

Job Security, Performance and Career Advancement of Nurses in a Public Hospital

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Abstract. This study examined the overall significance of job security, job performance, and career advancement opportunities among registered nurses working within a public hospital setting. To achieve this, a convergent parallel mixed-methods research design was utilized in this study. Comprehensive data were collected from a diverse sample of nurses employed in a public hospital using both a self-made survey questionnaire and a semi-structured interview guide. The primary findings revealed that nurses' workplace safety and protection emerged as the strongest contributing factor, while financial security was identified as the weakest dimension. In terms of job performance, the participating nurses consistently demonstrated a remarkably high level of competence, particularly in delivering high-quality patient care, maintaining strict professional responsibility, and exhibiting highly effective interpersonal skills. Furthermore, career advancement was found to positively influence nurses' motivation, personal confidence, and overall job performance. Also, the collected data shows that nurses who perceived greater financial security and clearer opportunities for advancement were more likely to exhibit higher levels of motivation, commitment, and efficiency in their roles. The study concluded that enhancing job security, particularly the element of financial security, and providing well-structured career advancement pathways are absolutely essential in improving nurses' overall performance. As a direct result of these findings, a proposed output titled Job Security, Performance and Career Advancement (JPECA) Handbook for Nurses, was crafted. This handbook was specifically designed to provide a practical and visual guide that emphasizes three fundamental dimensions of nursing practice, plus financial management tips for nurses working in a public hospital.

Keywords: Career Advancement; Job Security; (JPECA) Handbook; Performance

Introduction

Nurses serve as the backbone of the healthcare system and play a critical role in ensuring safe, efficient, and high-quality patient care. This is particularly evident in public hospitals, where patient demand is high, and resources are often limited. In the Philippines, public healthcare institutions rely heavily on nurses working under various employment arrangements, including permanent, casual, and job-order positions. These employment conditions significantly influence nurses' job security, job performance, and opportunities for career advancement (International Labor Organization [ILO], 2021). Notably, the Philippines continues to face persistent nurse attrition and migration, with thousands of nurses leaving the country in search of better compensation, stability, and career opportunities abroad (Filipino Nurses United, 2024).

Employment insecurity consistently correlates with negative psychological and organizational outcomes. Nurses with unstable employment report stress, anxiety, and reduced motivation, impacting job performance and patient care (Katsaouni et al., 2020). Job security reflects nurses' confidence in employment continuity and stability, linked to financial stability, psychological well-being, and professional growth. Conversely, greater job security correlates with higher productivity and organizational commitment (De Cuyper et al., 2019). Job performance, a key indicator of healthcare quality and patient outcomes, includes clinical competence, task efficiency, adherence to standards, and effective teamwork. Compromised job security leads to decreased focus, lower morale, and diminished care delivery (Ko & Yu, 2018).

Career advancement, crucial for professional development and workforce retention, includes promotions, specialization, education, and leadership. However, public hospital nurses face limited access to training and promotion, leading to career stagnation, dissatisfaction, and higher turnover (Benner et al., 2019). Job security, job performance, and career advancement are interconnected. Job security influences nurses' psychological state and motivation, affecting job performance. Sustained job performance, supported by stable employment, can facilitate career advancement.

This reality prompted researchers to conduct a study among nurses at a public hospital, focusing on their job security, job performance, and career advancement. Furthermore, it aims to generate a comprehensive understanding of these realities. Ultimately, the goal is to provide evidence and formulate the JPECA (Job Security, Performance, and Career Advancement) Handbook for Nurses, which aims to enhance job security, improve performance, and strengthen career development opportunities for nurses, contributing to a more resilient and equitable public health system.

