



LEADING AMIDST CHALLENGES: A PHENOMENOLOGICAL STUDY OF NURSE MANAGERS

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ABSTRACT: This study aimed to explore and describe the phenomenological study of nurse managers and its challenges. Adapting Van Manen's (1990) hermeneutic phenomenological method, credibility was established through application of verification, validation and validity. A purposive sample of eight expert nurses were interviewed. From 88 significant statements, 3 emergent themes and 11 clustered themes emerged. Expert nurses experiences comprehended Grounded Professionalism, Lifelong Learning and Professional Growth, Navigating Transitions and Role Expectations, Balancing Emotional and Professional Demands, Family Commitment and Contentment Over Financial Gain. Their means of coping were focused on Purpose-Driven Adaptability, Embracing Growth Through Humility, Learning and Support, Resilience and Adaptation Amidst Personal and Professional Challenges, Fulfillment Through Purpose, Relationships and Service, Family-Centered Purpose and Service-Oriented Motivation. The insights that expert nurses wanted to share with the society and the nursing practice in general include Empowering Compassionate Leadership, Empowerment Through Local Service, Mentorship and Professional Pride, Commitment to lifelong Learning and Professional Integrity, Fostering a Culture of Compassion, Unity and Lasting Impact. Expert nurses are highly skilled and knowledgeable practitioner. The findings revealed that their commitment is anchored in a strong sense of professional calling, familial and cultural values, and a desire to contribute to the local healthcare system.

Keywords: *Social Science, Expert Nurses, Hermeneutic Phenomenology, Kidapawan City*

I. INTRODUCTION

Work environments influence patient outcomes, teamwork in care, and job satisfaction. Measures should be taken to enhance nurses' job satisfaction to motivate them to stay in their existing positions (Sapar, 2021). Fostering a positive workplace, effective management and leadership, developing training and skills in critical care, offering avenues for career advancement, and performing consistent evaluations and feedback (Sarmiento, et al, 2024).

One of the main issues facing nurses in the Philippines is a lack of resources in nursing trends and advances. Inadequate funding and a shortage of materials and equipment prevent many Philippine healthcare facilities from offering patients the quality of care they need. The quality of patient care may suffer as a result of overworked and stressed nurses brought on by this nursing shortage. (Concise, 2024). Among the many issues facing the domestic healthcare system are low pay, poor infrastructure, a shortage of personnel, hazardous working conditions, deployment prohibitions, and a lack of educational opportunities. It encompasses how healthcare is funded, delivered, and regulated within that country (Corpuz, 2023).

Purpose of the Study

This study aims to explore the challenges of nurse managers who have chosen to remain and practice in their home country despite the availability of opportunities abroad. Using a phenomenological approach, this study seeks to understand the motivations, challenges, and rewards these nurses encounter as they continue their professional practice locally. The central phenomenon is the decision to stay and serve within the local healthcare system. Data will be collected through in-depth interviews with expert nurses from various healthcare institutions to gain insight into their perspectives, values, and coping strategies.

Theoretical Lens

Watson's theory explores a profound, unconscious aspect of human experience; it prompts nurses to examine their own essence and purpose as humans, intricate beings shaped by both tangible and intangible influences. Nurse managers are tasked with establishing environments where employees feel appreciated, respected, and emotionally supported. Her notion of "being present" endorses the belief that nurse managers ought to lead not only from an administrative perspective but also with emotional and relational engagement. The effects of human caring on the nursing profession involve enhanced quality of care, greater organization of care plans, and the emergence of more empowered and innovative nurses who can serve as role models for human caring (Ghanbari, 2022)

Design

Van Manen's interpretation of hermeneutic phenomenology is not a rigid philosophical method in the conventional sense, but instead a pragmatic way to carry out qualitative research aimed at grasping how individuals interpret their lived experiences. His methodology is grounded in a humanistic tradition, and he stresses that research ought to explore the interpretations individuals assign to their experiences, frequently referencing existential and phenomenological concepts.

Setting

Kidapawan City, a 3rd class component city, serves as the capital of Cotabato province and is situated in Region XII in the southern Philippines. Located at the base of Mount Apo, Kidapawan plays a significant role as an economic and administrative hub in the area. It also contains healthcare institutions, such as the Kidapawan City Hospital, private clinics, and rural health units, making it a suitable site for community-based or health-related research.

Data Sources

In this phenomenological study, the researcher gathered data reflecting the views and experiences of nurse managers. The main data source was made up of stories collected via in-person interviews with key informants. The organization's Human Resource department helped in identifying qualified participants by supplying the contact details of individuals who satisfied the inclusion criteria and were eligible for the interview.

Data Collection Procedure

The following steps initiated in the data collection process:

In-depth interviews are conducted to collect the necessary data for the study with the participants' cooperation via a face-to-face interaction. The interview protocols underwent a validation and verification process. Furthermore, the researcher personally recorded and transcribed the interviews. The researchers utilized open-ended questions to obtain more detailed information beyond a mere yes or no response.

Role of the Researcher

The researcher's role in qualitative research pinpoints the primary emphasis of the study by addressing gaps in understanding or practical concerns. Conducts comprehensive interviews or observations, fostering relationships to draw out detailed, significant information. Examines data by detecting themes, patterns, and interpretations to tackle the research inquiry. Analyzes results in relation to the particular social, cultural, or situational context of the research. As an observer, the researcher identifies signs and behaviors connected to the participants' lived experiences while they remained in the country by watching facial expressions to see if they are happy or not in these situations.

