

2022

**Nigerian
Journal of
Social
Psychology**

NIGERIAN JOURNAL OF SOCIAL PSYCHOLOGY



**Online ISSN: 2682-6151
Print ISSN: 2682-6143**

**Volume 5, Issue 2
2022**

**Published by
Nigerian Association of Social Psychologists
www.nigerianjisp.com**

**Editor-in-Chief
Prof. S.O. Adebayo
Managing Editor
Prof. B.E. Nwankwo**

Hygiene and Motivator Factors of Job Satisfaction among Nigerian Psychiatric Nurses in the Diaspora

Tosin Rabi-Akewusola

Walden University, Minneapolis

tosrabi.2@yahoo.com

Omonigho Simon Umukoro

University of Lagos

sumukoro@unilag.edu.ng

Abstract

This study identifies some hygiene and motivator factors (work environment, professional identity, job stress) and their influence on job satisfaction among Nigerian psychiatric nurses in diaspora. The study employed a descriptive cross-sectional design in which data was obtained via an online survey. The target population included registered Nigerian nurses working in inpatient psychiatric hospitals in the United States. A combination of purposive sampling and snowballing techniques were used in selecting 109 participants. Two hypotheses were formulated and tested using appropriate statistics. Results showed that work environment, professional identity and job stress had a significant joint predictive influence on job satisfaction [$F_{(3, 95)}=8.304$; $p<.05$] and accounted for a significant variance of 22.7%. Further results showed that only work environment ($\beta=.460$; $p<.05$) emerged as a significant positive independent predictor of job satisfaction. The moderating effect of job experience in the relationship between work environment and job satisfaction was not significant ($\Delta R^2=.0215$; $F_{(1,87)}=2.2076$; $p>.05$). Suitable recommendations were made in line with the study outcomes.

Keywords: *Job experience, job satisfaction, job stress, nurse, professional identity, work environment*

Introduction

The nursing profession attracts many Nigerians to Western regions, suggesting that something about the profession seems satisfying as a job opportunity and career path overseas (Chiamaka & Chimereze, 2020) . When employees are satisfied, they are motivated to become more productive, encouraged, and devoted to their work (Islam & Alam, 2015). From a mental health perspective, psychiatric nurses are vital to the quality and safety of mentally-ill patients in hospitals. Psychiatric nurses maintain 24-hour monitoring and responsibility for mentally ill patients at a high risk of self-harm or harm others (APNA, 2014). The severity of illness and rapid turnover of mentally-challenged patients require skilled interventions from psychiatric nurses to keep psychiatric environments safe and therapeutic for patients and staff. In hard-working environments like psychiatric inpatient hospitals, nurses' job satisfaction is considered crucial (Skitsou et al., 2015). Job satisfaction is the extent to which an individual likes or dislikes their job (Masum et al., 2016); thus, in the event that the expectations of psychiatric nurses are not met at their workplace, they are likely to experience job dissatisfaction.

Job satisfaction among psychiatric nurses is logically expected to be influenced by their perceptions of work related factors which could be intrinsic and extrinsic. The factors of

interest in this study are job stress, professional identity and work environment. Job stress refers to an emotional response to the work-related environment and occurs when the conditions and services are not matched; requirements do not correspond with the abilities, resources, or needs of employees (Hosseinabadi & Etemadinezhad, 2018). Professional identity reflects how nurses perceive the importance of their careers, roles and responsibilities within an organization as nurses (Rasmussen et al., 2018). Work environment refers to the physical, psychosocial, and social organizational characteristics of a work setting that promote or restrain professional nursing practice (Chebor et al., 2014). The relationship between these perceived factors and job satisfaction have produced varying theoretical and empirical outcomes; especially with the consideration of potential demographic moderators which have shown varying results based on location and sample (Baum & Kagan, 2015; Liu et al., 2015).