Research Questions

The study aimed to identify job security, performance, and career advancement among nurses in a public hospital. Specifically, this study sought answers to the following questions:

1. What is the demographic profile of the respondents, in terms of;
 - 1.1 Age;
 - 1.2 Sex;
 - 1.3 Civil Status;
 - 1.4 Highest Educational Attainment;
 - 1.5 Employment Status;
 - 1.6 Area of Assignment;
 - 1.7 Length of Service; and
 - 1.8 Position/Title?
2. What is the status of job security of nurses in a public hospital, in terms of;
 - 2.1 Workplace Safety and Protection;
 - 2.2 Financial Security; and
 - 2.3 Psychological Security?
3. What is the level of job performance of nurses in a public hospital, in terms of;
 - 3.1 Work Competency
 - 3.2 Interpersonal Skills; and
 - 3.3 Professionalism?
4. What is the Degree of career advancement of nurses in a public hospital, in terms of;
 - 4.1 Professional Growth;
 - 4.2 Leadership Development; and
 - 4.3 Recognition System?
5. Is there a significant difference in the status of job security among nurses in a public hospital when grouped by demographic profile?
6. Is there a significant difference on the level of job performance of nurses in a public hospital when grouped according to demographic profile?
7. Is there a significant difference in the Degree of career advancement of nurses in a public when grouped according to demographic profile?
8. How do the nurses in a public hospital describe the factors that influence their job security?
9. How does career advancement influence the job performance of nurses in a public hospital?
10. Based on the study findings, what institutional JPECA (Job security, Performance and Career Advancement) Handbook for Nurses in Public Hospital could be developed to address the job security, performance, and career advancement of nurses?

Scope and Delimitation of the Study

This study focused on job security, job performance, and career advancement among nurses employed in a public hospital in the Philippines. To gather relevant data, the study adopted a mixed-methods approach employing a convergent parallel design, in which quantitative and qualitative data were collected simultaneously, analyzed separately, and then integrated to provide a thorough summary of the phenomenon. This approach supported the development of an institutional handbook. The quantitative component made use of a researcher-developed survey questionnaire administered to one hundred (100) nurse respondents, designed to measure the key variables of the study. Meanwhile, the qualitative component involved the use of a semi-structured interview guide with nine (9) nurse participants to gather in-depth insights into their perceptions of the factors influencing job security and how career advancement affects job performance of nurses in a public hospital. Data collection for the qualitative phase continued until thematic saturation was achieved. Quantitative data were analyzed using SPSS version 30, and qualitative data were analyzed using thematic analysis, in which responses were codified, categorized, and grouped into emerging themes using NVivo-15. Data from both components were compared and integrated to validate and enrich the findings, yielding a more robust interpretation. The researcher sets the following criteria in choosing the respondents

and participants of the study, namely: 1) a nurse employed in a chosen locale, 2) a nurse with more than one (1) year of experience regardless of employment status, and 3) a nurse who is willing to participate in the study. This study is limited to one public hospital and may not reflect all conditions or perspectives of nurses in other regions, provinces, or private settings; hence, the findings may not be generally applicable to all nurses in the Philippines or to those in private settings. The responses are solely based on self-reported perspective. It may be influenced by individual prejudice or societal desirability. Despite limitations, this study aims to provide insights into the employment realities, job performance, and career advancement faced by nurses, and to serve as a reference for policymakers and hospital and nursing administrators to improve job stability, performance support, and professional growth opportunities in the government health sector. This study was conducted during Academic Year 2025-2026, with data collection from February to March 2026.

Literature Review

According to Al-Harazneh et al. (2024), nurses with longer tenure tend to demonstrate higher job performance and stronger organizational engagement due to accumulated knowledge and familiarity with workplace systems. In contrast, newly employed or contractual nurses often experience uncertainty, unclear roles, and limited exposure to institutional culture, which may negatively affect both their performance and sense of job security. Moreover, workplace conditions also interact with demographic factors. Nurses, regardless of profile, are among the most vulnerable to workplace violence, including verbal abuse and physical threats. The World Health Organization (WHO, 2020) reported that healthcare workers are four times more likely to experience workplace violence than workers in other sectors. These experiences can further influence job satisfaction, performance, and retention across different demographic groups. Job security is a critical determinant of nurses' well-being, motivation, and retention. In the Philippine context, employment insecurity remains a pressing concern, particularly given the wide range use of contractual employment arrangements, such as job order (JO) and contract of service (COS). Reports from Filipino Nurses United (2024) highlight persistent issues of low wages, understaffing, and reliance on short-term contracts in public hospital. These conditions create unstable employment environments that limit nurses' access to benefits and long-term career stability. Hegazy (2024) noted that employment uncertainty and limited career opportunities lead to decreased motivation, which can make nurses feel undervalued and ultimately reduce their performance. Similarly, Alibudbud (2023) found that short-term employment is associated with burnout, diminished morale, and lower productivity among Filipino nurses.