Reflexivity

Reflexivity is crucial in qualitative research as this area relies significantly on the data that participants share. Because researchers conduct questionnaires, discussions, and interviews, the data collected in qualitative studies might be affected by their underlying beliefs. It additionally enhances the public's view. Researchers who are transparent and candid about their belief systems, inherent biases, and backgrounds can more effectively engage with readers. It serves as a method to confirm the research in the perception of the public (Delve, 2022).

Data Analysis

In this research, Van Manen's Hermeneutic existential of lived space, time, body and human relations to help analyze the data. Data Analysis Spiral outlines a straightforward approach for analyzing qualitative data: First, description, second, conversation, third close observation, fourth, textual analysis (Diary), and fifth, reflective analysis considering their preconceptions and biases.

RESULTS AND DISCUSSION

Profile of Participants

This section presents the profile of nurses opting to remain in the country, highlighting their demographic traits and with at least 10 years of experience in the nursing profession. Data was gathered using in-depth interviews (IDI) with participants assigned code names for privacy.

Participant	Sex	Age	Study Group
N 1	F	62	IDI
N2	F	68	IDI
N3	F	59	IDI
N4	F	35	IDI
N5	F	47	IDI
N6	F	48	IDI
N7	F	44	IDI
N8	F	36	IDI

Extensive interviews were conducted with eight experienced nurses who possess over 10 years of experience in the clinical environment. These interviews were carried out to learn about the experiences of skilled nurses who decided to remain in the country, particularly regarding their career journey while improving and advancing their nursing skills. The study focused on three primary queries: 1. "What are the lived experiences of nurse managers despite leadership challenges?" 2. "How do these managers shape their behaviors and professional life?" 3. "What insights can participants' share with their peers and the society in general?". The information collected from these

interviews were transcribed exactly and sent for an in-depth thematic analysis employing Max Van Manen’s method of data analysis and insights on the nurses’ experiences.

Table 2: Examples of Significant Statements and their related Formulated Meaning

Significant Statement	Formulated Meaning
"I can consider it, that I’m an expert nurse because I’ve been practicing for how many years—14 years or almost 15 years in my nursing profession."- T7, L4-9 “Every day is a learning experience. Just because you’ve been a nurse for several years doesn’t mean you’re already Know in everything”T5, L4-8	This statement foreground the specific duties and scope of practice in a particular nursing role as expert nurse. Every day in nursing presents new challenges and opportunities to grow. Experience builds a strong foundation, but true expertise comes from a commitment to continuous learning.

These recurring themes were examined to identify common experiences and emotions among the individuals. The resulting meanings were organized into cluster themes that accurately capture the essence of the nurse managers lived experiences.

Table 3: Example of Formulated Meaning and then associated with Theme Clusters

Formulated Meaning	Cluster Themes
This statement foreground the specific duties and scope of practice in a particular nursing role as expert nurse.	Lifelong Learning and Professional Growth Analysis: Despite being in the field for a long time it is essential to continue learning new trends and skills. You owe your progress not just to your own efforts, but to the training, support, and lessons from the colleagues and superiors.

An inductive analysis was performed to combine respondents' experiences into significant cluster themes. The analysis of the transcript revealed essential themes that directly related to the research topic of the study. This theme highlights common patterns in the respondents' stories, offering a clear and authentic insight into their collective experiences.

