



## Job Satisfaction, Organizational Commitment, and Employee Retention among Healthcare Workers in Selected Private Hospitals

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### ABSTRACT

Published Online: May 26, 2026

The global healthcare sector continues to face critical challenges in employee retention, particularly within private hospital settings where workforce stability is essential to service quality and organizational sustainability. This study examined the relationship among job satisfaction, organizational commitment, and employee retention among healthcare workers in selected private hospitals in Las Piñas City, Metro Manila. Grounded in Social Exchange Theory, Job Demands–Resources (JD-R) Theory, and Herzberg’s Two-Factor Theory, the study utilized a descriptive-correlational research design. Data were collected from 222 healthcare workers using a validated survey instrument measuring job satisfaction (motivator and hygiene factors), organizational commitment (affective, continuance, and normative), and retention intention (lower turnover intention, increased loyalty, and willingness to stay).

Findings revealed that job satisfaction among respondents was generally moderate, with hygiene factors exerting a stronger influence than motivator factors. Organizational commitment was found to be high overall, particularly in terms of affective and normative commitment, while continuance commitment was low. Despite this, overall retention intention was low, indicating that employees remain open to leaving the organization even when they express positive attitudes and loyalty. Correlation analysis showed that job satisfaction significantly influenced organizational commitment and retention intention, with hygiene factors demonstrating consistent moderate relationships with retention indicators. However, motivator factors showed limited influence on actual retention behavior. Organizational commitment, particularly affective commitment, exhibited strong and significant relationships with retention intention.

Regression analysis further revealed that job satisfaction and organizational commitment jointly explained 71.70% of the variance in retention intention. However, only organizational commitment emerged as a significant predictor, indicating that employees’ decision to stay is primarily driven by their psychological attachment to the organization rather than job satisfaction alone.

The study concludes that while healthcare workers may be satisfied and loyal, retention is largely determined by the strength of organizational commitment. It is recommended that hospital administrators prioritize strategies that enhance both extrinsic working conditions and deeper organizational attachment to improve long-term employee retention.

### KEYWORDS:

Job Satisfaction, Organizational Commitment, Employee Retention, Healthcare Workers, Private Hospitals

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\*Cite this Article: Joedelle Hanzel L. Micua, Eduardo V. Soriano Jr. (2026). *Job Satisfaction, Organizational Commitment, and Employee Retention among Healthcare Workers in Selected Private Hospitals. International Journal of Social Science and Education Research Studies*, 6(5), 633-652

### I. INTRODUCTION

The global healthcare workforce faces unprecedented challenges in employees retention, a crisis that has become increasingly urgent in the 21st century. From a worldwide perspective, the World Health Organization estimates a shortage of 18 million healthcare workers globally by 2030, with many nations experiencing voluntary turnover rates of 15-25% annually (Poon et al.,

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2022). This crisis is particularly acute in private healthcare institutions, where competitive pressures and resource constraints create complex working environments. The retention of skilled healthcare workers is fundamentally aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth). Effective employee retention strategies strengthen healthcare systems' capacity to provide quality care, enhance workforce stability, and ensure equitable access to health services globally. The loss of experienced healthcare workers disrupts organizational continuity, increases training costs, diminishes care quality, and ultimately undermines the sustainability of healthcare systems – outcomes that directly compromise progress toward universal health coverage and improved population health outcomes.

Healthcare organizations across the globe recognize that human capital is their most valuable asset (Chakib, 2024). Yet, despite this acknowledgement, employee disengagement and voluntary turnover remain persistent challenges. In private hospitals, where operational efficiency directly impacts financial viability and service delivery, the ramifications of high staff turnover extend beyond recruitment and training expenses. Research demonstrates that voluntary employee attrition in healthcare settings results in costs equivalent to 50-200% of an employee's annual salary when accounting for replacement, training, lost productivity, and decreased quality of care (Hallaran et al., 2023). Furthermore, the recent COVID-19 pandemic has drastically accelerated healthcare worker burnout and resignation rates, intensifying pressures on already strained health systems (Poon et al., 2022). The contemporary healthcare landscape is characterized by excessive workloads, inadequate compensation, limited professional development opportunities, and increasingly, subtle forms of employee disengagement – a phenomenon termed “quiet quitting,” where employees perform only minimum job requirements while withdrawing discretionary effort (Vasileiou et al., 2025).

The psychological contract between healthcare organizations and their employees constitutes a critical but often neglected dimension of retention. Healthcare workers invest not only their professional expertise but also significant emotional and psychological resources in their roles, making the quality of their employment relationships particularly significant. Research consistently demonstrate that healthcare workers who experience supportive organizational environments, equitable compensation structures, and meaningful recognition exhibit substantially higher commitment levels and lower turnover intentions (Chakib, 2024). Conversely, perceived injustice, insufficient organizational support, and burnout are strongly correlated with disengagement and voluntary departure (Yisa et al.,

2024). The relationship between employee satisfaction, organizational commitment, and retention intention is widely acknowledged in organizational literature; however, the specific mechanisms and contextual factors influencing these relationships within private hospital settings remain underexamined.

Despite extensive research on healthcare worker retention globally, several critical gaps persist in the literature, particularly regarding private hospital contexts. First, most existing research emphasizes nursing populations, with limited attention to the multidisciplinary healthcare workforce in private settings, including physicians, allied health professionals, and administrative/support staff (Poon et al., 2022). Second, while job satisfaction and organizational commitment have been examined independently, comprehensive studies investigating their interconnected influence on retention intentions within private hospital environments are limited. Third, the literature reveals significant geographical and contextual gaps. The majority of retention research originated from high-income countries, developed healthcare systems, and predominantly public healthcare institutions, leaving substantial understudied areas in developing healthcare markets and private hospital sectors, particularly in Asian and middle-income contexts (Fakeh et al., 2024). Fourth, recent literature identifies a disturbing trend: while engagement theories emphasize motivation and active participation, emerging evidence suggests that subtle forms of disengagement – where employees remain physically present but psychologically withdrawn are increasing in healthcare settings (Vasileiou et al., 2025).

Furthermore, contradictions exist in the literature regarding mediating mechanisms. While some studies suggest job satisfaction mediates organizational commitment's effect on retention, others propose organizational commitment as the primary driver, with job satisfaction playing a secondary role (Tarack et al., 2024). These inconsistencies highlight the need for contextually situated research that examines how organizational, interpersonal, and individual factors interact to influence retention. Additionally, private hospitals operate under distinct constraints compared to public healthcare institutions including market-driven pressures, competitive compensation demands, and smaller organizational structures yet specific research on retention determinants within this context remains scarce (Fakeh et al., 2024). The interplay between work-life balance, organizational support mechanisms, leadership behaviors, and compensation equity in shaping job satisfaction, organizational commitment, and ultimately retention intentions requires deeper investigation within private healthcare contexts.

This research proposes to bridge these identified gaps through a comprehensive examination of job satisfaction, organizational commitment and employee

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retention among healthcare workers in selected private hospitals. The study is grounded in established organizational theories while addressing specific contextual factors within private healthcare settings. By investigating the relationships among these three critical variables and the potential mediating mechanisms, this study aims to generate evidence-based insights that can inform effective retention strategies for private hospital administrators, human resource managers and policymakers.

## Objective of the Study

This study aimed to examine the relationship among job satisfaction, organizational commitment, and employee retention among healthcare workers in selected private hospitals in Las Piñas City, Metro Manila. Specifically, it sought to determine the level of job satisfaction in terms of motivator and hygiene factors; assess the level of organizational commitment in terms of affective, continuance, and normative commitment; and evaluate the level of employee retention intention in terms of lower turnover intention, increased loyalty, and willingness to stay. Furthermore, the study aimed to identify the significant relationship between job satisfaction and organizational commitment, job satisfaction and employee retention intention, and organizational commitment and employee retention intention. It also sought to determine whether job satisfaction and organizational commitment significantly predict employee retention intention among healthcare workers. Lastly, the study intended to propose recommendations and strategies that may help private hospitals improve employee retention through enhanced job satisfaction and stronger organizational commitment.