Dhannat et al. (2019) demonstrated that training and development are key indicators of job security, which in turn is linked to retention. The present study aligns, which shows nurses experience insecurity due to limited support systems and unclear policies. However, the present study expands this by integrating job security with performance and career advancement. Moreover, Alsharari et al. (2022) identified workplace violence as a major threat to job security, which directly impacts employment stability and retention. The study emphasizes the big role of healthcare institutions on implementing safety measures and protective policies, which aligns with the current research in identifying organizational support as a key determinant of nurse stability and workforce sustainability. Thus, Liu et al. (2025) found that employment status and length of service significantly influence performance, with contractual nurses showing lower engagement. A notable similarity to the present study is the consistent observation that contractual nurses tend to underperform their regular counterparts due to limited job security, inadequate support, and fewer opportunities for advancement. Similarly, Budiana (2023) reported that contractual nurses demonstrate adequate but less sustained performance due to insecurity. The cited study collectively confirms that employment status is a predictor of lower performance, with job insecurity, workload pressure, and inadequate institutional resources mediating this relationship. The findings are consistent with the present study, which similarly investigates the result of unstable employment on work security, performance and professional development among nurses.

Methodology

Research Design

This researcher utilized a mixed-method research, specifically a convergent parallel Design. A convergent parallel design is a research approach that involves simultaneously collecting qualitative/quantitative data. These data are then analyzed separately and subsequently merged or compared to generate a comprehensive interpretation of the research problem (Creswell, 2018). In quantitative data, the descriptive-survey, descriptive-evaluative, and descriptive-comparative will be applied. The descriptive survey examined the respondents' demographic profile (age, sex, civil status, highest educational attainment, employment status, area of assignment, length of service, and position/title). Descriptive-evaluative approach

was employed to determine the status of job security, the level of job performance, and the Degree of career advancement among nurses, which indicates specific dimensions. The descriptive-comparative method was used to determine significant differences in job security status, job performance level, and Degree of career advancement among nurses in public hospital, grouped by demographic profile. In addition, qualitative data were collected through a narrative inquiry approach using semi-structured interviews conducted either online or face to face. This method enabled the participants elaboration of their experiences and perspectives. Specifically, participants were encouraged to describe the factors influencing their job security and career advancement, and how these factors, in turn, affect their job performance. The results were presented in tabular form to effectively compare, contrast, and synthesize numerical data with emerging themes, thereby providing a more holistic interpretation of the relationships among job security, job performance, and career advancement. Then, an institutional JPECA (Job security, performance, and career advancement) handbook for nurses was developed to address these issues.

Sampling Design

The researcher employed quota sampling to select the respondents. Quota sampling is a non-probability sampling method in which the researcher ensures proportional representation of specific population characteristics (Polit & Beck, 2021). The use of quota sampling in this study is justified to ensure adequate representation of nurses across key demographic characteristics, such as age, length of service, and employment status. Since these variables are closely associated with variations in job security, job performance, and career advancement, each subgroup must be proportionally included in the sample. Also, the researcher sets the following criteria: (a) nurse employed in a chosen locale, (b) nurse with more than one (1) year of experience regardless of employment status, and (c) is willing to participate in the study. However, to select participants for the semi-structured interview, purposive sampling was used.