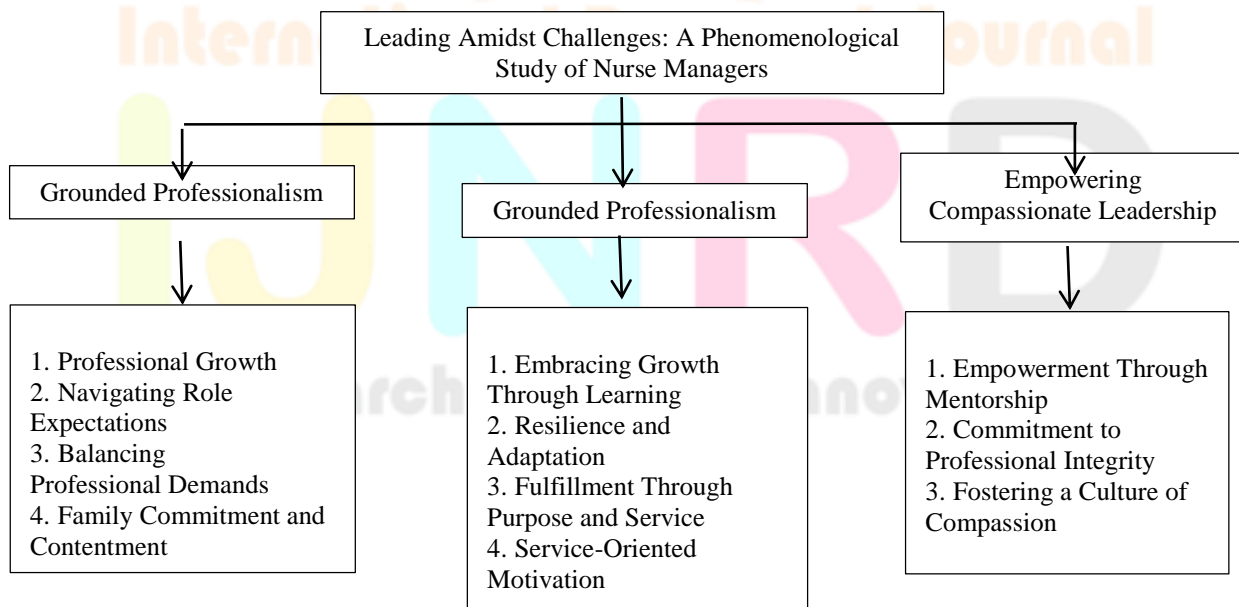


Figure 2: Thematic Map

Emergent Theme 1: Grounded Professionalism

These theme illustrates the intricate and essential equilibrium that experienced nurses uphold between their work obligations and their personal or social roles. This sense of grounding indicates that their professionalism is not shallow, it’s consistent, durable, and deeply woven into their identity as caregivers. Expert nurses fully engage in their work, employing personal understanding and emotional awareness to improve patient care. They frequently transform into proponents for systemic transformation, encouraging settings that foster

comprehensive and inclusive care. Despite obstacles such as burnout and ethical issues, they remain steady—rooted in purpose, guided by empathy, and dedicated to excellence.

Every employee should endeavor and aim to uphold professionalism in the workplace. Managers should also demonstrate a dedication to quality and inspire others to follow suit. Overall, the establishment of clear guidelines within any organization's workspace enhances its operations, strengthens its reputation, and guarantees worker safety. Employees have the opportunity to value, develop, and learn to shape their values with professionalism, which are essential life lessons. Policymakers and enforcers are vital in maintaining effective work practices, and ultimately, fostering ethical behavior leads to improved organizational performance (Brodowicz, 2024).

Cluster Theme 1:1 Professional Growth

This theme highlighted in respondents' accounts illustrates their careers as an ongoing quest for knowledge and skills throughout both their professional and personal lives. It includes the continuous endeavor to gain new abilities, improve current ones, and maintain awareness of the most recent industry information.

The capacity for ongoing learning and adjustment is crucial for achieving success. Workers who consistently acquire knowledge and develop new abilities are more prepared to adjust to change and have a higher chance of being promoted. Welcoming modifications in your learning methods is an excellent way to begin your growth journey (Carter, 2025). These results highlight the professional development and capacity to adjust one's understood circumstances for expert nurses and enhance potential in one's career.

These relations were further expound by clustering themes into Professional Growth, Navigating Role Expectations, Balancing Professional Demands and Family Commitment and Contentment. Cultivating emotional intelligence and self-care techniques can assist people in fulfilling the emotional requirements of their positions as well as their personal wellness. Opting for family dedication instead of financial aspirations signifies a transition from material achievement to significant presence, fostering connections, and enduring joy. Adjusting to shifting duties demands adaptability, ongoing education, and perseverance.

"I can consider it, that I'm an expert nurse because I've been practicing for how many years—14 years or almost 15 years in my nursing profession. The level of my function as a nurse has really increased."- T7, L4-9

"My experiences as an expert nurse with more than 10 years of experience are that you have to refresh yourself. You have to study enough despite the number of years you've been a nurse. But that's it—you still have to study and continue researching in your field of nursing."- T4, L4-7

"Even though I've been doing this for a long time, that doesn't mean I know everything. That's what I said earlier—that every day is a learning experience. Just because you've been a nurse for several years doesn't mean you're already an expert in everything, or that you know absolutely everything about the procedures and facts."- T5, L4-8

I can do multitasking and can easily carry out doctors' orders."- T6, L4

Your assessment improves, especially in handling patients and also in dealing with staff, especially new nurses." - T8, L4-6

The study acknowledges that skilled nurses can manage multiple tasks simultaneously. Incorporate multitasking into their everyday activities, frequently participating in simultaneous interactions and practical tasks. Addressing the intricate and frequently pressing needs of various patients demands continuous coordination of activities. Nurses can assess tasks to guarantee that the most critical ones are finished first. Nurses can collaborate with other team members to distribute tasks and lessen the strain of multitasking.

Juggling multiple tasks increases the likelihood of mistakes. When nurses are involved in several tasks within a short time-frame, they can become distracted and may lose concentration on critical elements of their work, potentially leading to mistakes. Multitasking disrupts the workflow, particularly when unexpected challenges arise that affect nurses' duties, like addressing patient inquiries or needs, shortages of supplies, and equipment malfunctions (Kim, 2023)

Cluster Theme 1.2 Navigating Role Expectations

A successful transition requires finesse, adaptability, and a strategic mindset. Charting a flexible career trajectory frequently entails discovering how one's abilities can extend beyond conventional limits and uncover new uses in unforeseen positions (Mansilla, 2024). Earning your team's respect is crucial for successful leadership. Acknowledging these challenges is a crucial aspect of creating interventions to support the new generation of nurses.

These groups are characterized by common traits influenced by significant historical events that shape their perspectives and work habits. Every generation faces distinct challenges stemming from varied values, expectations, and workplace practices. Skilled organizational leaders must skillfully manage these intergenerational dynamics (Huyler, 2024).