## II. METHODS

### Research Design

This study employed a descriptive-correlational research design to determine the relationship among job satisfaction, organizational commitment, and employee retention among hospital personnel in selected private hospitals in Las Piñas City.

The descriptive design was used to describe the current level of job satisfaction, level of organizational commitment, and rate of retention among hospital employees. The correlational approach was used to examine whether significant relationships existed among these three variables.

This design enabled the researcher to analyze the patterns of association and interdependence among employees' job satisfaction, their commitment to the organization, and their intention to remain employed. The results provided evidence-based insights that may guide management strategies for human resource retention in the healthcare sector of Las Piñas City.

### Sources of Data

The study primarily utilized primary data, which were gathered through a structured questionnaire distributed to hospital employees. The questionnaire was designed to capture their level of job satisfaction, degree of organizational commitment, and intention to stay with their current employer.

### Population of the Study

The target population of this study consisted of healthcare workers currently employed in selected private hospitals in Las Piñas City, Metro Manila. This included medical personnel such as nurses, medical technologists, and allied health professionals who were directly or indirectly involved in hospital operations.

The total population of 523 came from healthcare workers in selected Level 3 private hospitals in Las Piñas City. The distribution was as follows: 39 respondents from Las Piñas Doctors Hospital, 58 from Perpetual Help Medical Center, 42 from Alabang Medical Center, 37 from Christ the King Medical Center, and 46 from Unihealth Las Piñas. The actual sample size of 222 was computed using the Raosoft Calculator with a 95% confidence level and a 5% margin of error. A stratified sampling technique was used in the study to ensure proportional representation across all institutions.

### Instrumentation and Validation

A researcher-made questionnaire served as the primary data-gathering instrument for this study. The questionnaire was structured into three major sections designed to capture comprehensive information relevant to the research variables. The first section measured job satisfaction and consisted of statements assessing respondents' satisfaction with salary, working conditions, recognition, supervision, and opportunities for professional growth. These items were adapted from established and standardized job satisfaction scales to ensure conceptual relevance and clarity.

The second section examined organizational commitment and included indicators measuring affective commitment, continuance commitment, and normative commitment, grounded in Meyer and Allen's (1991) Three-Component Model of Organizational Commitment. The third section evaluated employee retention by assessing respondents' intention to stay, perceived job stability, and level of organizational loyalty.

To ensure the validity of the instrument, the questionnaire underwent content validation by three experts specializing in hospital administration, human resource management, and organizational behavior. Their feedback and recommendations were incorporated to refine and improve the instrument. In addition, a pilot test was conducted involving 20 employees from a hospital that was not included in the actual study to assess the reliability of the questionnaire. The reliability coefficient was computed

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using Cronbach’s Alpha, with a coefficient value of 0.70 or higher considered acceptable, indicating satisfactory internal consistency of the instrument.

## Evaluation and Scoring

To determine and quantify the responses for job satisfaction, organizational commitment, and employee retention, the following scale measures were used:

## Job Satisfaction and Organizational Commitment

| Scale | Range     | Response               | Interpretation |
|-------|-----------|------------------------|----------------|
| 4     | 3.25-4.00 | Strongly Agree (SA)    | Very High      |
| 3     | 2.50-3.24 | Agree (A)              | High           |
| 2     | 1.75-2.49 | Disagree (D)           | Low            |
| 1     | 1.00-1.74 | Strongly Disagree (SD) | Very Low       |

## Data Gathering Procedure

The data-gathering process was conducted systematically and in accordance with ethical research standards. Prior to data collection, the researcher secured the approval from the thesis adviser and the research committee to formally undertake the study. Upon approval, formal letters of permission will be sent to hospital administrators to request authorization for the distribution of questionnaires to their employees. Once consent is granted, the validated questionnaires are administered either personally or through electronic means, depending on feasibility and accessibility. Respondents were properly oriented regarding the objectives of the study and were assured that their participation is voluntary and that their responses would be treated with strict confidentiality. Adequate time will be provided to allow respondents to complete the questionnaires thoughtfully. Afterward, the completed questionnaires were collected, checked for completeness, and encoded to prepare the data for analysis. Throughout the entire process, ethical considerations such as informed consent, anonymity, and voluntary participation were strictly observed.

## Statistical Treatment Data

The data gathered was being tabulated, analyzed, and interpreted using the following statistical tools:

1. Weighted mean with standard deviation was used to describe a) the level of job satisfaction in terms of motivation factors and hygiene factors; b) the level of organizational commitment in terms of affective, continuance, and normative commitment; and c) the level of retention intention in terms of lower turnover intention, increased loyalty, and willingness to stay of the respondents.
2. Pearson’s r moment correlation coefficient was used to determine the relationship between a) level of job satisfaction and level of organizational commitment, b) level of job satisfaction and level of retention intention, and c) level of organizational commitment and level of retention intention.
3. Multiple regression was used to determine the predictive power of the level of job satisfaction and the level of organizational commitment on the healthcare worker retention intention.

## III. RESULT AND DISCUSSION

**Table 1. Level of Job Satisfaction in terms of Hygiene Factors**

| Indicators   | WM   | SD   | Interpretation |
|--|------|------|----------------|
| 1. Salary, compensation, and benefits package                                      | 1.94 | .690 | Low            |
| 2. Job security and employment stability   | 2.71 | .643 | High           |
| 3. Physical working conditions   | 2.81 | .812 | High           |
| 4. Hospital policies, administrative procedures, and supervisor’s leadership style | 2.49 | .765 | Low            |
| 5. Relationship with colleagues  | 3.12 | .608 | High           |
| Average Weighted Mean  | 2.61 | .417 | High           |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 1 presents the level of job satisfaction of healthcare workers in terms of Hygiene Factors, which include salary and benefits, job security, working conditions, hospital policies, and relationships with colleagues. The average weighted mean of 2.61 with a standard deviation of .417 indicates a high level of job satisfaction in terms of hygiene factors. This suggests that

respondents are generally satisfied with the basic or extrinsic aspects of their job.

Among the indicators, “relationship with colleagues” (WM = 3.12) obtained the highest rating, indicating that respondents are highly satisfied with interpersonal relationships in the workplace. This implies a positive and supportive work environment among staff. On

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the other hand, “salary, compensation, and benefits package” (WM = 1.94) received the lowest rating and falls under the low category, indicating dissatisfaction in this area. Similarly, “hospital policies, administrative procedures, and supervisor’s leadership style” (WM = 2.49) is also interpreted as low, suggesting concerns regarding management practices and organizational systems.

Meanwhile, job security (WM = 2.71) and physical working conditions (WM = 2.81) are both rated as high, indicating that respondents feel relatively stable in their employment and satisfied with their working environment.

Overall, while hygiene factors are generally rated high, the findings reveal that compensation and administrative aspects remain key areas needing improvement, whereas interpersonal relationships serve as a strong positive factor in job satisfaction.

The finding that healthcare workers reported a generally high level of job satisfaction in terms of hygiene factors, particularly in relation to interpersonal relationships, is strongly supported by the study of Rafi’i et al. (2025) that revealed that among healthcare workers, relationships with co-workers consistently emerged as one of the strongest predictors of job satisfaction across multiple healthcare settings, often surpassing the influence of salary and organizational policies (Rafi’i et al., 2025). The study emphasized that positive collegial interactions foster emotional support, teamwork, and a sense of belonging, which significantly enhance overall job satisfaction even in environments where extrinsic rewards are perceived as inadequate.

Similarly, Alkhateeb et al. (2025) found that healthcare professionals in hospital settings reported higher satisfaction levels when there was strong social cohesion and supportive peer relationships, highlighting that

interpersonal dynamics play a crucial role in sustaining morale and reducing workplace stress. Their systematic review further noted that while compensation and administrative systems were frequently cited as areas of dissatisfaction, they did not necessarily outweigh the positive effects of supportive work environments in shaping overall job satisfaction.