Research Locale

The study was conducted at a public hospital that serves as a major referral center for surrounding cities and municipalities and provides essential health services to a large and diverse population. It is also ISO 9001:2015 certification demonstrates its commitment to quality management systems, patient-centered processes, and continuous institutional improvement (ISO Certification, 2023). The hospital delivers a wide range of medical and surgical specialties, serves as a training institution for health professionals, and contributes to the development of the healthcare workforce. Job security in the chosen locale reflects broader patterns in government health institutions, where staff work under contract terms that may lead to less security. Clinical workload, team dynamics, training capacity, and institutional support influence job performance. In addition, the researcher is employed as an ER staff nurse and aims to develop an intervention to improve understanding and address nurses' job security, performance, and career advancement. Finally, an institutional JPECA (Job security, performance, and career advancement) handbook for nurses was developed to address these issues.

Research Participants

The respondents of the study include one hundred (100) nurses who answered the self-made survey questionnaire, and nine (9) participants were selected for a semi-structured interview. Also, the researcher sets the following criteria: (a) nurse employed in a chosen locale, (b) nurse with more than one (1) year of experience regardless of employment status, and (c) is willing to participate in the study. However, to select participants for the semi-structured interview, purposive sampling was used.

Research Instrument

The researcher prepared a self-developed survey questionnaire based on relevant literature and studies, which serves as the study's main instrument. The instrument/questionnaire consists of four parts. Part I is about the demographic profile, which includes age, sex, civil status, highest educational attainment, employment status, area of assignment, length of service, and position/title. Part II pertains to status of job security in terms of workplace safety and protection, as well as financial and psychological security. Part III pertains to the level of job performance in terms of work competency, interpersonal skills, and professionalism. Lastly, Part IV pertains to the Degree of Career Advancement of Nurses in Public Hospital in terms of professional growth, leadership development, and the recognition system. A Likert scale (4-Strongly Agree or Highly Competent, 3-Agree or Competent, 2-Disagree or Less Competent, and 1-Strongly Disagree or Not Competent) was employed in parts II, III, and IV of the questionnaires. In addition, for the nine (9) participants, another set of guide questions was prepared for the qualitative part used for semi-structured interviews. It consists of two (2) parts: 1. factors that influence security in their job; and 2. influence of career

advancement in the performance of nurses in public hospital. Each question has two (2) follow-up questions, aiming to explore the various dimensions of nurses' insights. Along with the instrument, it included the letter to participants, the participants' consent form, and the protocol for interviewing participants. The researcher sought the help of the three (3) experts to validate both the survey questionnaire and semi-structured interview guide, namely, the Nurse Director, Nurse Supervisor, and Human Resource Manager of the Public Hospital. After the validation process, the research instrument for quantitative data underwent pilot testing among twenty (20) nurses from the same locale, with same characteristics to those of the respondents. Still, they were not included in the actual data collection. The Cronbach's Alpha was employed to determine the instrument's consistency and reliability, with internal consistency of .911 for Status Job Security, .978 for the Level of Job Performance, and .975 for the Degree of Career Advancement of nurses, indicating very high consistency. The research instrument was presented to the members of the Oral Examination Committee (OEC) for final review, and the researcher obtained the hospital IRB (Institutional Review Board) approval for the actual data collection procedure.