"It's really hard, ma'am. Of course, it's difficult. Actually, I found it hard because they say I'm too strict".- T1L13-15

Of course, it was hard—going from being a plain housewife back to working. But since I had a background in it, I was able to return."- T3L10-12

"Decision-making... it really depends on you. The decisions of your juniors rely on you—whatever you say, they will follow."- T5L10-11

For me, we can't please everyone... those circumstances were exactly what shaped me. They truly helped in my professional growth."- T7L13-15

Back then, senior nurses were very strict and hard to please. Compared to now, senior nurses are approachable, friendly, and easily give advice to junior nurses."- T6L7-9

I recognize their mistake and then talk to them along with the chief nurse and file an incident report."- T8L8-9

From the researcher's viewpoint, managing role expectations showcases the confidence and competence of nurses. Mentorship helps foster a positive and cooperative organizational atmosphere. By promoting strong connections between seasoned and new nurses, mentorship initiatives enhance collaboration, respect, and the exchange of knowledge. Mentorship fosters ongoing education and consistent enhancement, which are vital for upholding quality care standards in a swiftly changing health care environment (Christman, 2024).

Moreover, the shift from staff nurse to nurse manager is a significant journey that requires adaptability, resilience, and ongoing development. The challenges and hurdles faced during the journey offer opportunities for development and learning. Nurse leaders can effectively manage these challenges and excel in their leadership positions by adopting continuous learning, strong communication, strategic choices, patient-focused care, and self-assurance (Nursing CE Central, 2025).

Cluster Theme 1.3 Balancing Professional Demands

The respondent described their experience as handling workload, providing professional advice, and simultaneously being part of a collaborative team. Establish a Robust Support System, Create Coping Strategies, and Enhance Communication and Conflict Management. By utilizing these strategies, nurses can effectively handle the emotional and professional challenges of their job, guaranteeing both their well-being and the quality of care they offer to patients.

Disputes and opposition may emerge from various reasons, including differences in personality, gaps in communication, and ambiguity in roles and responsibilities. Set specific and attainable objectives and criteria for every employee, tailored to their position, level, and capabilities. Feedback is crucial for performance management, as it assists employees in enhancing their performance. Feedback may also incite conflict and resistance, particularly when it is negative, unclear, or late (Tomlinson, 2023)

"Everyone was really mad at me. When I was around, they would scatter and run away." - T1L19-20

Working as an nurse manager means going beyond your craft, leveling up, and ensuring that the unit you handle maintains its integrity and efficiency."- T4L13-15

It's different now compared to our time back then when we were on duty—we were working and studying at the same time."- T5L14-16

"Teaching the new generation of nurses, especially those who recently graduated through online learning."- T8L11-12

"Novice nurses look up to you. They expect you to teach them, they expect you to be knowledgeable, skillful, and to have a broad understanding of the nursing profession. That's why they really look up to you as a proficient nurse."- T7L17-20

"There were only two of us on duty for the whole hospital. We did everything—we couldn't even eat. We were handling 26–28 patients. Maybe aside from the ICU and RDU, which had their own nurses, in the ward it was just one nurse and one nursing aide."- T2L18-21

"Referring to doctors is very hard—you need to list your assessment carefully before making the referral. You really have to be ideal when you refer."- T6L12-14

The researcher recognizes the essential role of delivering helpful and prompt feedback; concentrate on the actions instead of the individual, utilize clear examples and data, balance positive aspects with negative ones, and apply the sandwich technique (compliment-critique-compliment). Track the advancement and effectiveness of the staff, while offering continuous feedback and acknowledgment (Tomlinson, 2023).

Employee opposition is a frequent obstacle that typically arises from uncertainty, fear of what lies ahead, and perceived dangers to their role or status. To address this issue, healthcare organizations ought to prioritize effective communication, engage staff in the change process, and ensure sufficient training and support are available. Assist employees in recognizing how the modifications will enhance patient care and operational processes. Acknowledge and appreciate the advancements achieved throughout the transformation journey. Transformation requires time, so be patient with employees as they adjust.

Cluster Theme 1.4 Family Commitment and Contentment

Engagement of family in care procedures is a crucial aspect of delivering patient- and family-centered care and achieving the best patient results. Families play a crucial role in planning and delivering care, and the way nurses perceive the significance of family in the caregiving process can influence the quality of the relationship established between nurses and family members (Nurs, 2021).

Family-centered nursing recognizes the strengths and difficulties of the family, and in a hospital environment with numerous patients, research has demonstrated that nurse-facilitated family meetings can enhance communication for the family (Fuglsang, 2023). Nurses serve in diverse capacities as comprehensive caregivers, advocates for patients, and researchers (Paharia, 2022).

"Family, yes. I love my work, and family. I have my friends."- T1L25

"The factors are because of my family—especially my father, my husband, and my stepmother who has cancer, and my husband who only has five months left to stay."- T2L24-25

"One of the factors is my family—definitely family.-T3L19 But then my husband talked to me and said, Choose between your career and your family, because when you come home to the Philippines, you might no longer have a family.' So I thought hard, and I chose family."- T3L21-24

"Family, my health—those were the major reasons I stayed in the Philippines. I always thought about how pitiful my children were because our family was broken. My husband was assigned to a different place, my children were here, one was with my mother-in-law. That's when my parents decided that I shouldn't go back."- T5L19-23

"There are reasons. #1 is my family. As a single mother, I can't leave my children unattended. It's my desire to raise them with love and provide for their needs. #2 is love for my profession. I've been here in Madonna for more than 11 years as a nurse. I feel a sense of belonging and self-contentment—I consider MMCI as my second home."- T6L17-21

"The factors that made me stay in the Philippines: First is my family. My mother stays at home and she's already old—74 years old... then my husband and my two adopted sons. I can say I'm a family-oriented person. It's enough for me that we have food, a home, a car—just the basic needs."- T7L23-27

"First is choice, second is family, and third is comfort. It became a choice because, again, I had to prioritize the second reason, which is my family."- T4L18-19

The researcher thinks that nurses frequently operate in high-pressure settings and gain from robust family backing, enhancing their well-being and job contentment. A solid family network can offer emotional backing and awareness during difficult periods in a nurse's professional life, aiding in the reduction of stress and burnout. Family offers a sense of belonging and purpose, which can be especially meaningful for nurses who invest considerable time and effort into their careers.