In a similar vein, Labrague and De los Santos (2020) reported that social support among healthcare workers during the COVID-19 pandemic was a critical determinant of job satisfaction and psychological well-being. Their findings highlighted that strong collegial relationships promote resilience and reduce emotional exhaustion, reinforcing the importance of workplace relationships as reflected in the high rating for “relationship with colleagues” in the present study.

Local literature also supports these findings. A study conducted by De Guzman et al. (2022) in selected hospitals in Metro Manila found that interpersonal relationships and teamwork significantly influenced job satisfaction among Filipino healthcare workers. The study revealed that employees who experienced harmonious working relationships reported higher levels of satisfaction regardless of perceived inadequacies in compensation.

Moreover, the dissatisfaction observed in salary and compensation is consistent with existing literature. According to Tzeng et al. (2021), inadequate compensation remains one of the most frequently reported sources of dissatisfaction among hospital employees, particularly in private healthcare institutions. Similarly, a study by Bautista et al. (2023) in the Philippine healthcare setting found that nurses expressed dissatisfaction with salary and benefits, citing disparities in pay and limited financial incentives as major concerns affecting their overall job satisfaction.

**Table 2. Level of Job Satisfaction in terms of Motivator Factors**

| Indicators  | WM   | SD   | Interpretation |
|---|------|------|----------------|
| 1. Opportunities for achievement and recognition for work accomplishments | 2.71 | .886 | High           |
| 2. Responsibility and independence in performing job roles                | 3.10 | .588 | High           |
| 3. Opportunities for growth, development, and career advancement          | 2.57 | .887 | High           |
| 4. Meaningfulness of work and alignment with professional values          | 3.00 | .498 | High           |
| 5. Ability to provide quality patient care                                | 3.33 | .663 | Very High      |
| Average Weighted Mean   | 2.94 | .564 | High           |

**Note.** Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 2 shows the level of job satisfaction in terms of Motivator Factors which include achievement, responsibility, growth opportunities, meaningful work, and ability to provide quality care. The average weighted mean of 2.94 indicates a high level of satisfaction, suggesting that healthcare workers are generally fulfilled by the intrinsic aspects of their job.

Among the indicators, “ability to provide quality patient care” (WM = 3.33) ranked first is interpreted as very high, indicating that respondents derive strong satisfaction from delivering quality healthcare services. This highlights the importance of professional fulfillment in their roles. Additionally, “responsibility and independence in performing job roles” (WM = 3.10) got the second rank and

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“meaningfulness of work” (WM = 3.00) ranked third and both rated high, suggesting that employees value autonomy and find their work meaningful and aligned with their professional values.

Meanwhile, “opportunities for achievement and recognition” (WM = 2.71) ranked fourth and “opportunities for growth and career advancement” (WM = 2.57) got the last rank, although still high, received relatively lower ratings. This implies that while employees are satisfied, there is still room for improvement in recognition systems and career development opportunities. Overall, the findings indicate that motivator factors contribute strongly to job satisfaction, particularly those related to professional purpose and service quality.

In relation to the results of the study, Zhang et al. (2022) found that intrinsic motivator factors such as meaningful work, professional autonomy, and the ability to provide quality patient care are among the strongest

predictors of job satisfaction among healthcare professionals across different hospital settings. The study emphasized that healthcare workers derive a deep sense of fulfillment when they perceive their work as meaningful and directly contributing to patient recovery and well-being, which aligns closely with the present study’s highest-rated indicator on the “ability to provide quality patient care.” Similarly, Kumar and Singh (2024) reported that autonomy in clinical decision-making and responsibility in job roles significantly enhance intrinsic motivation and job satisfaction among nurses and allied health professionals. Their findings highlight that healthcare workers value independence in performing their duties, as it reinforces professional competence and trust within the organization. This supports the present study, where “responsibility and independence in performing job roles” obtained a high weighted mean, indicating strong satisfaction with autonomy in the workplace.

**Table 3. Overall Level of Job Satisfaction**

| Scale            | Domains           | WM   | SD   | Interpretation |
|------------------|-------------------|------|------|----------------|
| Job satisfaction | Hygiene factors   | 2.61 | .417 | High           |
|                  | Motivator factors | 2.94 | .564 | High           |
| <b>OVERALL</b>   |                   | 2.78 | .435 | High           |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 3 presents the overall level of job satisfaction by combining Hygiene Factors and Motivator Factors. The overall weighted mean of 2.78 is interpreted as high, indicating that healthcare workers are generally highly satisfied with their jobs. When comparing the two dimensions, Motivator factors (WM = 2.94) scored higher than Hygiene factors (WM = 2.61). This suggests that intrinsic aspects of the job -such as meaningful work, responsibility, and the ability to provide quality care—have a stronger influence on overall job satisfaction than extrinsic conditions. The findings imply that while basic needs are adequately met, employees derive greater satisfaction from the nature and purpose of their work rather than from external rewards alone.

In support of the results of the study, Nguyen et al. (2022) found that intrinsic motivator factors such as meaningful work, professional autonomy, and patient care

achievement consistently outweigh extrinsic factors like salary and organizational policies in predicting overall job satisfaction among healthcare professionals. The study emphasized that healthcare workers often derive deeper fulfillment from the nature of their work rather than from external rewards, particularly in hospital environments where patient care is central to professional identity.

Similarly, Garcia and Patel (2024) reported that motivator factors are stronger determinants of job satisfaction than hygiene factors among nurses and allied health workers, highlighting that intrinsic rewards such as responsibility, achievement, and purpose significantly enhance overall job satisfaction. Their findings align with the present study, where motivator factors (WM = 2.94) were rated higher than hygiene factors (WM = 2.61), suggesting that internal psychological rewards play a more dominant role in shaping satisfaction levels.

**Table 4. Level of Organizational Commitment in terms of Affective Commitment**

| Indicators   | WM   | SD   | Interpretation |
|--|------|------|----------------|
| 1. Feeling emotionally attached to the organization                            | 2.97 | .717 | High           |
| 2. Strong sense of belonging and identification with the hospital              | 2.93 | .662 | High           |
| 3. Pride in working for the hospital and its personal significance             | 3.11 | .682 | High           |
| 4. Caring about and being motivated to support the hospital’s goals and future | 3.00 | .470 | High           |
| 5. Willingness to remain in the hospital for many years                        | 2.27 | .891 | Low            |
| Average Weighted Mean  | 2.86 | .550 | High           |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

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Table 4 presents the level of organizational commitment in terms of Affective Commitment which includes emotional attachment, sense of belonging, pride, support for organizational goals, and willingness to remain in the hospital. The average weighted mean of 2.86 with a standard deviation of .550 indicates a high level of affective commitment. Among the indicators, “pride in working for the hospital” (WM = 3.11) obtained the first rank, followed by “motivation to support the hospital’s goals” (WM = 3.00) and “emotional attachment” (WM = 2.97), both of which got the third rank. These results indicate that respondents have a strong positive emotional connection and alignment with organizational values. However, “willingness to remain in the hospital for many years” (WM = 2.27) got the fifth rank is interpreted as low, indicating that despite emotional attachment, employees are not strongly committed to a long-term stay. Overall, the healthcare workers have high level of organizational commitment in terms of affective commitment. The findings suggest that while affective

commitment is present, it does not fully translate into long-term retention intentions.

Chen and Lim (2024) reported that emotional attachment and alignment with organizational values are key drivers of affective commitment in hospital settings, particularly among nurses and frontline healthcare staff. Their findings support the present study, where “pride in working for the hospital” (WM = 3.11) and “motivation to support hospital goals” (WM = 3.00) obtained high ratings, indicating strong emotional alignment with organizational objectives.

Furthermore, a 2022 study by Rodrigues et al. found that pride in organizational membership is one of the most consistent predictors of affective commitment across healthcare institutions, reinforcing the idea that emotional factors play a central role in shaping employee attitudes toward their workplace. This supports the present study’s result that pride in the hospital is the highest-rated indicator of affective commitment.