The nexus among this study's variables is hinged on Herzberg's theory (Herzberg, 2003), initially published in the late 1950s, which identifies elements within a workplace environment that lead to satisfaction or dissatisfaction. The theory asserts that job satisfaction of employees is dependent on two categories of factors; motivators and hygiene factors. According to Herzberg (2003), motivators are intrinsic to the individual and reflect basic human needs for psychological growth. These factors are instrumental in creating and maintaining strong positive effects on employees' job performance and satisfaction (Herzberg, 2003). Job satisfaction can result when motivating factors such as an opportunity for growth, advancement, achievement, job recognition, responsibility, and work itself impact an employee positively (Herzberg, 2003). Hygiene factors are extrinsic factors and include job security and job status, relationship with subordinates, peers, or supervisor, personal life, company policy, salary, and work conditions (Herzberg, 2003). These factors act to mitigate feelings of job dissatisfaction, and if unfulfilled, can lead to extreme job dissatisfaction (Herzberg, 2003; Herzberg et al., 2010). Motivating factors deal with the job and the tasks associated with it, while hygiene factors deal with the environment and situation in which the job is performed.

Herzberg's motivation-hygiene theory provides a framework for understanding how the variables in this study influence job satisfaction. From this theory, professional identity is a motivator, while work environment and job stress are considered hygiene factors. Knowledge of the motivating and hygiene factors from Herzberg's theory helped identify the extent to which the work environment, job stress, and professional identity affect job satisfaction among psychiatric nurses. The Herzberg motivators and hygiene factor constructs were used to explain the influence of the motivational factors (work environment and job stress) and the hygiene factor (work environment) on job satisfaction. The outcomes of this study provide theoretical perspectives on the increasing importance of motivators and hygiene factors for increasing job satisfaction among employees in the modern era, as supported by several studies (AbuAlRub et al. 2016; Goh & Lopez, 2016).

Review of Related Studies

Professional Identity and Job Satisfaction

Functioning as a nurse entails more than an organization's set of activities and skills. It is a part of the process of socialization, which is the internalization and development of professional identity (Zarshenas et al., 2014). Professional socialization is fundamental for involving nursing students in professional practice. Professional socialization is a process whereby an individual acquires skills, opinions, values, and behaviors needed to meet the professional role while gaining an identity that presents the characters, knowledge, and abilities of the chosen

profession (Brown et al., 2012). The outcome of professional socialization is a professional identity (Dinmohammadi et al., 2013). The formation of nurses' professional identities begin at initiation of education, progresses throughout their clinical practices, and continues to improve during their professional life (Johnson et al., 2012). According to the National League of Nursing (NLN, 2014), professional identity is the internalization of core values and norms recognized as vital to the art and science of nursing. As the nurse progresses in education and grows in the profession, these core values become self-evident. The nurse adopts these fundamental values in every aspect of practice while working to promote the ideals of the nursing profession (NLN, 2014).

Deppoliti (2008) conducted a qualitative study on hospital nurses' experiences in constructing their professional identity. She interviewed 16 participants who were in the first 3 years after graduation from nursing school. Deppoliti (2008) guided the study with two questions: How do nurses think about their occupation and their place in it? What factors do nurses feel to influence the construction of their professional identity? Deppoliti (2008) identified several transition points as nurses progressed in establishing their professional identity. These transition points include finding a niche, adjustment, the conflict of caring, taking the board examination, becoming a charge nurse, and moving on, but the emphasis was placed more on a sense of responsibility, the need for continual learning, and perfection. The researcher stressed that hospital management should provide support for new nurses in identifying their work setting because a successful fit would impact nurses' sense of professional identity. She asserted that professional identity started to form in nursing school through the continuum of the practice of nursing (Deppoliti, 2008).

Serpil and Filiz (2012) investigated the effect of the professional behavior of nurses on their job satisfaction. They sampled 531 nurses working in the university, state, and private hospitals in Turkey. They employed a quantitative methodology adopted a descriptive design to determine the consequence of the professional behavior of nurses on their job satisfaction. The results of the study identified that the relationship between job satisfaction and professionalism was statistically significant. The nurses were motivated by their professionalism, as postulated in Herzberg's theory. The findings indicated that the professionalism levels of the nurses working in the private hospital were higher than those of the nurses working in other hospitals. Serpil and Filiz (2012) attributed the results of nurses working in the private hospital to their higher participation in community service, professional organizations, and autonomy that boost their professional advancement and raises job satisfaction.

Sabancıogullari and Dogan (2015) evaluated the effects of a professional identity educational program on professional identity, job satisfaction, and burnout levels among two groups (30 study and 33 control groups) of registered nurses working in a university hospital using a quasi-experimental design. Burnout levels significantly decreased in the study group while those of the control group increased, and there was no significant difference in nurses' job satisfaction. They indicated that the program had a positive impact on the professional identity of nurses in the study group compared to that of the control group. The study was limited by the small sample size and location of one hospital. The researchers suggested the application of the program to a different sample size of nurses in other hospitals and re-evaluate the efficiency of the program.