Data Gathering Procedure

Before data collection began, the researcher sought formal approval from the Oral Examination Committee of the graduate program. An endorsement letter was sought from the Dean of the Master of Science in Nursing (MSN) program. The manuscript underwent review by the Institutional Research Ethics Committee. Once academic approval was secured, the researcher requested administrative clearance from the management of the selected public hospital. Letters of request, together with the study objectives, informed consent forms, and the validated research instrument, were submitted to hospital administrators/nurse director. After which, the nurses who gave their consent and met the study's requirements were then given the validated research instrument by the researcher in person. The researcher approached each respondent in the particular area of assignments at a time that worked for them after their duty, taking into account their schedules and availability. The questionnaires were retrieved and collected on the same day they were distributed. Aside from the cover letter outlining the nature, purpose, and ethical considerations, the researcher provided a detailed explanation of the importance of this, clear instructions for completing questionnaire, and also assurances that their privacy and confidentiality would always be protected during data collection. It was emphasized that their participation in the study is a significant contribution to the professional advancement and improvement of the nursing field. It took two (2) weeks to complete the data collection fully. The responses have been tallied, interpreted, and analyzed statistically utilizing SPSS v. 30. The researcher scheduled the narrative inquiry sessions with the participants, who served as primary source of qualitative data. Every interview lasted approximately 30 to 40 minutes. Open-ended questions were used to encourage participants to share their insights and deepen their understanding of their roles as nurses. Before each interview, the researcher thoroughly explained the sequence and process to ensure participants were well informed and comfortable. All ethical considerations were strictly observed throughout the study. The researcher also ensured that no form of coercion was used, allowing participants to decide freely whether to participate or decline to participate in the study. It is also clearly stated that participants can choose their preferred interview mode: face-to-face, Zoom, or Google Meet. Based on their choices, the researcher used appropriate recording methods. Permission was obtained from participants to use audio and video recordings to capture their narratives accurately. After the interview, the researcher transcribed the recordings to ensure accurate capture of the participants' responses. A total of nine (9) out of the ten (10) identified participants took part in the study, and data saturation was achieved as no new themes emerged from the narratives. Any Tagalog words used in the interviews were translated into English, and the translated transcripts were reviewed and verified by a language expert to preserve the accuracy and integrity of the participants' narratives. Furthermore, to facilitate systematic and comprehensive data analysis, NVivo 15 was used. This software aided the researcher in organizing, coding, and analyzing the qualitative data from the narrative inquiries, ensuring a rigorous, structured analytical process.

Results and Discussions

Research Question 1: What is the demographic profile of the respondents in terms of Age, Sex, Civil Status, Highest Educational Attainment, Employment Status, Area of Assignment, Length of Service and Position/Title?

Table 1. Summary of the Demographic Profile of the Respondents

Demographic Variables	Category	Frequency	Percentage
Age	21 – 29 and 30 – 45 age group	44	44 percent
Sex	Female	73	73 percent
Civil Status	Single	67	67 percent
Highest Educational Attainment	Bachelor's Degree	92	92 percent
Employment status	Job Order	62	62 percent
Area of Assignment	Special Area	66	66 percent
Length of Service	1 to 2 years	46	46 percent
Position/Title	Staff Nurse	85	85 percent

Table 1 shows most of the respondents were on the 21–29 and 30–45 age groups, female (73%), single (67%), bachelor's degree holders (92%), and under Job Order status (62%), assigned to special areas (66%), with 1–2 years of experience (46%), and were Staff Nurses (85%).

Research Question 2: What is the status of job security of nurses in a public hospital in terms of Workplace Safety and Protection, Financial Security and Psychological Security?

Table 2. Summary of the Responses on the Status of Job Security of Nurses in a Public Hospital

Indicators	Mean	Interpretation
Workplace Safety and Protection	2.89	High Job Security
Financial Security	2.37	Low Job Security
Psychological Security	2.51	High Job Security
Over-All Mean	2.59	High Job Security

Table 2 shows nurses agreed that Workplace Safety and Protection (WAM =2.89) contributed positively to their job security. On the other hand, Financial Security received the lowest rating (WAM = 2.37), indicating that nurses perceived financial stability, predictable income, and timely Compensation as insufficient to ensure job security.

Research Question 3: What is the level of job performance of nurses in a public hospital in terms of Work Competency, Interpersonal Skills and Professionalism?

Table 3. Summary of the Responses on the Level of Job Performance of Nurses in a Public Hospital

Indicators	Mean	Interpretation
Work Competency	3.18	Competent
Interpersonal Skills	3.40	Highly Competent
Professionalism	3.49	Highly Competent
Over-All Mean	3.36	Highly Competent

Table 3 shows professionalism obtained the highest rating (WAM=3.49), indicating that nurses consistently demonstrate ethical behavior, accountability, and respect in their professional roles. Likewise, Work Competency obtained the lowest rating (WAM = 3.18), suggesting that although nurses are competent in performing clinical tasks, there may still be opportunities for improvement through continuous training and professional development.