Nurse-facilitated family discussions utilizing a family systems framework require the cultivation and preservation of relationships among family members, as well as between nurses and families, to foster a setting conducive to change (Pusa, 2022).

Emergent Theme 2. Purpose-Driven Adaptability

In a purpose-centered culture, leaders need to effectively convey and genuinely represent the organization's purpose and values. These leaders must establish explicit links between purpose, values, and performance, recognizing the unavoidable short-term sacrifices for a larger mission while navigating the challenges that come with purpose-driven efforts. Employees contribute to making a company intentional and successful. It's crucial for them to recognize how their individual roles can enhance and practically support the company's main objective. By involving their employees in conversations on key topics such as sustainability and diversity and linking these to real challenges faced in team collaboration, companies can leverage insights from the grassroots level (Durand, 2023). A professional growth endeavor that is centered on a dedication to assisting others—patients, coworkers, communities, and the healthcare system. These traits are crucial for nursing leadership, particularly in a quickly evolving and socially intricate healthcare environment.

Cluster Theme 2.1. Embracing Growth Through Learning

Humility starts with the understanding that none of us are flawless. This acceptance doesn't indicate weakness; instead, it's a significant stride toward development. By acknowledging that we are continually evolving, we allow for ongoing learning and growth. Outstanding leaders acknowledge their constraints and welcome criticism as well as ongoing education. By sharing your journey of growth, you serve as a role model, showing that it's acceptable not to possess all the answers and that education is a continuous journey (Shroyer, 2024).

By stepping outside your comfort zone into the growth zone, you will achieve just that: growth. You will notice an increase in your productivity, accomplishing more, and attaining the objectives you established for yourself. Achievement fosters self-assurance, particularly when you put in effort, pushed your limits, and completed the task. You will develop greater confidence in managing failure or challenges and feel more at ease with heightened levels of stress, anxiety, and unpredictability (Kent, 2023).

"Through prayers, ma'am. Through prayers, and with patience."- T1L32

"Just stay humble. Actually, my father once said—humility."-T3L29

"You have to step out of your comfort zone, and you have to accept that you need to learn and keep practicing as well."-T4L24-2

"Before you can love something, you must accept it. You have to really love being a nurse so that you can teach your junior nurses."-T5L29-30

"So as for my experience, you have to continue learning, especially when there are training and CMEs (Continuing Medical Education).-T6L27-28 Nurses must also be skillful and must have initiative."-T6L30-31

"Maybe it's because I enjoy my work, and I love my job. I also maintain a work-life balance.-T7L36-37 You must also be a team player—not just a leader—but someone who understands that each member has a role or contribution in achieving the outcome of the team's work."-T7L39-41

"I'm going to handle challenges calmly."- T8L20

"I'm strong enough, practical enough. I've learned how to handle people and adjust to each individual. In my experience, every person has their own character, so you must know them."- T2L32-34

The researcher concurred with the respondents' viewpoint that leaving their comfort zone is vital for nurses' professional and personal development, as it enables them to acquire new skills, face challenging circumstances, and foster a greater sense of self-efficacy.

As nurse leaders, we know that change is constant in health care. Comfort has been a staple of outcome measures in Human Factors for generations. “Comfort is the enemy of progress”. the idea of getting out of their comfort zone evokes fear and apprehension (Drury, 2023)

Cluster Theme 2.2. Resilience and Adaptation

Resilience allows organizations and individuals to bounce back from difficulties and tackle significant obstacles. Resilient people embrace constructive criticism positively. They utilize it to improve their abilities and performance, considering feedback as a crucial asset for career advancement. When conflicts between individuals emerge, resilient workers handle the circumstance with composure and strive to settle problems peacefully. These employees concentrate on preserving positive professional relationships and team unity. They ask for help when necessary and maintain their effectiveness in carrying out their responsibilities (Masionis, 2024).

Repressing or rejecting your emotions can exacerbate them or result in negative coping mechanisms. You must also recognize your strengths and weaknesses, your achievements and setbacks, as well as your challenges and possibilities (Tomlinson, 2024)

"I endured it—all the insults, all the criticisms from people—I managed them. You have to adjust"- T1L36-37 Don't let people's anger get to you because it's just work. Don't destroy relationships just because of work."- T1L39-40

"It's like you take it as a lesson so you can guide them, like 'Ah, so that's why it happened.' Accept the mistake and remind them not to make the same mistake again."-T5L35-37

"You have to be independent in your choices."-T4L29-30

"You need self-control and a positive approach. Take the scolding positively, don't take it negatively or else it will lower your self-esteem. You'll get discouraged to continue with your work."-T6L34-36

"I only now understand that their strictness was a way of training me to become a leader in our division. If I hadn't tried to overcome that, I wouldn't have reached where I am. Even the workloads they gave us were obstacles. So we really have to overcome all of that."- T7L46-49

The researcher contends that resilience encompasses the capacity to adjust positively to challenging circumstances and sustain well-being. Flexibility enables nurses to modify their methods and anticipations in uncertain situations. It assists nurses in managing the challenges of their job, such as emotional strain, crises, and extended work hours. Quickly shifting healthcare landscapes, advancing technologies, and rising care demands necessitate nurses to be flexible.