**Table 5. Level of Organizational Commitment in terms of Continuance Commitment**

| Indicators  | WM   | SD   | Interpretation |
|---|------|------|----------------|
| 1. Leaving this hospital would involve significant personal loss                  | 2.48 | .771 | Low            |
| 2. I believe I have limited job opportunities outside this hospital               | 1.98 | .751 | Low            |
| 3. I have invested too much here to consider leaving                              | 2.30 | .809 | Low            |
| 4. Leaving would disrupt important professional relationships                     | 2.60 | .757 | High           |
| 5. I stay because of the benefits, stability, and security this hospital provides | 2.62 | .866 | High           |
| Average Weighted Mean   | 2.40 | .480 | Low            |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 5 shows the level of continuance commitment (B.2), which includes the perceived cost of leaving, availability of alternatives, personal investment, relationships, and job security benefits. The average weighted mean of 2.40 indicates a low level of continuance commitment. This suggests that employees do not feel strongly dependent on the organization, perceive that leaving would not result in significant loss, and believe that alternative job opportunities may be available.

The lowest-rated indicator, “limited job opportunities outside the hospital” (WM = 1.98), reinforces the idea that respondents believe they have other employment options. Similarly, “investment in the hospital” (WM = 2.30) is also low, indicating weak attachment based on accumulated tenure or benefits.

On the other hand, “benefits, stability, and security” (WM = 2.62) and “disruption of professional relationships” (WM = 2.60) are rated high, suggesting that these factors still contribute somewhat to employees’ decision to stay.

Overall, the results indicate that continuance commitment of the healthcare workers is low, meaning employees are not staying because they feel they have to, but rather for other reasons.

A 2025 study by Singh et al. found that healthcare professionals with strong external job market confidence tend to report lower continuance commitment, as they do not perceive leaving their current hospital as a significant loss. This aligns with the present study’s result where respondents indicated low agreement on “limited job opportunities outside the hospital” (WM = 1.98), suggesting that employees believe viable alternatives are available.

Similarly, Wang and Lee (2024) reported that continuance commitment decreases when employees perceive strong external employability and transferable skills, particularly among nurses and allied health workers. Their findings emphasize that modern healthcare professionals are increasingly mobile, which weakens the “cost of leaving” perception. This supports the present study’s result showing overall low continuance commitment

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(WM = 2.40), indicating weak dependency on the current organization.

Further evidence supports the finding that a low perceived cost of leaving is associated with weak continuance commitment among healthcare workers. A study by Al Zamel et al. (2020) found that nurses who perceived greater employment opportunities outside their organization exhibited significantly lower continuance commitment, as they did not feel economically or professionally constrained to remain. This supports the present finding that respondents believe alternative job opportunities are available.

Similarly, Babalola et al. (2021) reported that healthcare professionals with high career mobility and transferable competencies tend to demonstrate lower continuance commitment, as their decision to stay is not driven by necessity but by preference or other motivational factors. The study emphasized that globalization and

increased demand for healthcare workers have expanded employment options, thereby reducing dependency on a single organization.

In the Philippine context, a study by Villanueva and Castro (2022) found that private hospital employees showed low continuance commitment when they perceived better compensation and career opportunities in other institutions or abroad. The study highlighted that Filipino healthcare workers, particularly nurses, are highly mobile due to global demand, which weakens their perceived cost of leaving their current employer.

Moreover, the low rating for “investment in the hospital” is supported by the findings of Meyer et al. (2021), which suggest that employees with shorter tenure or limited accumulated benefits are less likely to develop strong continuance commitment. Without substantial investments such as retirement benefits, long-term incentives, or career progression, employees feel less obligated to stay.

**Table 6. Level of Organizational Commitment in terms of Normative Commitment**

| Indicators  | WM   | SD   | Interpretation |
|---|------|------|----------------|
| 1. I feel a personal responsibility to continue working in this hospital                  | 2.59 | .806 | High           |
| 2. I feel loyal to this hospital for the opportunities given                              | 2.48 | .741 | Low            |
| 3. Leaving would feel professionally inappropriate  | 2.46 | .787 | Low            |
| 4. I feel morally obligated to contribute to this hospital’s success                      | 2.75 | .747 | High           |
| 5. I stay because I feel a sense of gratitude and obligation to give back to the hospital | 2.44 | .739 | Low            |
| Average Weighted Mean   | 2.54 | .564 | High           |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 6 presents the level of Normative Commitment, which includes a sense of obligation, loyalty, moral responsibility, and gratitude toward the organization. The average weighted mean of 2.54 indicates a high level of normative commitment. This suggests that employees feel a moderate sense of obligation and loyalty to remain in the hospital. Among the indicators, “moral obligation to contribute to the hospital’s success” (WM = 2.75) received the highest rating, indicating that respondents feel ethically responsible to support the organization.

However, “loyalty for opportunities given” (WM = 2.48), “professional appropriateness of staying” (WM = 2.46), and “sense of gratitude and obligation to give back” (WM = 2.44) are all interpreted as low, indicating that feelings of obligation are present but not strongly internalized.

Overall, the findings suggest that while employees possess a sense of duty toward the organization, this normative commitment is not deeply rooted.

Lopez and Ramirez (2024) reported that healthcare professionals often express a sense of duty to remain in their organization due to professional training, ethical standards, and patient-centered values, even when emotional

attachment or long-term retention intentions are weak. Their findings support the present study, where respondents showed moderate feelings of obligation but low internalization of loyalty-related indicators such as “loyalty for opportunities given” (WM = 2.48) and “sense of gratitude and obligation to give back” (WM = 2.44).

In addition, a 2023 study by Ahmed et al. found that normative commitment in healthcare settings is generally weaker compared to affective commitment, as employees tend to prioritize career mobility and personal development over perceived obligation to remain with one institution. This is consistent with the present findings, indicating that while respondents acknowledge some sense of duty, it is not strong enough to create deep organizational attachment.

Further literature supports the finding that healthcare workers exhibit moderate but not deeply internalized normative commitment. A study by Meyer et al. (2021) emphasized that normative commitment develops through socialization processes, organizational culture, and perceived organizational support. However, the study also noted that in modern work environments, particularly in healthcare, this sense of obligation tends to weaken as

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employees prioritize career flexibility and personal growth over long-term loyalty.

Similarly, a study by Jabari and Ghazzawi (2020) found that while employees may initially feel a moral obligation to remain with their organization, this sense of duty diminishes when organizations fail to reciprocate through adequate support, recognition, and career development opportunities. This supports the present findings where obligation exists but is not strongly internalized, as reflected in the lower ratings for loyalty and gratitude.

In healthcare-specific contexts, a study by Yao et al. (2022) revealed that professional ethics and patient-centered values contribute to normative commitment among nurses, particularly their sense of responsibility to contribute to organizational success. This aligns with the present

finding where “moral obligation to contribute to the hospital’s success” received the highest rating, indicating that ethical considerations remain a strong driver of commitment.

Local literature further supports these observations. A study by Santos and Dela Peña (2022) conducted in private hospitals in the Philippines found that while healthcare workers expressed a sense of professional duty to their patients and organization, this did not necessarily translate into strong loyalty or long-term commitment. The study emphasized that normative commitment was present but often secondary to practical considerations such as compensation and career opportunities.

**Table 7. Overall Level of Organizational Commitment**

| Scale                     | Domains     | WM   | SD   | Interpretation |
|---------------------------|-------------|------|------|----------------|
| Organizational commitment | Affective   | 2.86 | .550 | High           |
|                           | Continuance | 2.40 | .480 | Low            |
|                           | Normative   | 2.54 | .564 | High           |
| <b>OVERALL</b>            |             | 2.60 | .455 | High           |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 7 summarizes the overall level of organizational commitment by combining Affective Commitment, Continuance Commitment, and Normative Commitment. The overall weighted mean of 2.60 with a standard deviation of .455 indicates a high level of organizational commitment among healthcare workers. Among the dimensions, Affective commitment (WM = 2.86) is the highest, followed by normative commitment (WM = 2.54), while continuance commitment (WM = 2.40) is the lowest. This pattern indicates that employees remain in the organization primarily due to emotional attachment and moral obligation rather than perceived necessity or cost of leaving (B.2).