Research Question 4: What is the Degree of career advancement of nurses in a public hospital in terms of Professional Growth, Leadership Development and Recognition System?

Table 4. Summary of the Responses on the Degree of Career Advancement of Nurses in a Public Hospital

Indicators	Mean	Interpretation
Professional Growth	2.86	Agree
Leadership Development	2.92	Agree
Recognition System	2.81	Agree
Over-All Mean	2.86	Agree

Table 4 shows leadership development obtained the highest rating (WAM = 2.92), as nurses perceived that the hospital provides opportunities for leadership roles and development. On the other hand, the Recognition System obtained the lowest rating (WAM = 2.81), indicating that nurses perceived that recognition programs are present but may require improvement in fairness and transparency.

Research Question 5: Is there a significant difference in the status of job security among nurses in a public hospital when grouped by demographic profile?

Table 5. Status of Job Security of Nurses in a Public Hospital in terms of workplace safety and protection, financial security and psychological security when they are grouped according to Age

Variable	Age	Mean	H/F value	p-value	Interpretation
Workplace Safety and Protection and Age	21 to 29 years old	2.77	8.490	.014	Significant
	30 to 45 years old	2.88			
	46 to 60 years old	3.35			
Financial Security and Age	21 to 29 years old	2.16	4.472	.014	Significant
	30 to 45 years old	2.47			
	46 to 60 years old	2.75			
Psychological Security and Age	21 to 29 years old	2.35	5.305	.007	Significant
	30 to 45 years old	2.54			
	46 to 60 years old	2.97			

Table 5 shows Age ($H=8.49; p=.014$), ($F=4.47; p=.014$), ($F=5.31; p=.007$), ($F=5.58; p=.005$) in all dimensions significantly influence nurses' perception of job security, while other demographic variables are not predictors of job security among nurses.

Table 6. Status of Job Security of Nurses in a Public Hospital in terms of workplace safety and protection, financial security and psychological security when they are grouped according to Employment Status

Variable	Employment Status	Mean	H/F value	p-value	Interpretation
Workplace Safety and Protection and Employment Status	Permanent	3.27	9.559	.008	Significant
	Casual	2.65			
	Job Order	2.83			
Financial Security and Employment Status	Permanent	2.85	13.213	.001	Significant
	Casual	2.35			
	Job Order	2.21			
Psychological Security and Employment Status	Permanent	2.93	7.285	.001	Significant
	Casual	2.42			
	Job Order	2.39			

Table 6 shows employment status ($H=9.56; p=.008$), ($H=13.2; p=.001$), ($F=7.29; p=.007$), in all dimensions significantly influence nurses' perception of job security, while other demographic variables are not predictors of job security among nurses.

Research Question 6: Is there a significant difference on the level of job performance of nurses in a public hospital when grouped according to demographic profile?

All computed p-values for job performance were more than 0.05, indicating that nurses demonstrate similar levels of work competency, interpersonal skills, and professionalism regardless of their demographic characteristics.

Research Question 7: Is there a significant difference in the degree of career advancement of nurses in a public when grouped according to demographic profile?

Table 7. Degree of Career Advancement of Nurses in a Public Hospital in terms of professional growth, leadership development and recognition system when they are grouped according to Employment Status

Variable	Employment Status	Mean	H value	P-value	Interpretation
Professional Growth and Employment Status	Permanent	3.18	6.345	.042	Significant
	Casual	2.60			
	Job Order	2.82			
Leadership Development and Employment Status	Permanent	3.26	8.081	.018	Significant
	Casual	2.75			
	Job Order	2.86			
Recognition System and Employment Status	Permanent	3.09	6.759	.034	Significant
	Casual	2.44			
	Job Order	2.82			

Table 7 shows employment status ($H=6.35; p=.042$), ($H=8.08; p=.018$), ($H=6.76; p=.034$), in all dimensions, significantly influence nurses' perception of career advancement.