In Egypt, Hassan and Elhosany (2017) evaluated the nature of professional identity and its relationship with turnover intention among 457 staff nurses at two sectorial hospitals. Staff nurses working at Suez Canal University Hospital had a higher professional identity than those

working at Shubra General Hospital. The turnover intention among staff nurses at Shubra General Hospital was higher than those at the Suez Canal University Hospital. The study showed significant positive correlations between professional identity and staff nurses' age and years of experience, significant negative correlations between turnover intention and staff nurses' age, and years of experience. Also, there was a statistically significant negative correlation between professional identity and turnover intention among staff nurses in both study settings. This finding was consistent with Sabanciogullari and Dogan (2015), who inferred that intention to leave the job was higher among the nurses with low professional identity. Hassan and Elhosany (2017) recommended assessing factors affecting staff nurses' professional identity and contributing to nurses' turnover intention in future studies.

Work Environment and Job Satisfaction

Researchers refer to the work environment as working conditions or practice environment (Agbozo et al., 2017; Lake & Friese, 2006). Work environment refers to the physical, psychological, and social elements of a workplace that would affect employees' output performance positively or negatively (Agbozo et al., 2017). The physical work environment could be defined in terms of the physical or tangibles at the setting where the job takes place, such as machinery, office layout, temperature, ventilation, and lighting, which can influence the level and quality of social interaction among employees (Agbozo et al., 2017). The psychological work environment referred to the mental activities that an employee experiences during working hours, such as stress cooperation and conflict. The social work environment deals with relationships in job settings. It includes communication styles and the relationship between superiors and subordinates. Aiken et al. (2009) attributed a supportive work environment to organizational components such as adequate staffing, adaptable scheduling, and supportive leadership that promote nurses to provide professional practice. The nursing work environment is a component of a work setting that promotes or limits the nursing practice (Lake & Friese, 2006). Studies have identified nurses' work environment as a critical organizational factor with a stronger relationship with job satisfaction than any other organizational or personal factor (Agbozo et al., 2017; Mari et al., 2018; Raziq & Maulabakhsh, 2015).

AbuAlRub et al. (2016) studied the relationships between work environment, job satisfaction, and intention to stay at work among 330 hospital nurses in underserved areas in Jordan. The researchers found that a positive and significant correlation between intention to stay and work environment; a weak, but positive significant correlation between nurses' job satisfaction and nurses' intention to stay at work; and strong positive correlation between job satisfaction and work environment. In contrast with Herzberg's findings that the fulfillment of hygiene factors does not make employees satisfied or motivated in the workplace. Housing provision for nurses was identified as a vital aspect of the work environment that predicted satisfaction among nurses. They concluded that a supportive work environment is important for nurses who work in an underserved area. The study was limited by using a convenience sample, which confines the generalizability of the results and subjective measure of variables of the study. The researchers suggested further studies to explore other variables that positively or negatively affect the level of intention to stay at work.

In another study, Goh and Lopez (2016) explored the relationship between job satisfaction, work environment, intentions to leave, and the predictors of their intentions to leave among 495 migrant nurses working in a tertiary public-funded hospital in Singapore. The researchers found that job satisfaction was high but there was a negative correlation between job

satisfaction and each of the domains of work environment scale: nurse participation in hospital affairs, quality of care, nurse manager ability, staffing adequacy, nurse-physician relationship and nursing information technology. This finding agreed with Herzberg's, in that work environment is a hygiene factor and do not always lead an employee to feel satisfied with their job.

Using a quantitative descriptive cross-sectional survey design, Hamdan et al. (2017) examined the associations among the nursing work environment, nurse job satisfaction, and intent to stay for 650 nurses who worked on inpatient units in three different types of hospitals in Jordan. The result indicated a positive association between nurses' job satisfaction and the nursing work environment. The hospital and unit types were both significantly associated with nurses' job satisfaction. Hamdan et al. (2017) findings were consistent with the previous study by Aiken et al. (2009). They showed a positive relationship between healthy work environments and job satisfaction. Both findings are striking. Based on the assumption of Herzberg's work environment is not a motivator, but when it is lacking, it can hinder accomplishing job satisfaction.