Resilience and adaptation are crucial traits for nurses. These characteristics not only assist nurses in managing the everyday challenges of their job but also guarantee the provision of top-notch patient care. This emotional resilience allows them to offer empathetic care without being overwhelmed by the continuous exposure to distressing circumstances. It can maintain elevated performance levels, ensuring that patient care remains uncompromised, even in the most challenging situations (Nurse.com, 2024)

Cluster Theme 2.3. Fulfillment Through Purpose and Service

Confidence is the basis of the nurse-patient connection. It serves as the foundation for compassion, collaborative decision-making, and efficient communication. When nurses feel recognized and valued, they are more prepared to handle possible challenges. The emotional satisfaction they derive from happy patients and a suitable patient-nurse ratio can help alleviate fatigue and burnout. Nurses can ease emotional distress by performing small gestures of respect (Durant, 2023)

Nurses who progress feel more involved in their jobs. This results in increased morale and improved performance. Growth enhances earning potential and job stability. Elevated roles frequently offer improved pay and perks. Career growth leads to improved patient care and increased hospital efficiency. A supportive organizational culture fosters professional growth. Individual drive and professional goals also fuel development. Enhanced professional abilities and expertise boost overall competence. Obstacles are present in seeking career advancement. Juggling work, studies, and personal life can be challenging. Maneuvering through workplace politics introduces an additional level of challenge. Effectively handling stress is crucial to prevent burnout (Elkins, 2024).

"Good work-life balance and good relationship with my colleagues. The contentment of being able to serve gives me a life full of aspirations to serve the sick."-T1L43-44

"I think it's fulfilling to be a nurse because I wouldn't have stayed in this profession if I weren't fulfilled."-T2L45-46

"For me, it's a daily choice—not just for the hospital or the unit, but also for the fulfillment in delivering care to your patients."- T4L33-34

"Yes, you just have to do your best and get along well with others. Talk to them and tell them what's necessary."-T3L37-38

"To be able to influence others, to have an impact on new nurses or colleagues so that they can learn from what I teach them."-T8L26-27

"When patients want to talk to you, or when they say thank you—especially when they appreciate what you've done—it makes me like my job more."- T5L39-41

"What really inspires me is that I just enjoy being able to serve sick people. I feel happy when there's progress, when their health improves, and I feel proud that I became part of the team that helped them get better. T7L51-54 You can say that you have purpose as a person because you were able to help sick people."-T7L56-57

"So you really have to balance your time as a mature professional" -T6L39-40

From the researcher's perspective, satisfaction is the emotion of contentment or fulfillment felt when one's needs and desires are achieved, resulting in a positive state of existence. It is frequently associated with a favorable emotional condition and an optimistic perspective on life. Experiencing satisfaction from one's job and the fulfillment it brings, along with reaching personal objectives and sensing advancement in one's journey.

Regardless of your level of success in your career, it's essential to seek joy in both your professional and personal life. It frequently occurs that successful individuals overlook their personal lives in order to attain professional success. Take purposeful clarity pauses. Achieving a realistic balance of priorities is immensely fulfilling and gratifying (Kallio, 2022).

Cluster Theme 2.4 Service-Oriented Motivation

Delivering healthcare services that acknowledge and address the needs of patients and caregivers is crucial for encouraging favorable care results and perceptions of care quality. Therefore, patient-focused communication is essential for achieving the best health results, embodying enduring nursing principles that care should be tailored and attentive to patients' health issues, beliefs, and situational factors. To advance patient-centered care, healthcare providers need to recognize these obstacles and enablers of both patient-centered care and communication, considering their connections during clinical interactions. Healthcare providers and professionals must therefore actively involve patients and their families in the care process in significant ways (Kwame, 2021).

Healthcare providers ought to see family caregivers as allies in the care process to address the needs of patients and their families. The readiness for caregiving relies on the assistance provided to families by healthcare professionals. For effective communication and teamwork among healthcare providers and family caregivers, it is essential to understand the views of both families and healthcare professionals about the involvement of family members in patient care (Woldring, 2024).

"Family. I'm motivated because of them—my family, including my nieces and nephews."- T1 L47-48

"My motivation, of course, is the work, my family, and then my passion as a nurse here in the Philippines."- T2L49-50

"It's really my family."- T3L41

"Patriotism—because I believe that Filipinos are known as a family-oriented people."T4L37

"Family. Actually, I'm thankful that I became a nurse..."- T5L44

"The love of my children and... self-worth. This is my role—as a mother and as a nurse—to provide care to patients."- T6L44-45

"My family—especially the sick member of my family. We can't just leave them behind."-T8L30-31

"To serve sick people... It sounds corny, but in my heart, that's really it."- T7L60

From the researcher's viewpoint, nurses acknowledge the family as a crucial component of motivation to patient's care, promoting cooperation and valuing their insights and viewpoints. They enable families to engage in decision-making regarding their patient's care, honoring their preferences and values. Care that focuses on families can minimize disagreements between families and healthcare professionals, resulting in a better experience for everyone concerned.