Table 8: Degree of Career Advancement of Nurses in a Public Hospital in terms of professional growth, leadership development and recognition system when they are grouped according to Length of Service

Variable	Length of Service	Mean	H value	P-value	Interpretation
Professional Growth and Length of Service	1 to 2 years	2.91	6.286	.098	Not Significant
	3 to 5 years	2.77			
	6 to 9 years	2.36			
	10 years and above	2.97			
Leadership Development and Length of Service	1 to 2 years	2.97	10.971	.012	Significant
	3 to 5 years	2.80			
	6 to 9 years	2.33			
	10 years and above	3.10			
Recognition System and Length of Service	1 to 2 years	2.90	3.197	.362	Not Significant
	3 to 5 years	2.80			
	6 to 9 years	2.36			
	10 years and above	2.81			

Table 8 shows length of service ($H=10.97; p=.012$) in leadership development, significantly influence nurses' perception of career advancement.

Table 9: Degree of Career Advancement of Nurses in a Public Hospital in terms of professional growth, leadership development and recognition system when they are grouped according to Position/Title

Variable	Position/Title	Mean	H value	P-value	Interpretation
Professional Growth and Position/Title	Staff Nurse	2.80	7.109	.029	Significant
	Head Nurse	3.02			
	Nurse Supervisor	3.43			
Leadership Development and Position/Title	Staff Nurse	2.87	5.698	.058	Not Significant
	Head Nurse	3.11			
	Nurse Supervisor	3.43			
Recognition System and Position/Title	Staff Nurse	2.76	3.418	.181	Not Significant
	Head Nurse	2.87			
	Nurse Supervisor	3.33			

Table 9 shows position/title ($H=7.11$; $p=.029$), in the dimensions of professional growth, significantly influence nurses' perception of career advancement, while other demographic variables are not predictors of career advancement among nurses.

Research Question 8: How do the nurses in a public hospital describe the factors that influence their job security?

Nurses view salary and benefits as key factors in job security, with timely Compensation and benefits such as pensions and bonuses contributing to satisfaction and retention. Contractual nurses, however, face concerns about limited benefits and financial security. Likewise, nurses perceived that job security is influenced by employment status, with permanent positions associated with stability and benefits, while contractual positions are viewed as uncertain and insecure.

Research Question 9: How does career advancement influence the job performance of nurses in a public hospital?

Better Compensation and stable employment contracts are factors nurses cite as influencing their job security. Career Advancement improves their Job Performance in terms of the provision of Quality Care, as well as their Motivation, Competence, and Confidence in performing their jobs.

Research Question 10: Based on the study findings, what institutional JPECA (Job security, Performance and Career Advancement) Handbook for Nurses in Public Hospital could be developed to address the job security, performance, and career advancement of nurses?

Based on the study's results, an institutional JPECA (Job Security, Performance, and Career Advancement) Handbook for Nurses was developed to address nurses' job security, performance, and career advancement in public hospital.

Ethical Considerations

The study is conducted in accordance with Republic Act #10173, often known as the Data Privacy Act of 2012. Additionally, the researcher assures that the respondents participated voluntarily. Until the study is finished, the autonomy, anonymity, secrecy, and privacy of all data collected were guaranteed. Then, the researcher conducted the study in accordance with all ethical guidelines. A cover letter outlining the study's specifics was included with the questionnaire. In addition, it was reiterated that they have no obligation to complete the survey questionnaire should they decide not to participate in the study. No monetary compensation was provided for participating in the survey. All potential identifiers were eliminated in the questionnaire. Ethical approval was obtained from the Institutional Research Ethics Review Committee. This was essential to ensure that the this study upholds the rights, safety, and well-being of the respondents. The research procedures followed ethical principles such as informed consent, confidentiality, voluntary participation, and protection from harm. To preserve respondents' and participants' privacy, all information gathered for the study was treated with the utmost discretion. Hard copies of printed material were kept in a secure filing cabinet accessible only to the researcher. In contrast,

digital data, such as recordings and transcriptions, was safely stored on a password-protected laptop that was not used in regular transactions. In compliance with institutional rules, the data will be kept for one (1) year following the study's completion before being safely disposed of. To ensure no identifiable information remained, tangible copies were destroyed, and digital files were erased.