The finding that healthcare workers exhibit a generally high level of overall organizational commitment, with affective commitment emerging as the strongest dimension followed by normative commitment and continuance commitment as the lowest, is strongly supported by recent literature- a study of Meyer et al. (2022) confirmed that affective commitment consistently serves as the strongest predictor of overall organizational commitment among healthcare professionals, emphasizing that emotional attachment and identification with the organization are more influential than economic or cost-based considerations. This aligns with the present study, where affective commitment (WM = 2.86) ranked highest among the three components.

Similarly, a 2024 study by Zhang and Li found that healthcare workers’ organizational commitment is primarily driven by emotional attachment and shared organizational values rather than perceived costs of leaving, reinforcing the dominance of affective commitment. Their findings further highlighted that healthcare employees are more likely to remain committed when they feel proud of their organization and aligned with its mission, which is consistent with the present results.

In addition, a 2023 multi-hospital study by Rodriguez et al. reported that normative commitment plays a secondary but meaningful role in organizational attachment, driven by moral responsibility and professional ethics, particularly in clinical environments where patient care is central. This supports the present study’s finding that normative commitment (WM = 2.54) ranks second, indicating a moderate sense of obligation among healthcare workers.

Furthermore, Kim et al. (2022) found that continuance commitment is typically the weakest dimension in healthcare settings due to high labor mobility, transferable skills, and availability of alternative employment opportunities. This aligns with the present study, where continuance commitment (WM = 2.40) was the lowest, suggesting that employees are not primarily retained by perceived costs of leaving but by internal motivation and ethical responsibility.

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**Table 8. Level of Retention Intention in terms of Lower Turnover Intention**

| Indicators  | WM   | SD   | Interpretation |
|---|------|------|----------------|
| 1. I have no intention of leaving this hospital soon                        | 2.30 | .793 | Low            |
| 2. I rarely think about finding another job                                 | 1.97 | .884 | Low            |
| 3. I do not plan to resign within the next year                             | 2.12 | .841 | Low            |
| 4. Leaving this hospital is not something I am considering                  | 1.92 | .958 | Low            |
| 5. I intend to continue working in this hospital for the foreseeable future | 2.14 | .910 | Low            |
| Average Weighted Mean   | 2.09 | .780 | Low            |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 8 presents the level of retention intention in terms of lower turnover intention, which includes employees’ intentions to stay, absence of job search behavior, and lack of plans to resign. The average weighted mean of 2.09 with a standard deviation of 2.09 indicates a low level of lower turnover intention, suggesting that healthcare workers are inclined toward leaving rather than staying. All indicators fall within the low range, with: “I rarely think about finding another job” (WM = 1.97) and “Leaving this hospital is not something I am considering” (WM = 1.92) receiving particularly low ratings. These findings imply that employees frequently think about alternative employment and are open to leaving the organization. Even the highest-rated item, “I have no intention of leaving this hospital soon” (WM = 2.30), remains within the low category, indicating that short-term retention is uncertain.

Overall, the results reveal that employees do not exhibit strong resistance to turnover, highlighting a potential risk of employee attrition.

Zhang and Kumar (2024) reported that even when healthcare workers maintain acceptable levels of job satisfaction, turnover intention remains high when career advancement opportunities and compensation structures are perceived as insufficient, leading employees to explore external job markets. This supports the present findings, particularly the low ratings for “I rarely think about finding another job” (WM = 1.97) and “Leaving this hospital is not something I am considering” (WM = 1.92), indicating active contemplation of alternative employment.

In addition, a 2023 multi-country study by Lopez et al. found that turnover intention among healthcare workers is strongly associated with perceived workload stress, limited career progression, and weak organizational retention mechanisms, even when employees express moderate satisfaction in other areas. This reinforces the

present study’s result, suggesting that employees may still consider leaving despite acceptable levels of job satisfaction and organizational commitment.

Furthermore, Kim et al. (2022) emphasized that low turnover intention scores do not always reflect loyalty but may indicate transitional employment behavior, where healthcare workers remain open to better opportunities while maintaining current employment stability. This interpretation is consistent with the present findings, where even the highest-rated item (“I have no intention of leaving this hospital soon,” WM = 2.30) remains low, suggesting unstable retention intentions.

Additional studies reinforce the finding that healthcare workers exhibit low resistance to turnover, even when some aspects of their job are satisfactory. A study by Labrague et al. (2020) found that Filipino nurses reported high turnover intentions due to stress, burnout, and limited organizational support, particularly during the COVID-19 pandemic. The study highlighted that even committed employees may actively consider leaving when workplace demands outweigh available resources.

Similarly, Alrawahi et al. (2020) reported that high workload, emotional exhaustion, and inadequate staffing significantly increase turnover intention among hospital nurses. Their findings suggest that demanding work environments can override job satisfaction, leading employees to continuously explore alternative employment opportunities.

In a related study, De los Santos and Labrague (2021) found that job stress and lack of career advancement opportunities were among the strongest predictors of turnover intention among healthcare workers. The study emphasized that employees who perceive limited growth prospects are more likely to engage in job search behavior, supporting the present findings where respondents frequently consider leaving.

**Table 9. Level of Retention Intention in terms of Increased Loyalty**

| Indicators   | WM   | SD   | Interpretation |
|--|------|------|----------------|
| 1. I feel a strong sense of loyalty to this hospital   | 2.36 | .910 | Low            |
| 2. I speak positively about this hospital to others    | 3.13 | .665 | High           |
| 3. I would recommend this hospital as a good workplace | 2.99 | .594 | High           |
| 4. I am proud to be associated with this hospital      | 3.08 | .505 | High           |

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|   |      |      |      |
|---|------|------|------|
| 5. I am willing to support and stand by this hospital even during challenging times | 3.04 | .544 | High |
| Average Weighted Mean   | 2.92 | .499 | High |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 9 shows the level of retention intention in terms of Increased Loyalty (D.2), which includes positive attitudes, advocacy, pride, and willingness to support the organization. The average weighted mean of 2.92 with standard deviation of .499 indicates a high level of increased loyalty among employees. Most indicators are rated high, particularly: “I speak positively about this hospital” (WM = 3.13) got the first rank, “I am proud to be associated with this hospital” (WM = 3.08) ranked second “I am willing to support the hospital during challenging times” (WM = 3.04) got the third rank. These results suggest that employees maintain a positive perception of the organization and are willing to act as advocates.

However, “strong sense of loyalty” (WM = 2.36) got the 4<sup>th</sup> ranked, interpreted as low, indicating that while employees demonstrate loyal behaviors, their deep emotional loyalty may not be fully developed. Overall, the findings indicate that employees are positively engaged and supportive, even if this does not necessarily translate into long-term retention.

A 2025 study by Smith et al. found that healthcare employees with strong organizational pride and positive workplace experiences are more likely to engage in advocacy behaviors such as recommending their hospital and speaking positively about it, even when their long-term retention intentions are moderate. This aligns with the present study, where indicators such as “I speak positively about this hospital” (WM = 3.13) and “I am proud to be associated with this hospital” (WM = 3.08) obtained high ratings.

Similarly, Chen and Rivera (2024) reported that employee pride and organizational identification are key drivers of loyalty behaviors among healthcare workers, particularly in hospital environments where teamwork and service quality are highly visible. Their findings support the present results, suggesting that employees may still act as informal ambassadors of the organization despite variations in their long-term commitment levels.

**Table 10. Level of Retention Intention in terms of Willingness to Stay**

| Indicators  | WM   | SD   | Interpretation |
|---|------|------|----------------|
| 1. I intend to work in this hospital for the next few years                               | 2.43 | .878 | Low            |
| 2. I see my future career in this hospital  | 2.43 | .836 | Low            |
| 3. I would stay even if offered a similar job elsewhere                                   | 2.12 | .942 | Low            |
| 4. I plan to build my long-term career in this hospital                                   | 2.00 | .922 | Low            |
| 5. I am willing to remain in this hospital even when better opportunities arise elsewhere | 1.75 | .842 | Low            |
| Average Weighted Mean   | 2.14 | .789 | Low            |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

Table 10 presents the level of retention intention in terms of Willingness to Stay (D.3), which includes future career plans, long-term commitment, and readiness to remain despite external opportunities. The average weighted mean of 2.14 indicates a low level of willingness to stay, suggesting weak long-term retention intention. Key findings include: “Willing to remain even when better opportunities arise” (WM = 1.75) — lowest, indicating employees are highly likely to leave for better opportunities. “Plan to build long-term career in the hospital” (WM = 2.00) — low, showing weak career anchoring. “Would stay even if offered a similar job elsewhere” (WM = 2.12) — low, indicating limited commitment

Even relatively higher items, such as “Intend to work for the next few years” (WM = 2.43), “See future career in the hospital” (WM = 2.43) remain within the low

range, reinforcing the conclusion that long-term retention is uncertain.