Job Stress and Job Satisfaction

Job stress is the relationship between an individual and the environment as assessed by the person as exceeding or compromising to his or her resources and well-being (Lazarus & Folkman, 1984). When employees are subjected to stressors such as poor working relationships, high workload, lack of support, or positive feedback from supervisors, a characteristic syndrome of physical reactions would occur (Yadav et al., 2017). The stress response could be physical, psychological, emotional, or spiritual. Job stressed individuals are likely to have higher job dissatisfaction (Yadav et al., 2017). Psychiatric nurses have a unique working environment that includes locked ward entrances, and they become exposed to stress due to the sensitive nature of their profession (Ghanei-Gheshlagh et al., 2017; Yada et al., 2015). The complexities of the role performed by nurses, along with organizational factors within the work environment, lead to low levels of job satisfaction (Hayes et al., 2015). Empowering and encouraging work environments to enhance levels of job satisfaction and decrease job stress in nurses (Hayes et al., 2015; Wang et al., 2015).

Tao et al. (2018) used a descriptive cross-sectional design to examine the correlation between work stress and job satisfaction among 969 community health nurses in Southwest of China. The study findings revealed a moderate significant negative correlation between work stress and job satisfaction; such correlations were also significant for work stress-related factors suggesting that higher work stress leads to lower job satisfaction. Based on Herzberg's, work stress is a hygiene factor and does not lead to satisfaction, but if is absent or barely available; it leads to dissatisfaction. Among work stress domains, Tao et al. (2018) identified professional and career advancement, work environment and resources, management and interpersonal relationships, and workload and work duration as significant contributors for job satisfaction. Similarly, Nam et al. (2016) conducted a quantitative, cross-sectional survey to investigate the effects of job stress and job satisfaction among 59 health-workers in endoscopy units in Korea. Job stress differed across job positions, with nurses showing significantly higher levels of stress compared to doctors. They found a negative correlation between job stress and job satisfaction. The most important stressors in the endoscopy unit were identified as job demand, insufficient job control, and job insecurity (Nam et al., 2016).

Using a quantitative, cross-sectional study, Hosseinabadi and Etemadinezhad (2018) examined the level of job satisfaction and its relation to perceived job stress among 406 female nurses employed in six hospitals in Babol in which they found a significant relationship between the dimensions of job stress such as control, relationships and changes with job satisfaction. Similarly, Ella et al. (2016) conducted a quantitative, cross-sectional descriptive study to examine the impact of job stress on nurses' job satisfaction among 115 nurses in a teaching hospital. The finding revealed that a significant relationship existed between job stress and job satisfaction. Organizational factors such as workload and physical work environment are sources of job stress and are negatively related to job satisfaction. As theorized by Herzberg, the work environment, a hygiene factor by itself, cannot create job satisfaction. Job stress can therefore determine nurses' job satisfaction in a hospital (Ella et al., 2016).

Salam (2016) examined the prevalence of job stress and job satisfaction and their predictors among 626 healthcare professionals from two hospitals in Saudi Arabia. This quantitative, cross-sectional correlational used a survey to evaluate sources of job stress and job satisfaction on the job using a four-point Likert-type scale. Results from this study indicated the overall prevalence of job stress to be 66.2% and a high rate of job satisfaction (97.0%) among the sampled health care professionals. The study identified several predictors of job stress, such as working on weekends, not getting free time compensation, feeling under pressure to meet deadlines (Salam, 2016). However, there was no statistically significant correlation between job stress scores and job satisfaction scores. According to Herzberg, job stress is a hygiene factor. The presence of hygiene factors to the satisfaction of the employee did not motivate, but its absence resulted in dissatisfaction. Salam (2016) identified some potential factors areas the hospital administrators could change to reduce stress levels among healthcare workers.

Hypotheses

The following hypotheses were formulated to guide the direction of the study

H_i: One or more of the possible predictor variables (work environment, job stress, and professional identity) will significantly influence job satisfaction among the study participants

H_i: Job experience will significantly moderate the relationship between significant predictor variables and job satisfaction among the study participants

Methods

Design and Sampling

The study employed a descriptive cross-sectional design in which data was obtained via an online survey. A combination of purposive sampling and snowballing techniques were used in reaching study participants. A web link for the survey instrument was sent to an online forum for Nigerian professional nurses in the United States. Instructions on the eligibility criteria for participation and informed consent were indicated. Participants were also implored to share the web link to individuals or groups within their circle who meet the eligibility criteria of being nurses in psychiatric settings.

