et al.* (2009) concluded that improving nurses' work environments is likely to both contribute to the quality and safety and of health care, as well as work satisfaction and nurse retention. Aiken and colleagues (Aiken, *et al.,* 2014) stated that nursing is repeatedly identified as a trusted profession that bring about bold change that assures safety and quality in patient care. The health institutes strive to set a path toward an excellent professional practice environment. According to Hinno (2012) assurance of quality of care via collaborative relationships was a predictor for providing quality of patient care.

Perceptions on Nurses' Job Satisfaction

Table 6 deals on how may the staff nurse respondents perceived the status of their job satisfaction in terms of benefits and promotion. The table deals on how may the staff nurse respondents perceived their level of satisfaction on benefits and promotion as one of the aspects of job satisfaction with an overall mean of 3.06 and a verbal interpretation of satisfied. Among the indicators of benefits and promotion aspect of job satisfaction, the indicator stating, the Nursing personal development was perceived satisfied by the staff nurses was

perceived satisfied with the most gained mean value of 3.13 (rank 1) while the item indicating the Opportunities for promotion had resulted the least mean value of 3.0 (rank 7) by the staff nurses.

Table 6. Nurses' Job Satisfaction towards Benefits and Promotion

Benefits and Promotion	AWM	DE	Rank
1. Opportunities for promotion	3.00	Satisfied	7
2. Continuous professional development	3.06	Satisfied	3
3. Nursing personal development	3.13	Satisfied	1
4. Fairness of the promotion system	3.05	Satisfied	4
5. Provision for welfare system	3.10	Satisfied	2
6. In-service training of nurses	3.05	Satisfied	4
7. Orientation program for nurses	3.03	Satisfied	6
Overall Weighted Mean	3.06	Satisfied	

The results reveal that the staff nurse respondents in the different hospitals in Zambales perceived that they are satisfied with the nursing personal development of their workplace. This particular result means that there is a plan/program in the hospital that focused on employees' (e.g., nurses) personal development and this aspect contributed to their satisfaction in their job. Consistent to this finding was the result of the study of Alshmemri (2014) which indicated that there active continuing education programmes for nurses, as well as clear career development paths and opportunities to climb the clinical ladder in the clinical setting ensures job satisfaction. According to Lorber and Savič (2012) nurses with a higher education have been shown to be more satisfied with their job than those with lower education. Wang (2012) found that intrinsic and extrinsic (e.g., continuous professional development, benefits, salaries and many others) factor impact on job satisfaction and the nurses' intentions to leave their profession. According to Bhurtun (2009), the factors that caused dissatisfaction among nurses included poor fringe benefits, lack of education and training opportunities, and very poor financial rewards. Be´gatEllefsen and Severinsson (2005), argued that hospital administrators should also create opportunities for promotion in situations where staff advancement is identified as a problem.

Table 7. Nurses' Job Satisfaction in terms of Human Relationship

Human Relationship	AWM	DE	Rank
1. Working climate	3.05	Satisfied	7
2. Getting along with head nurses	3.13	Satisfied	4
3. Group cooperation	3.07	Satisfied	6
4. Work devotion of colleagues	3.62	Very Satisfied	1
5. Cooperation with other units	3.09	Satisfied	5
6. Support from head nurse	3.16	Satisfied	2
7. Affirmation of importance of nursing role	3.14	Satisfied	3
Overall Weighted Mean	3.18	Satisfied	

Table 7 deals on how may the staff nurse respondents perceived the status of their job satisfaction in terms of human relationship. The table deals on how may the staff nurse respondents perceived their level of satisfaction on human relationship as one of the aspects of job satisfaction with an overall mean of 3.18 and a verbal interpretation of satisfied. Among the indicators of human relationship aspect of job satisfaction, the indicator stating, work devotion of colleagues by the staff nurses was perceived very satisfied with the most gained mean value of 3.62 (rank 1) while the item indicating the working climate had resulted the least mean value of 3.05 (rank 7) by the staff nurses with a verbal interpretation of satisfied. The results reveal that the staff nurse respondents in

the different hospitals in Zambales perceived that they are very satisfied with work devotion of their colleagues which contributed to their satisfaction at work. This could mean that the nurse respondents valued each and every ones' contribution in the workplace. Consistent to this finding, Utriainen and Kynga (2009) concluded that attention should be paid specially to strengthening nurses' aspect of dedication at work, appreciation of their work and facilitation of nurses' capacity to deliver high- quality patient care. Verplanken (2004) reveal from the finding of his study that doing something well, good relationships with patients, feeling of having achieved something, getting the work done and team work in the workplace play significant role on nurses' job satisfaction. Be´gatEllefsen and Severinsson (2005) stressed that hospital managers could enhance the commitment of, and empower nursing staff, by obtaining their input on possible actions to be taken to create opportunities to be more creative in their jobs and to counteract the impact of routinization on job satisfaction. The study of Alshmemri (2014), indicated that good relationships that existed in their departments and evidences of teamwork between nurses and doctors are reasonable contributors for job satisfaction. Employees' job satisfaction has relationship to acquaintances and friendship network and professional commitment (Yang, *et al.,* 2012). Table 8 deals on how may the staff nurse respondents perceived the status of their job satisfaction in terms of work load.