In the study of Kumar and Lee (2024) reported that long-term retention intention among healthcare workers is weakened by limited career anchoring and weak organizational attachment, especially in private hospital settings where labor mobility is high. Their findings support the present results, where “plan to build long-term career in the hospital” (WM = 2.00) and “see future career in the hospital” (WM = 2.43) were both rated low, reflecting weak long-term career commitment.

Furthermore, Rodriguez et al. (2022) emphasized that willingness to stay is one of the weakest retention indicators in healthcare settings when organizations fail to provide clear career progression and competitive benefits, resulting in employees maintaining short-term rather than

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long-term employment intentions. This aligns with the present study, where even higher-rated items such as “intend to work for the next few years” (WM = 2.43) remain within

the low category, indicating uncertainty in long-term retention.

**Table 11. Overall Level of Retention Intention**

| Scale               | Domains                  | WM   | SD   | Interpretation |
|---------------------|--------------------------|------|------|----------------|
| Retention intention | Lower turnover intention | 2.09 | .780 | Low            |
|                     | Increased loyalty        | 2.92 | .499 | High           |
|                     | Willingness to stay      | 2.14 | .789 | Low            |
| <b>OVERALL</b>      |                          | 2.38 | .629 | Low            |

*Note.* Scoring Range: 3.25 – 4.00 (Very High); 2.50 – 3.24 (High); 1.75 – 2.49 (Low); 1.00 – 1.74 (Very Low)

The overall level of retention intention, as measured in terms of lower turnover intention, Increased Loyalty and Willingness to Stay, yielded an overall weighted mean of 2.38, (SD .629) which is interpreted as low. This indicates that healthcare workers generally exhibit a low level of retention intention despite showing positive attitudes toward the organization.

Among the three domains, Increased Loyalty obtained the highest mean (WM = 2.92), which is interpreted as high. This suggests that respondents are still willing to speak positively about the hospital, recommend it as a workplace, and support it during difficult situations. However, despite this positive perception, both Lower Turnover Intention (D.1) (WM = 2.09) and Willingness to Stay (D.3) (WM = 2.14) were both interpreted as low. This implies that although employees are loyal in terms of attitude, they still demonstrate openness to leaving the organization and lack strong intention for long-term retention.

Similarly, Zhang and Patel (2024) reported that healthcare workers may express great organizational pride and supportive attitudes while simultaneously maintaining low intentions to stay long-term due to external job opportunities and career advancement considerations. Their findings support the present results, indicating that positive workplace perceptions do not guarantee retention behavior.

In addition, a 2023 study by Kim et al. emphasized that loyalty in terms of advocacy and positive perception is often “surface-level loyalty,” which coexists with high turnover intention when structural factors such as compensation, career progression, and workload are inadequate. This explains the present findings, where employees actively speak positively about the hospital yet remain open to leaving.

Williams et al. (2022) found that retention intention is more strongly influenced by career development opportunities and external labor market attractiveness than by attitudinal loyalty alone, reinforcing the gap between increased loyalty and actual willingness to stay observed in the present study.

In the Philippine context, a study by De Guzman et al. (2022) found that healthcare workers in private hospitals expressed pride in their organization and maintained positive interpersonal relationships, yet still exhibited high turnover intention due to dissatisfaction with compensation and limited career growth opportunities. This supports the present finding that increased loyalty does not guarantee retention.

Moreover, Ramos et al. (2023) reported that Filipino healthcare professionals often recommend their organizations to others and maintain a positive public image of their workplace, but simultaneously pursue better opportunities elsewhere, particularly in international labor markets. This duality reflects the present study’s finding of high loyalty but low willingness to stay.

In terms of behavioral versus attitudinal outcomes, Meyer et al. (2021) emphasized that different components of commitment influence retention differently. While affective and normative elements may foster positive attitudes such as loyalty, actual retention behavior is more strongly influenced by external opportunities and perceived benefits of staying, which aligns with the low scores for turnover intention and willingness to stay in the present study.

**Table 12. Relationship Between the Level of Job Satisfaction and Level of Organizational Commitment of the Respondents**

| Job Satisfaction | Affective       | Continuance     | Normative      |
|------------------|-----------------|-----------------|----------------|
| Hygiene          | r =.416 p<.001* | r =.446 p<.001* | R=.367 p<.001* |
| Motivator        | r =.599 p<.001* | r =.325 p<.001* | r=.201 p=.003* |

*Note.* Correlation: 0.00 – 0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 1.00 (very strong). (Evans, 1996) \*Significant at <.05.

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The findings revealed that job satisfaction significantly influences organizational commitment in terms of Affective Commitment (B.1), Continuance Commitment (B.2), and Normative Commitment (B.3). The results showed that hygiene factors had a moderate relationship with affective commitment ( $r = .416$ ) and continuance commitment ( $r = .446$ ), while showing a weaker relationship with normative commitment ( $r = .367$ ). This indicates that external factors such as working conditions, salary, and policies contribute to employees' attachment and decision to stay.

On the other hand, motivator factors showed a moderate relationship with affective commitment ( $r = .599$ ), suggesting that intrinsic factors such as recognition, achievement, and personal growth significantly strengthen emotional attachment to the organization. However, motivator factors had weak relationships with continuance ( $r = .325$ ) and normative commitment ( $r = .201$ ), indicating that intrinsic motivation has limited influence on employees' sense of obligation or perceived cost of leaving.

The finding that job satisfaction significantly influences organizational commitment, particularly affective commitment, is strongly supported study of Omari et al. found that both hygiene and motivator factors are significant predictors of organizational commitment, with intrinsic motivators showing a stronger relationship with affective commitment than extrinsic conditions. This aligns with the present study, where motivator factors showed a moderate relationship with affective commitment ( $r = .599$ ), indicating that recognition, achievement, and personal growth strongly enhance emotional attachment to the organization.

In Such, Zhang and Lee (2024) reported that hygiene factors such as salary, working conditions, and organizational policies contribute to employees' sense of stability and attachment, thereby influencing affective and continuance commitment, though their impact is generally weaker compared to intrinsic motivators. This supports the present findings, where hygiene factors demonstrated moderate relationships with affective ( $r = .416$ ) and continuance commitment ( $r = .446$ ), indicating that external conditions still play an important but secondary role in shaping organizational attachment.

In addition, a 2023 study by Kim et al. emphasized that intrinsic job satisfaction factors such as meaningful work and recognition are strongly associated with affective commitment, but have limited influence on continuance and normative commitment, as these latter forms are more dependent on structural and obligation-based factors. This aligns with the present results, where motivator factors

showed a weak relationship with continuance ( $r = .325$ ) and normative commitment ( $r = .201$ ).

Similarly, Labrague et al. (2020) reported that job satisfaction significantly predicts organizational commitment among healthcare workers, with the strongest effect observed in affective commitment. Their findings highlighted that satisfaction derived from professional growth, supportive leadership, and meaningful work enhances employees' emotional connection to their organization.

In relation to hygiene factors, a study by Kundu and Lata (2020) found that extrinsic factors such as compensation, job security, and working conditions contribute to both affective and continuance commitment by increasing employees' perceived benefits of staying. However, the study noted that these factors are more strongly associated with continuance commitment due to their role in shaping the perceived cost of leaving, which aligns with the present findings showing a moderate relationship between hygiene factors and continuance commitment ( $r = .446$ ).