Participants

The target population for the study was made up of registered Nigerian nurses working in inpatient psychiatric hospitals in the United States. The sample size for this study comprised

109 nursing participants. Majority (89%) of the participants were within ages 31 – 60 years ($M = 44.16$, $SD = 5.29$). Further results showed that thirty two percent (32.0%) of the participants had Bachelor Prep RN as their highest educational, with 6.4% having Diploma RN and 1.8% having PhD RN. The least nursing experience (below 5 years) was reported by 11.0% of the participants while the highest nursing experience (above 20 years) was reported by 20.2 of the participants. Finally, it was observed that 49.5% of the participants were specialists in Acute Adult nursing units while 7.3% were in Adult Detox nursing units

Measures

Job satisfaction was measured using an additive index based on participants' responses to two questions: "Considering everything, how satisfied are you with your job?" and "Considering everything, how satisfied are you with your organization?" (Wang & Brower, 2019). A five-point Likert scale was used, with scores ranging from 1 (very dissatisfied) to 5 (dissatisfied). Previous studies have used these questions for measuring job satisfaction (Oberfield, 2014; Trottie et al., 2008; Wang & Brower, 2019). The index has been shown to demonstrate content validity for job satisfaction since it includes two elements that, taken together, provide a broad perspective of employee satisfaction and also have comparatively internal reliability (Cronbach's $\alpha = 0.88$; Wang & Brower, 2019).

Work environment was measured using the Practice Environment Scale-Nursing Work Index (PES-NWI). Lake (2002) developed the 31-item index from the Nursing Work Index (NWI) as a concise tool for measuring the nurse work environment. PES-NWI consists of a four-point Likert scale ordering from 1 (strongly agree) to 4 (strongly disagree). The PES-NWI has been used to assess numerous clinical practice settings such as intensive care units, cardiac, orthopedic, and neurologic telemetry units, inpatient psychiatric settings (Hanrahan, 2007). The internal consistency coefficients (Cronbach's alphas) for these subscales range from .71 to .84, and intraclass correlation coefficients were between .86 and .97 (Lake, 2002).

Nurses' perceived professional identity was measured using the Nurses Professional Values Scale-3. The NPVS-3 was derived from the American Nurses Association Code to measure professional values (Weis & Schank, 2017). The NPVS-3 is a 28-item instrument, across a three-factor structure, with a five-item Likert scale format, ranging from 1 (not essential) to 5 (most important). The three factors include caring, activism, and professionalism. The concept of caring focuses on the dedication to the patient, family, society, association, or state. Activism emphasizes the role of the profession in developing public policy, professional efforts in advancing global health, decreasing health inequalities, supporting nursing organizations. Professionalism reflects the duty for the work environment, personal and professional growth, leadership in advancing health, accountability, and obligation for the practice (Weis & Schank, 2017). Cronbach's alpha was used to establish a reliability coefficient of .94 for the total scale (Weis & Schank, 2017).

Job stress was measured using the Psychiatric Nurse Job Stressor Scale (PNJSS). The PNJSS consists of a five-point Likert scale ranging from 0 (never) to 4 (always). The PNJSS measured job stress using 22 items across a four-factor structure, of which nine statements are positive, and the remaining 13 statements were negative. Negative statements scoring was reversed (Yada et al., 2011). The first factor measured psychiatric nursing ability with items related to practical ability, knowledge, and attitude about psychiatric nursing. The second factor measured the attitude of patients toward psychiatric nurses. The third factor consisted of items related to attitudes towards nursing among medical workers. The fourth factor contains items related to communication with patients and patients' families. The PNJSS has established

reliability coefficients (0.675 to 0.869) and validity, and it is useful for evaluating psychiatric nurse job stressors (Yada et al., 2011).

Data Analysis

IBM SPSS v25 was used for the data analysis. Data obtained from the participants were input and coded accordingly. Incomplete data were removed and treated as missing data. For data having less than 5% of missing responses, estimates were used based on the sample mean for continuous variables and the modal value for nominal variables. Statistical techniques used included percentage frequency distribution and multiple regression analysis.