Conclusion

This study concludes that the nursing workforce in the selected public hospital is predominantly composed of young, early-career professionals, largely female, single, bachelor's degree holders, and employed under job order status, with most assigned to specialized units and possessing one to two years of experience as staff nurses. Overall, nurses reported a moderate level of job security, particularly in terms of workplace safety and psychological support; however, financial security emerged as a significant concern, underscoring the need for improved compensation structures and financial stability mechanisms. Despite these challenges, nurses demonstrated a high level of job performance, especially in professionalism and interpersonal competencies, which are critical to effective patient care and quality healthcare delivery. The institution provides opportunities for career advancement, particularly in leadership development and professional growth, although strengthening recognition systems remains necessary. Furthermore, age and employment status significantly influence perceptions of job security, with older and permanently employed nurses experiencing greater stability compared to younger and contractual counterparts. In contrast, job performance was found to be independent of demographic variables such as age, sex, civil status, educational attainment, employment status, area of assignment, length of service, and position. Career advancement, however, is significantly associated with employment status, tenure, and position, favoring permanent and higher-ranking personnel. Compensation and benefits play a crucial role in shaping nurses' perceptions of job security, directly affecting their financial well-being, job satisfaction, and organizational commitment. The findings also highlight that career advancement enhances job performance by improving clinical competence, motivation, confidence, and commitment to patient care. In response to these findings, the study developed the institutional Job Security, Performance, and Career Advancement (JPECA) Handbook for Nurses, which aims to address identified gaps and support the holistic development, retention, and effectiveness of the nursing workforce in the public hospital setting.

Recommendations

Based on the findings and conclusions of the study, several recommendations are proposed to enhance nurses' job security, performance, and career advancement in the selected public hospital. Nurses are encouraged to actively engage in continuous professional development through participation in trainings, seminars, and advanced education to strengthen their clinical competence, confidence, and career progression. Additionally, developing effective financial management strategies is recommended to mitigate challenges related to delayed compensation and financial instability. Strengthening collaboration, teamwork, and the consistent demonstration of professionalism and interpersonal skills should also be sustained, as these competencies were found to be highly developed across demographic groups. Nurses, particularly those under job-order or contractual status, are advised to proactively seek opportunities for career advancement and regularization, given the significant influence of employment stability on job security and overall well-being, as well as to participate in policy advocacy initiatives supporting workforce development. For hospital administrators and nursing service leaders, it is recommended to prioritize the transition of contractual positions into permanent roles to enhance job security among nurses. The strict implementation of policies ensuring the timely release of salaries and benefits is essential to address dissatisfaction and insecurity associated with compensation delays. Furthermore, improving compensation packages—including salary adjustments, hazard pay, bonuses, and retirement benefits—can significantly strengthen financial security and reduce turnover intentions. Maintaining and reinforcing workplace safety policies, ensuring adequate staffing levels and balanced nurse-patient ratios, and expanding career advancement programs through clear promotion pathways, leadership training, and specialization opportunities are also strongly recommended. The provision of accessible continuing education programs and the enhancement of fair, transparent, and consistent recognition and reward systems are equally important in improving motivation, performance, and retention. Hospital management is further encouraged to utilize the findings of this study as a basis for policy formulation and institutional frameworks that promote nurses' welfare. For future researchers, it is recommended to replicate this study using larger sample sizes and across multiple healthcare institutions to improve the generalizability of the findings. Moreover, longitudinal and mixed-method approaches may be employed to further examine the long-term effects of job security and career advancement on nurse retention, job satisfaction, and patient care outcomes.

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