Patient and family-centered care (PFCC) combines patient-centered and family-centered approaches within the healthcare system mainly to enhance health results. The idea of patient and family-centeredness signifies the emphasis of care. To successfully enhance patient and family involvement in care, nurses can assume a leading role as part of the teams delivering care (Sinewati, 2023).

Emergent Theme 3. Empowering Compassionate Leadership

In a world fraught with uncertain times, where the future of our jobs and fluctuating economic conditions spark anxiety, stress, insecurity, and burnout at unprecedented levels, compassionate leadership has been proposed as the remedy to alleviate the suffering, pain, and toxicity endured by the workforce in their workplaces. An empathetic leader truly cares about witnessing their team not only succeed but flourish. Compassionate leadership is an interpersonal process that entails the awareness, empathy, understanding, and actions taken by the giver to ease the distress of the receiver. When workers encounter compassion at their jobs during difficult times, they gain numerous advantages. These advantages consequently result in improved efficiency and enhanced organizational results. Workplace leadership is inherently connected not only to the productivity and performance of the organization but also to the health and well-being of its employees. Compassion is believed to foster a feeling of unity in times of crisis. It is hardly surprising that during such periods, there are heightened demands for empathy and support in workplaces (Ramachandran, 2023)

Cluster Theme 3.1. Empowerment Through Mentorship

The mentoring connection influences the advancement and growth of new employees. Due to the significant turnover of new nurses, hospitals must implement specific management strategies to address and mitigate the issue of brain drain. The mentorship program has been utilized to assist new employees in entering and adjusting to the work environment. Career optimism refers to a person's expectation and a hopeful outlook regarding their most promising future career growth (Gong, 2022).

An engaged nurse is more inclined to deliver excellent patient care, work well with coworkers, and remain with their organization over the long term. Nurse motivation is decreasing because of a mix of job stressors, systemic issues, and emotional fatigue. Allowing nurses greater autonomy in their schedules results in increased job satisfaction and reduced burnout levels. A supportive work environment helps nurses feel linked and involved, minimizing sensations of loneliness and irritation (Bucketlist, 2025).

"You have to motivate them to work properly, accept their mistakes, and remind them they have to work in the Philippines because we are Filipinos, and we must serve our country."-T1 L53-55

"As a nurse, I can impart to them that the Philippines—our country—deserves to have nurses like us who will continue to provide quality service to Filipino patients."-T4L41-43

"Encouragement...-T7L67 We empower them to realize it's better to serve in our country, to serve our fellow Filipinos."- T7L70-71

"I think it's about education—teach them how to grow as a nurse, how to embrace being a nurse, and give them confidence in their work as a nurse."- T2L54-55

"They should balance things. Gain enough knowledge and experience first before thinking of the bigger picture for the future. If there are chances to learn more and improve efficiency in handling patients, they must grab those opportunities and accept guidance from senior nurses."- T5L48-51

The researcher highlights that mentorship in nursing consists of seasoned nurses assisting and guiding novice nurses, commonly in community health environments, to enhance patient care and develop professional skills. Mentoring connections can be created to assist new nurses, offering advice, training, and a network of support. Enhanced nurse education and a robust support network can result in improved patient outcomes. Investing in mentoring initiatives can enhance organizational image, support succession planning, and develop future leaders.

The core of the nursing profession lies in collaborating towards a shared objective. The role of nursing mentors is crucial in establishing a safe environment for learning and development. A nursing mentor can offer significant guidance and assistance, aiding novice nurses in honing their clinical abilities and adjusting to the requirements of the healthcare setting. A nurse mentor might be accessible to provide immediate responses to your inquiries and give quick feedback regarding patient care. They can assist you in recognizing which nursing skills you are proficient in and which nursing specialties you might find most enjoyable. Nursing can be an emotionally charged profession, and it's only when you go through it yourself that you truly understand what to anticipate and how to manage it. (Decker, 2025).

Having a mentor, especially one that a nurse may easily reach out to for advice, can benefit every nurse. Depending on what works best for them, the relationship may be either brief or long-lasting. Every nurse mentoring partnership must have defined, quantifiable goals, clear communication, and well-structured virtual or in-person meetings. (Jean, 2024)

Cluster Theme 3.2. Commitment to Professional Integrity

To ensure that nurses' knowledge and abilities are kept up to date, ongoing professional development (CPD) is a vital component of their education. Nurses in CPD-mandatory areas engage in ongoing education by participating in professional development that is relevant to their practice areas. Depending on the circumstances and environment of the learning environment, nurses may use a hybrid learning approach. The organization's commitment to and support for the personal and professional development of its employees was seen as a sign that they were valued. (McGrath, 2021).