Results

Statistical Assumptions for Multiple Regression

The three regression assumption plots supporting the model was sought. First, the frequency histogram of the regression residuals showed a marked normal distribution, which is ideal. Second, the normal P-P plot of the regression standardized residuals are clustered near the diagonal line, which is ideal. Third, the scatterplot of the regression standardized residuals against the regression standardized predicted value did not display an equal scatter of points across the four quadrants, which is not ideal. Taken together, 2 of the 3 assumptions for multiple regression for this model were met, so results interpretations may yield high levels of external validity, albeit with a measure of caution

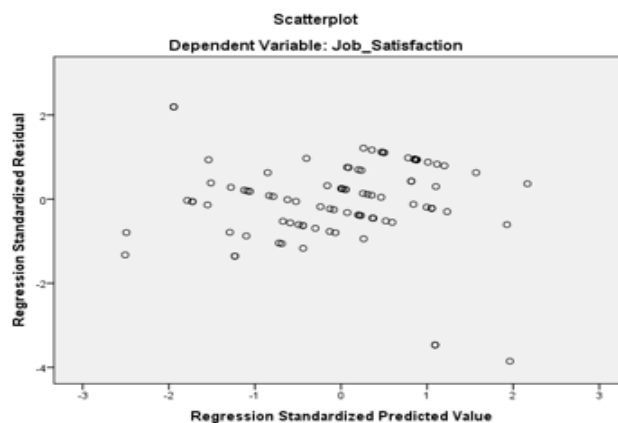
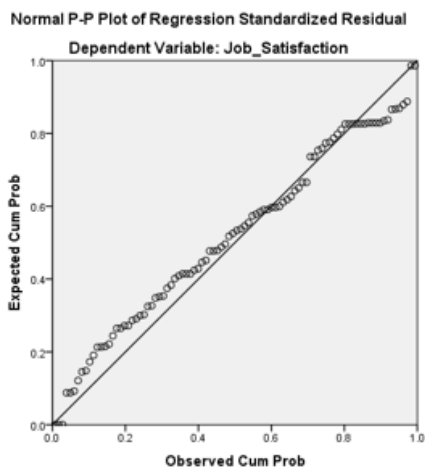
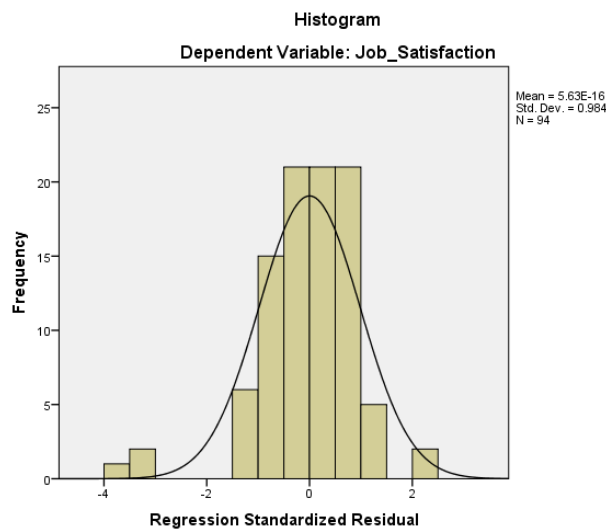


Figure 1: *Regression Assumption Plots (Authors' Data Analysis, 2019)*

Hypotheses Testing

The first hypothesis posited that at least one of the possible three predictor variables (work environment, job stress, and professional identity) allows for the prediction of job satisfaction among the study participants. This hypothesis was tested using multiple regression analysis. Results are presented in Table 1

Table 1: Summary of multiple regression showing joint and independent influence of the predictor variables on job satisfaction

| Predictors | R | R ² | F | Sig. | B | t | Sig. |
|-----------------------|------|----------------|-------|------|-------|--------|------|
| Work Environment | | | | | .460 | 4.314 | .000 |
| Professional Identity | .476 | .227 | 8.304 | .000 | -.158 | -1.629 | .107 |
| Job Stress | | | | | -.122 | -1.154 | .252 |

Dependent Variable: Job Satisfaction

Results from Table 1 show that work environment, professional identity and job stress had a significant joint predictive influence on job satisfaction [$F_{(3, 95)}=8.304$; $p<.05$] and accounted for a significant variance of 22.7%. Further results showed that work environment ($\beta=.460$; $p<.05$) emerged as a significant positive independent predictor of job satisfaction; while professional identity ($\beta=-.158$; $p>.05$) and job stress ($\beta=-.122$; $p>.05$) did not emerge as significant independent predictors of job satisfaction. Based on the results obtained, the alternate hypothesis stated is accepted.