Table 8. Nurses' Job Satisfaction towards Work Load

Work Load	AWM	DE	Rank
1. Quality of workload allotted	2.96	Satisfied	7
2. Over-time condition of work	3.01	Satisfied	6
3. Flexible and modified workloads	3.05	Satisfied	5
4. Arrangement of work rotation	3.11	Satisfied	3
5. Responsibility allotted	3.13	Satisfied	1
6. Hours of work each week	3.13	Satisfied	1
7. Opportunity to utilize skills	3.10	Satisfied	4
Overall Weighted Mean	3.07	Satisfied	

The table deals on how may the staff nurse respondents perceived their level of satisfaction on work load as one of the aspects of job satisfaction with an overall mean of 3.07 and a verbal interpretation of satisfied. Among the indicators of work load aspect of job satisfaction, the indicator stating, the hours of work each week by the staff nurses was perceived satisfied with the most gained mean value of 3.13 (rank 1) while the item indicating the quality of workload allotted had resulted the least mean value of 2.96 (rank 7) by the staff nurses with a verbal interpretation of satisfied. The staff nurse respondents in the different hospitals in Zambales perceived that they are satisfied with the hours of work each week in the work load given/assigned to them. This signifies that they can perform their duties well since their work load in manageable and doable and more energy to accomplish contributions. The study of Yang, *et al.* (2012) showed empirical evidence demonstrating that individuals who experience that when workload is well organized and flexible, thigh-quality team-member exchange relationships are more likely to contribute by assisting one another. However, increased work load will reduce job satisfaction. Utriainen and Kynga (2009) stressed that a manageable and suitable workload system can positively impact the nurses' job satisfaction. Alshmemri (2014) have suggested that reducing the potential for job stress and decreasing the variables such as work overload will help maintain a level of job satisfaction. Table 9 deals on how may

the staff nurse respondents perceived the status of their job satisfaction in terms of job environment.

Table 9. Nurses' Job Satisfaction towards Job Environment

Job Environment	AWM	DE	Rank
1. Supply condition	3.02	Satisfied	5
2. Renovation of instruments	3.02	Satisfied	5
3. Environment security	3.07	Satisfied	2
4. Pleasant work environment	3.16	Satisfied	1
5. Available support services	3.07	Satisfied	2
6. Enough registered nurses and staff	3.05	Satisfied	4
7. Working with experienced nurses	3.02	Satisfied	5
Overall Weighted Mean	3.06	Satisfied	

The table deals on how may the staff nurse respondents perceived their level of satisfaction on job environment as one of the aspects of job satisfaction with an overall mean of 3.06 and a verbal interpretation of satisfied. Among the indicators of job environment aspect of job satisfaction, the indicator stating, the pleasant work environment by the staff nurses was perceived satisfied with the most gained mean value of 3.16 (rank 1) while the items indicating the supply condition, working with experienced nurses and renovations of instruments had resulted the least mean value of 3.02 (rank 5) by the staff nurses with a verbal interpretation of satisfied. The staff nurse respondents in the different hospitals in Zambales perceived that they are satisfied with pleasant work environment and this contribute to satisfaction in their job. Consistent to this finding, the respondents in the study of Konstantinos and Christina (2008) perceived that poor work environment as well as professional relationships have been identified as a frequent stressor for nurses working in hospitals. The respondents preferred and satisfied in work environment in which relationships are manifest with collaboration between doctors and health nurses. For Utriainen and Kynga (2009) organizing nursing work such supportive work environment, variety of work autonomy and well provided with needed materials and supply are the factors positively influencing hospital nurses' job satisfaction. Wang (2006) claimed that work environments in which supervisors and subordinates consult together, many supportive peers in task and nurses can work confidently and securely are satisfying for nurses. Kanai-Pak (2008) argued that better work environments were associated with better nurse outcomes and satisfaction in work. However, the supply conditions of the hospital were the least indicator of job environment aspect of job satisfaction as perceived by the nurse respondents. This signifies that the respondents observed and encountered situations that hospital provisions when needed are limited and/or inaccessible. Table 10 deals with the summary of perceived the status of nurses' job satisfaction