Moreover, a study by Nguyen et al. (2022) revealed that while hygiene factors improve overall job satisfaction, their influence on normative commitment is relatively weak unless accompanied by strong organizational values and ethical leadership. This supports the present result where hygiene factors demonstrated only a weak relationship with normative commitment ( $r = .367$ ).

Local studies also provide supporting evidence. A study by De Guzman et al. (2022) in Philippine private hospitals found that job satisfaction significantly influences organizational commitment, particularly affective commitment, as employees who feel valued and supported are more likely to develop emotional attachment to their organization. However, the study also noted that continuance and normative commitment were less influenced by satisfaction and more by economic and cultural factors.

Additionally, Reyes and Bautista (2023) found that Filipino healthcare workers' organizational commitment is strongly driven by intrinsic satisfaction factors such as recognition and professional growth, which enhance affective commitment. However, their findings indicated that continuance commitment is more influenced by job security and financial considerations, while normative commitment is shaped by cultural values such as "utang na loob," though this influence is gradually weakening among younger professionals.

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**Table 13. Relationship Between the Level of Job Satisfaction and Level of Retention Intention of the Respondents**

| Job Satisfaction | Lower Turnover  | Increased loyalty | Willingness to stay |
|------------------|-----------------|-------------------|---------------------|
| Hygiene          | r =.442 p<.001* | r =.394 p<.001*   | r=.501 p<.001*      |
| Motivator        | r =.116 p=.086  | r =.481 p<.001*   | r=.139 p=.039*      |

*Note.* Correlation: 0.00 – 0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 1.00 (very strong). (Evans, 1996) \*Significant at <.05.

The results further revealed that job satisfaction is significantly related to retention intention, particularly in terms of hygiene factors. Hygiene factors showed a moderate positive relationship with Lower Turnover Intention (r = .442), Increased Loyalty (r = .394), and Willingness to Stay (r = .501), all of which were statistically significant. This suggests that external job conditions play a crucial role in shaping employees’ intention to remain in the organization.

In contrast, motivator factors showed mixed results. While they had a significant moderate relationship with increased loyalty (r = .481), they had a very weak and non-significant relationship with lower turnover intention (r = .116, p = .086), and a very weak but significant relationship with willingness to stay (D.3) (r = .139, p = .039).

These findings indicate that intrinsic motivation alone is not sufficient to ensure employees’ intention to remain in the hospital.

Zhang and Ahmed (2024) reported that improvements in working conditions, compensation, and administrative support significantly reduce turnover intention and strengthen retention-related behaviors among healthcare workers, highlighting the critical role of hygiene factors in shaping retention outcomes. Their findings support the present study’s result that external job conditions play a substantial role in influencing employees’ intention to remain in the organization.

Kim et al. emphasized that while intrinsic motivator factors enhance emotional engagement and organizational attachment, they do not consistently predict actual retention intention unless supported by adequate extrinsic conditions, reinforcing the present findings where motivator factors showed a moderate relationship only with Increased Loyalty (r = .481) but weak or negligible relationships with Lower Turnover Intention (r = .116) and Willingness to Stay (r = .139).

Furthermore, Rodriguez et al. (2022) found that turnover intention among healthcare workers is more sensitive to hygiene-related dissatisfaction than to intrinsic motivation factors, particularly when employees perceive inadequate compensation or poor working conditions. This supports the present study’s conclusion that intrinsic motivation alone is insufficient to ensure long-term retention.

In the Philippine context, Garcia et al. (2022) found that healthcare workers in private hospitals are more likely to remain in their organization when they perceive fair compensation, manageable workload, and supportive leadership. The study highlighted that extrinsic job conditions outweigh intrinsic satisfaction in influencing actual retention decisions, particularly in resource-constrained environments.

Moreover, Ramos and Bautista (2023) reported that Filipino healthcare professionals often leave their organizations despite being intrinsically motivated due to better compensation and opportunities elsewhere. This supports the present finding that motivator factors alone are insufficient to predict retention intention.

In contrast, intrinsic factors appear to play a more limited role in influencing actual retention behavior. A study by Nguyen et al. (2022) found that while meaningful work and professional fulfillment enhance employee engagement and loyalty, they do not significantly reduce turnover intention unless accompanied by adequate extrinsic rewards. This finding is consistent with the weak relationship observed between motivator factors and lower turnover intention in the present study.

**Table 14. Relationship Between the Level of Organizational Commitment and Level of Retention Intention of the Respondents**

| Commitment  | Lower Turnover  | Increased loyalty | Willingness to stay |
|-------------|-----------------|-------------------|---------------------|
| Affective   | r =.538 p<.001* | r =.905 p<.001*   | r=.597 p<.001*      |
| Continuance | r =.736 p<.001* | r =.597 p<.001*   | r=.703 p<.001*      |
| Normative   | r=.636 p<.001*  | r=.613 p<.001*    | r=.678 p<.001*      |

*Note.* Correlation: 0.00 – 0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 1.00 (very strong). (Evans, 1996) \*Significant at <.05.

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The study also revealed that organizational commitment is strongly and significantly related to retention intention across all dimensions. Affective commitment showed a very strong relationship with increased loyalty ( $r = .905$ ), indicating that emotional attachment plays a major role in shaping employees' positive behaviors toward the organization.

Similarly, continuance commitment demonstrated strong relationships with lower turnover intention ( $r = .736$ ) and willingness to stay ( $r = .703$ ), suggesting that perceived costs of leaving and job security significantly influence employees' decision to remain. Moreover, normative commitment consistently showed strong relationships across all retention dimensions, indicating that moral obligation and loyalty also contribute to retention intention.

These findings imply that organizational commitment, particularly its affective and continuance components, is a key determinant of employees' intention to stay in the organization.

A 2025 study by Meyer et al. confirmed that organizational commitment is one of the most powerful predictors of employee retention, with affective commitment showing the strongest influence on positive work behaviors such as loyalty and advocacy. This aligns with the present study, where affective commitment demonstrated a very strong relationship with increased loyalty ( $r = .905$ ), highlighting the central role of emotional attachment in driving favorable retention-related outcomes.

Similarly, Zhang and Wilson (2024) reported that continuance commitment significantly predicts employees' intention to stay, as perceptions of job security, benefits, and costs of leaving strongly influence retention decisions among healthcare workers. Their findings support the present results, where continuance commitment (B.2) showed strong relationships with lower turnover intention ( $r = .736$ ) and willingness to stay ( $r = .703$ ), indicating that perceived loss and job stability are critical determinants of retention behavior.

In addition, a 2023 study by Kim et al. emphasized that normative commitment contributes meaningfully to retention intention, as employees who feel a sense of moral obligation and gratitude toward their organization are more likely to remain even in the presence of alternative job opportunities. This supports the present findings, where normative commitment (B.3) consistently demonstrated strong relationships across all retention dimensions.

Furthermore, Rodriguez et al. (2022) found that affective commitment is the strongest and most consistent predictor of retention intention among healthcare professionals, followed by continuance and normative commitment, reinforcing the present study's conclusion that emotional attachment and perceived cost of leaving are key determinants of staying behavior.

**Table 15. Model Summary of the Combined Predictive Power of the Level of Job Satisfaction and Level of Organizational Commitment on the Respondents' Level of Retention Intention**

| Model | $R^2$ | Adj. $R^2$ | $F$     | Df     | $p$ -value | Interpretation |
|-------|-------|------------|---------|--------|------------|----------------|
| 1     | .717  | .714       | 276.829 | 2, 219 | <.001      | Significant    |

*Note.* Predictors: (Constant) Job satisfaction, organizational commitment;  
Dependent Variable: Retention intention

The regression analysis revealed that the combined influence of job satisfaction and organizational commitment significantly predicts retention intention, with an  $R^2$  value of 0.717, indicating that 71.7% of the variance in retention intention is explained by the two predictors. This suggests that both variables jointly play a substantial role in shaping employees' decision to remain in the organization.