The second hypothesis sought to establish a significant moderating effect of job experience in the relationship between job satisfaction and the predictor variables among registered Nigerian psychiatric nurses in the study area. This hypothesis was tested using multiple regression analysis via PROCESS macro which analyzes direct and conditional effects of moderators in a model. Results are presented in Table 2

Table 2: Regression model showing moderation effects of work experience on the relationship between work environment and job satisfaction

| | B | SE | T | P | 95%CI | |
|--------------------------|--------|--------|--------|------|---------|---------|
| | | | | | LLCI | ULCI |
| Constant | 8.6439 | 2.9684 | 2.9120 | <.05 | 2.7439 | 14.5440 |
| Work Environment (A) | 2.0074 | .0320 | 1.2312 | <.05 | -.0710 | .0562 |
| Job Experience (B) | -.0908 | 1.9475 | -.5870 | >.05 | -6.9618 | .7801 |
| A x B (Interaction Term) | .0314 | .0211 | .4858 | >.05 | -.0106 | .0735 |

DV: Job Satisfaction

Model Summary: $R=.3905$, $R^2=.1525$, $F_{(3, 87)}=5.2183$; $p<.05$

ΔR^2 due to interaction: $\Delta R^2=.0215$, $F_{(1, 87)}=2.2076$; $p>.05$

Table 2 presents output of a multiple regression model showing moderation effects of work experience on the relationship between work environment and job satisfaction. Results from the table show that the interaction terms produced a non-significant effect ($\beta=.0314$; $p>.05$) and accounted for an insignificant change ($\Delta R^2=.0215$; $F_{(1, 87)}=2.2076$; $p>.05$) of 2.1% in job satisfaction among the study participants. The results imply that job experience did not moderate the relationship between work environment and job satisfaction. Based on the results obtained, the alternate hypothesis stated is rejected.

Conclusion

Discussion of Findings

Guided by the first research hypothesis, it was found that the overall predictive value of the work environment, job stress and professional identity was significant and accounted for 22.7% of the variance in job satisfaction among the population under study. However, only work environment emerged with a significant beta weight as a positive independent predictor of job satisfaction. In lay terms, the result implies that nurses whose work environment is perceived as conducive are more likely to report higher levels satisfaction with their jobs in inpatient psychiatric hospitals. The justification for this result may stem from the flexibility in being able to modify workplace environments to suit nurses' individual preferences. Therefore, unlike some other workplace motivators which are rigid, nurses' level of job satisfaction may easily be swayed by unexpected changes in workplace aesthetics, ergonomics, culture, schedules, staffing, equipment etc. This assertion alludes to the importance of considering the role of workplace environment as an intervention for reducing lethargy at work and increasing job satisfaction in the nursing profession. A quality work environment is fundamental to keep workers happy with their various tasks. As a service oriented organization, creating an enabling environment for nurses is a lead to requisite bottom lines.

In line with the results obtained in this study, various scholarly contributions have acknowledged the importance of the work environment as one of the most crucial factors which influence the level of satisfaction as well as motivation of its employees. According to Strong, et al (1999), social, organizational and physical factors are impetus for task and activity which consequently impact the performance of workers'. The utmost significant empirical evidence which indicates the deteriorating working conditions of an organization has to do with the truncated job satisfaction rate (Sarode & Shirsath, 2014). Wang et al. (2015) found a significant strong positive correlation between job satisfaction and the nursing practice environment. Similarly, Albashayreh et al. (2019) found a positive correlation existed between work environment and job satisfaction among 454 hospital nurses from Oman. Intention to stay on a job, which is an index for job satisfaction, also emerged as a positive correlate of work environment among Jordan hospital nurses in AbuAlRub et al.'s (2016) study. In other studies by Hamdan et al. (2017) and Aiken et al. (2008), in which the associations of work environment and job satisfaction were examined among nurses, results indicated a positive association between nurses' job satisfaction and the nursing work environment.