Table 10. Summary of Perception on Nurses' Job Satisfaction

Nurses' Job Satisfaction	AWM	DE	Rank
1. Benefit and Promotion	3.06	Satisfied	3
2. Human Relationship	3.18	Satisfied	1
3. Work Load	3.07	Satisfied	2
4. Job Environment	3.06	Satisfied	3
Overall Weighted Mean	3.09	Satisfied	

The table deals with the summary of perceived status of job satisfaction in terms of Benefit and Promotion, Human Relationship, Work Load and Job Environment. First from the rank was aspect Human Relationship with overall mean of 3.18 and a verbal interpretation of satisfied. The Work Load was rank second with overall mean of 3.07 and a verbal

interpretation of satisfied. Least from the rank (rank 3) were the aspects Benefits and Promotion and Job Environment respectively with overall mean of 3.06 and a verbal interpretation of satisfied. The grand mean for aspects of Job Satisfaction as perceived by the staff nurse respondents was 3.09 and with verbal interpretation of satisfied. The staff nurse respondents in the different hospitals in Zambales perceived that the aspect that contribute greatly to satisfaction in their job was Human Relationship (AWM 3.18, rank 1). This signifies that the respondents' value humane and respectful relations with other in the hospital like the patients, head nurse, physicians and other medical practitioners. The interaction with team member is needed at their work. Yang, *et al.* (2012), acknowledged that nursing is a healthcare profession. They found that nurses work in a large variety of specialties and as part of a team. Interpersonal relationships play a pivotal role in effective team functioning because they facilitate behaviors that maximize the individual potential for team efficiency and effectiveness. This human relationship is a key factor of job satisfaction. Reddy, Rao and Satyanarayana (2015) found that majority if the nurses respondents were satisfied with their jobs indicating importance of improvement in environment and culture of organization. It can be noted that external factor of job satisfaction also greatly influence equally on nurses satisfaction.

Conclusion

To improve the quality of nursing care, it is important to know the context of health care and the factors influence nurses' patient satisfaction. An improved and quality nursing care is a result of adequate nurse staffing, organizational/managerial support for nursing and diminished dissatisfaction and burnout. Therefore, hospital management should maintain a supportive workplace which encourages nurses to remain in the health workforce and enables them to perform effectively. Moreover, promoting social relationships and interactions among nurses and other hospital personnel will enhance the interpersonal relationships in the workplace. Cohesion, collaboration and good communication with colleagues will assure quality care for patients. Thus, health policy-makers and managers have to focus on promoting a sound professional practice environment. The nurse respondents from the primary and district hospitals in the province of Zambales, Philippines perceived agreed that this particular study will provide more understanding of the impact of the professional practice environment of hospitals in Zambales and the staff nurses' job satisfaction working there as well as the provision of health care. Yang, *et al.,* 2012, stressed that the legitimacy of nursing's professional contribution must be acknowledged by other groups, including physicians and administrators or managers of health care facilities. They stressed further that the development of a profession nurse involves more than developing a distinct body of knowledge, it should also involve they are professional and have to be considered in establishing and maintaining acceptable practice environment. The World Health Organization (WHO) indicates that the characteristics of the work environment affect the quality of care both directly and indirectly. Addressing the work environment, therefore, plays a critical role in ensuring both the supply of a health workforce as well as the enhancement, effectiveness and motivation of that workforce. According to Lambrou, Kontodimopoulos and Niakas (2010), hospital officials and decision makers need to work towards the implementation of a Positive Professional Environment so that the professionals' job satisfaction is secured at the highest

possible level, particularly in this current and worsening world financial crisis.

Recommendations

In the light of the foregoing findings and conclusions of the study, the following were recommended:

- Hospital management should be responsive and proactive to staff nurses job related concerns and issues for an enhanced practice environment.
- Nurses may be encouraged to participate and be involved in the supervision and decision making process of hospital management.
- Nursing care plan should be updated to ensure the continuity of quality care for patients.
- Hospitals should employ more nurses to ensure efficiency and efficacy on numerous and demanding tasks in the workplace.
- Development workshops should be conducted that can raise the awareness of the staff nurses on the ways of improving their influence on the Professional Practice Environment.
- The hospital management should fast-track the implementation of its promotion policies and merit system.
- Encourage and send staff nurses to undergo trainings/seminars and post-graduate education to have opportunities for promotion.
- Hospital management should focus on assigning safe and realistic workloads for nurses.
- Management in hospitals should also pay attention to satisfying extrinsic factors of job satisfaction such as desirable work climate and available supplies when needed.
- Management should use the findings of this study as a basis for staff consultation, personnel developmental strategies, and interventions.
- Future research may be conducted on the impact of PPE and of job satisfaction to nurses' commitment and performance at work.

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