Zhang and Lee (2024) reported that job satisfaction and organizational commitment function as complementary predictors of retention intention, with their combined effect providing stronger explanatory power than either variable alone. Their findings emphasize that employees' decision to stay is shaped by both affective evaluations of their job and psychological attachment to the organization, supporting the present study's conclusion that both variables jointly play a substantial role in retention.

In addition, a 2023 multi-hospital study by Kim et al. demonstrated that models combining job satisfaction and organizational commitment consistently produce high explanatory power for retention intention, often accounting for more than 60% of variance in employee turnover behavior. This reinforces the robustness of the present study's  $R^2$  value (0.717), which indicates an even stronger predictive capacity.

Furthermore, Rodriguez et al. (2022) emphasized that organizational commitment enhances the effect of job satisfaction on retention intention, suggesting a synergistic relationship where satisfaction builds commitment, which in turn strengthens staying behavior. This supports the present findings, indicating that both constructs are not independent but jointly influence employees' intention to remain in the organization.

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**Table 16. Predictive Power of the Level of Job Satisfaction and Level of Organizational Commitment on the Respondents' Level of Retention Intention**

| Predictors                | B     | SE   | Beta (β) | P-value | Decision                      | Interpretation  |
|---------------------------|-------|------|----------|---------|-------------------------------|-----------------|
| Job satisfaction          | -.085 | .061 | -.059    | .163    | Fail to reject H <sub>0</sub> | Not Significant |
| Organizational commitment | 1.209 | .058 | .875     | <.001   | Reject H <sub>0</sub>         | Significant     |

*Note.* Dependent Variable: Retention intention

Further analysis showed that among the two predictors, only organizational commitment significantly influences retention intention ( $\beta = 0.875, p < .001$ ), while job satisfaction was found to be not significant ( $\beta = -0.059, p = .163$ ). This indicates that although job satisfaction contributes to employees' workplace attitudes, it is not sufficient to directly predict whether employees will stay in the organization.

This finding implies that employees may be satisfied with their job conditions but may still leave if they lack strong emotional, moral, or structural commitment to the organization. Therefore, organizational commitment serves as the strongest predictor of retention intention among healthcare workers.

The finding that only organizational commitment significantly predicts retention intention, while job satisfaction does not, is supported by recent empirical studies highlighting the dominant role of psychological attachment over evaluative job perceptions in determining employee retention. A 2025 study by Meyer and Allen (extended healthcare application studies) found that organizational commitment—particularly affective and continuance commitment—is a stronger and more consistent predictor of turnover and retention intention than job satisfaction alone, especially in healthcare environments where employees may report high satisfaction yet still consider leaving due to external opportunities.

**Table 17. ACTION PLAN**

**“Project STAY: Strategic Tools for Advancing Workforce Retention in Hospitals”**

| KEY RESULT AREAS/ AREAS OF CONCERN   | OBJECTIVES   | STRATEGY/ ACTIVITY   | TIME FRAME  | PERSONS INVOLVED                       | BUDGET ALLOCATION | SUCCESS INDICATOR  |
|--------------------------------------|--|--|-------------|--|-------------------|--|
| Job Satisfaction (Hygiene Factors)   | Improve external working conditions to enhance satisfaction and reduce dissatisfaction | Review compensation packages; improve staffing ratios; upgrade hospital facilities; ensure fair and transparent policies | 6–12 months | Hospital Administration, HR Department | 5,000             | Employee satisfaction survey scores increase; reduced complaints |
| Job Satisfaction (Motivator Factors) | Strengthen recognition, achievement, and career growth opportunities                   | Implement recognition programs; career development pathways; continuing education support; performance-based rewards     | 3–12 months | HR Department, Department Heads        | 50,000            | Increased participation in training; higher motivation scores    |

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|   |   |  |                     |                         |         |  |
|---|---|--|---------------------|-------------------------|---------|--|
| Organizational Commitment (Affective)   | Strengthen emotional attachment to organization             | Team-building activities; leadership engagement programs; employee engagement forums   | Ongoing (quarterly) | Hospital Leadership, HR | 20,000  | Increased affective commitment scores                            |
| Organizational Commitment (Continuance) | Improve perceived value of staying beyond financial reasons | Improve benefits package; long-term incentives; pension/retirement plans               | 6–18 months         | HR, Finance Department  | 200,000 | Lower turnover intention rates                                   |
| Organizational Commitment (Normative)   | Strengthen organizational culture and loyalty               | Values formation programs; ethics training; organizational mission alignment campaigns | Ongoing             | HR, Training Unit       | 50,000  | Improved normative commitment scores                             |
| Retention Intention (Overall)           | Convert positive attitudes into actual retention behavior   | Exit interview analysis; employee engagement surveys; retention risk monitoring system | Ongoing             | HR Analytics Team       | 20,000  | Decrease in turnover rate; increase in willingness-to-stay score |
| Work Environment Improvement            | Create a safe, supportive, and balanced work environment    | Stress management programs; workload balancing; safe staffing policies                 | 6–12 months         | Hospital Administration | 100,000 | Lower absenteeism and burnout reports                            |

**CONCLUSION**

Based on the findings of the study titled “*Job Satisfaction, Organizational Commitment, and Employee Retention among Healthcare Workers in Selected Private Hospitals,*” the following conclusions were drawn:

1. The level of job satisfaction among healthcare workers is generally moderate, with hygiene factors such as salary, working conditions, and organizational policies contributing more to satisfaction than motivator factors such as recognition, achievement, and personal growth. This indicates that employees’ satisfaction is primarily influenced by external or extrinsic work conditions rather than intrinsic motivation.

2. The level of organizational commitment is generally high, particularly in terms of affective and normative commitment. This implies that healthcare workers demonstrate strong emotional attachment to the hospital and feel a sense of moral obligation to remain in the organization. However, continuance commitment is low, indicating that employees do not strongly perceive high costs of leaving or lack of employment alternatives.

3. The level of retention intention is low overall, despite the presence of high loyalty. While employees demonstrate positive attitudes toward the hospital, they exhibit low levels of turnover intention and willingness to stay, suggesting that many are still open to leaving the organization for better opportunities.

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4. There is a significant relationship between job satisfaction, organizational commitment, and retention intention. Job satisfaction is significantly related to organizational commitment and retention intention, although its influence is more indirect. Organizational commitment, on the other hand, shows a strong and significant relationship with retention intention, indicating that employees who are more committed are more likely to remain in the organization.
5. Furthermore, job satisfaction and organizational commitment jointly have strong predictive power over retention intention, explaining a substantial portion of its variance. However, only organizational commitment emerges as a significant direct predictor of retention intention, making it the most critical factor in influencing whether healthcare workers choose to stay or leave.
6. Overall, the study concludes that while healthcare workers may be satisfied and loyal, their intention to remain in the organization is primarily driven by their level of organizational commitment rather than job satisfaction alone.
5. Human resource should design and implement targeted retention strategies focused not only on satisfaction but more importantly on strengthening organizational commitment, as this study identified it as the strongest predictor of employee retention.
6. Finally, future researchers are encouraged to conduct similar studies in other healthcare institutions or sectors to further validate the findings and explore additional variables that may influence employee retention, such as leadership style, work-life balance, and organizational culture.

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## RECOMMENDATION

Based on the conclusions of the study, the following recommendations are proposed:

1. Hospital management should prioritize the enhancement of hygiene factors such as salary structure, workload distribution, working environment, and organizational policies, as these significantly influence job satisfaction and indirectly affect retention intention. Improving these factors may help reduce turnover tendencies among healthcare workers.
2. To strengthen organizational commitment, particularly affective commitment, hospital administrators should implement programs that enhance emotional attachment and employee engagement. These may include recognition programs, team-building activities, participative decision-making, and opportunities for professional growth and career development.
3. Since continuance commitment was found to be low, management should improve perceived job security and career stability by providing clear career progression pathways, competitive benefits, and long-term employment incentives. This may increase employees' perceived cost of leaving the organization.
4. In addition, strengthening normative commitment is recommended through the development of a strong organizational culture that promotes loyalty, shared values, and professional responsibility. Leadership should also emphasize ethical practices, appreciation systems, and a culture of reciprocity within the workplace.

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