Like any other healthcare professional, nurses are just humans. This tension may be increased by the need to provide the greatest level of care to others, some of whom may be in critical health conditions, which raises the chance of mistakes. Maintain the proper approach and perspective. Be forthright and honest about what occurred so that you, your team, and your managers may follow the best procedures and facility regulations to remedy the error. Acknowledging your role in how the mistake occurred makes moving forward easier. (Gamboa, 2024)

"I learned from my mistakes before—it's where I stood up from.-You need to accept your mistakes and your weaknesses, especially if you're still young."- T1L59-62

"You must have patience and teach others what they don't know instead of ignoring them when they ask."-T2L65-66

"Continue with education."-T3L50

"Always be open—always have room for learning and improvement."-T4L46-47

"Do research if you're unsure about facts or procedures. Ask senior nurses if in doubt. And don't act like you know everything—don't pretend."-T5L56-58

"Advice is to attend training and always update yourself on medical practices."-T6L52

"For me... it's really about continuous education, continuous learning" T7L74 I believe that through continuous learning, we improve not just our skills, but also our knowledge and broaden our understanding—even our attitude."-T7L76-78

"They should gain some experience, especially in bedside care, procedures, and medications. And they should be assertive when learning new procedures."-T8L39-40

According to the researcher, nursing is a changing field with ongoing improvements in knowledge, technology, and best practices. Nurses who value lifelong learning are better able to provide care that is both safe and effective. Nurses who are dedicated to lifelong learning are more likely to be content in their jobs, have better job prospects, and advance in their

professional positions. It's about more than just gaining knowledge; it's also about fostering critical thinking, problem-solving, and a lifelong passion for learning.

Professional integrity can be seen as a dedication to maintaining suitable ethical conduct. It involves following moral and ethical values like honesty, integrity, reliability, and trustworthiness. People with professional integrity uphold a uniform level of behavior in their work and personal lives. Integrity is a crucial quality for successful leaders. Having a reliable and trustworthy manager enhances employee satisfaction, involvement, and general well-being. A leader's integrity goes beyond the office, as it affects the amount of trust they build both inside and outside the organization (Mpande, 2023)

Cluster Theme 3.3. Fostering a Culture of Compassion

A favorable impact on the patient experience has been linked to compassion. An empathetic doctor will see a patient's suffering and vulnerability, make an effort to comprehend their specific situation, try to lessen their pain, and be there for them when they are in need. (Sicclair, 2022). Compassionate care is a procedure in which nurses actively engage with patients, make an effort to understand their worries by empathizing with them and their circumstances, and do everything they can to alleviate those worries. compassion as a moral virtue characterized by creativity, love, openness, honesty, integrity, kindness, and tolerance (Babaei,et.al, 2022).

Nurses might benefit from a pleasant workplace. As a platform for nurses to deliver effective nursing care and enhance the quality of nursing, the nursing work environment is a crucial subsystem of the hospital environment. An excellent workplace for nurses can foster improvements in job performance, lessen job burnout, lower the turnover rate, and, as a result, enhance patient outcomes. Specifically, increased staffing, better nurse-physician relations, and greater nurse participation in hospital management could be the focus of attempts by hospital administrators and legislators to maintain the nursing workforce and raise the quality and safety of treatment (Mei Chen, 2021).

"I tell them, here at Midway, we work as one family.-T1L66 They know that—we work as one. No one's higher than anyone.-T1L69 We work as a family, which is why they stick with it and don't plan to leave."-T1L71

"As an nurse managers, I see novice nurses come and go. What I want them to learn is to embrace and love their profession, to truly learn it. Teach them what you've learned from your own experience as a nurse."-T2L64-65

"Always inform them or share with them that every day brings new challenges, so they can be prepared when these challenges come."- T4L50-51

"If you get scolded by a patient, don't take it personally—just think of it like your mom scolding you. Don't let it discourage you. For procedures and medicine, always ask the superiors."-T5L61-63

"Having a sense of belonging—treat colleagues like family so that they feel supported. This helps them face obstacles at work because they'll feel like they have someone to rely on."- T6L57-59

"It's really about satisfaction. As long as I'm happy with my work and able to provide the basic needs for my family, I'm satisfied."-T7L81-83

"Here in our hospital, we treat our colleagues and co-workers like family and friends. They know they can lean on us, especially when they have health issues."-T8L43-44

The researcher understands that nursing promotes a work culture that values empathy, respect, and teamwork, which translates into better patient results and a more satisfying professional experience for nurses. Considering the values, beliefs, and cultural backgrounds of patients is crucial for providing patient-centered care. A cohesive nursing team promotes a feeling of community and common goals, fostering teamwork and the exchange of knowledge. For trust to develop and a spirit of cohesiveness to flourish among the nursing staff, open and honest communication is crucial. This encompasses providing useful feedback, actively listening, and communicating clearly with patients and their families.

Compassionate workplace cultures foster environments where everyone is encouraged to achieve the most rewarding and satisfying work experiences. Compassion in the workplace entails being successful in striving to embody our values in our tasks, which necessitates mutual direction, alignment, and dedication. Compassion involves distributing power through the promotion of shared leadership, enabling everyone to feel they have a degree of leadership impact. They reflect an awareness of the difficulties faced by their followers and a dedication to assisting them in effectively addressing these challenges and succeeding in their work. The higher the followers' receptiveness to positive feelings, the stronger the impact of positive emotional leadership on their own positive emotions (Benevene, 2022).

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- [32] May El Haddad RN, a, c, b, d, ABSTRACTProblem/BackgroundNurse unit managers are critical to clinical leadership and play an important role in the contemporary context of health care management. Lack of role satisfaction and reports of excessive workloads place this crucial role at risk, Adriaenssens, J., Cummings, G. G., Cupit, T., Harvey, G., Moore, L. W., Penconek, T., Wise, S., Wong, C. A., Ahern, N., Brady, G. P., Brunetto, Y., Duffield, C., Haddad, M. E., ... Kouzes, J. M. (2022, March 11). Nurse Unit Managers' work and impacts on clinical leadership: A cross-sectional study. *Collegian*.
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