The second research question sought to examine the moderating effect of work experience in the association of work environment and job satisfaction among nurses working in inpatient psychiatric hospitals. Results of the analysis however negated the hypothesis which implied that job experience did not have a moderating role to play within the model. In lay terms, the study outcomes mean that, irrespective of the length of experience on the job as reported by nurses, the predictive status of work environment on job satisfaction remained unchanged. In relation to the result obtained from the previous research question, the plausibility of this outcome stems from the fact that nurses' appreciation of changes in work environment is not a function of how long they have spent on the job. Moreover, changes in work environment, whether instantaneous or long term, are equally appreciated at the time of occurrence. Contrasting findings have however been obtained from the literature, showing the importance of work experience on job satisfaction and other related indices. For instance, Wright and Kim (2004) found that job experiences was significant in predicting job satisfaction. Similarly,

Dawal and Taha (2006) highlighted the significant influence of selected demographic factors, including work experience, on job satisfaction. Both of the studies cited however focused on job experience as a measure of quality while the current study measured job experience as a nominal variable. This disparity in measures of job experience may account for some of the contrasting results.

Recommendations

In boosting levels of job satisfaction among employees, management of various organizations have often focused on increasing financial remunerations and introducing financial rewards as motivational factors. However, outcomes of this study have revealed the importance of work environment in boosting job satisfaction. This implies that more creative strategies in stimulating the work environment beyond financial related factors should be examined via practical avenues to make nursing staff happy with their jobs. Therefore the study outcomes should serve as a model for the management of nursing institutions in Nigeria to implement policies that promote a work environment that is cognitively stimulating, physically attractive and mutually harmonious in order to boost job satisfaction levels in the nursing profession. Further outcomes of this study have also shown that job satisfaction is equally important among entry level nursing staff and their more experienced counterparts; therefore discriminant polices based on work experience among nurses should be avoided in the pursuit of job satisfaction among nursing staff.

References

- AbuAlRub, R. F., El-Jardali, F., Jamal, D., & Al-Rub, N. A. (2016). Exploring the relationship between work environment, job satisfaction, and intent to stay of Jordanian nurses in underserved areas. *Applied Nursing Research, 31*, 19–23.
- Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management, 5*(1), 12-18.
- Aiken, L. H., Clarke, S. P., Sloane, D. M., Lake, E. T., & Cheney, T. (2009). Effects of hospital care environment on patient mortality and nurse outcomes. *Journal of Nursing Administration, 39*(7–8), S45–S51.
- Albashayreh, A., Al Sabei, S. D., Al-Rawajfah, O. M., & Al-Awaisi, H. (2019). Healthy work environments are critical for nurse job satisfaction: Implications for Oman. *International Nursing Review, 66*(3), 389-395.
- American Psychiatric Nurses Association (2014). *Psychiatric-mental health nursing: Scope & standards of practice* (2nd ed.). Silver Spring, MD: Nursesbooks.org
- Baum, A., & Kagan, I. (2015). Job satisfaction and intent to leave among psychiatric nurses: Closed versus open wards. *Archives of Psychiatric Nursing, 29*(4), 213–216.
- Brown, J., Stevens, J., & Kermode, S. (2012). Supporting student nurse professionalization: The role of the clinical teacher. *Nurse Education Today, 32*(5), 606-610.
- Budden, J., Zhong, E., Moulton, P., Cimiotti, J. (2013). Highlights of the national workforce survey of registered nurses. *Journal of Nursing Regulation, 4*(2), 5-14
- Chan M.F., Luk, A.L., Leong, S.M., Yeung, S.M., & Van, I.K. (2009) Factors influencing Macao nurses' intention to leave current employment. *Journal of Clinical Nursing, 18*(6), 893–901.
- Chebor, A., Simiyu, K., Tarus, T., Mangeni, J. & Obel, M. (2014). Nurses perception of their work environment at a referral hospital in western Kenya. *Journal of Nursing and Health Science, 3*(6), 1-6.
- Chiamaka, Okafor & Chimereze, Caleb. (2020). Brain Drain among Nigerian Nurses:

- Implications to the Migrating Nurse and the Home Country. *International Journal of Research and Scientific Innovation (IJRSI)*, 7(1), 15-21
- Dawal, S. Z. & Taha, Z. (2015). The Effect of Job and Environmental Factors on Job Satisfaction in Automotive Industries. *International Journal of Occupational Safety and Ergonomics*, 12(3), 267-280.
- Deppoliti, D. (2008). Exploring how new Registered Nurses construct professional identity in hospital settings. *The Journal of Continuing Education in Nursing*, 39(6), 255-262.
- Dinmohammadi, M., Peyrovi, H., & Mehrdad, N. (2013). Concept analysis of professional socialization in nursing. *Nursing Forum*, 48(1), 26-34.
- Ella, R., Asuquo, E., Akpan-Idiok, P., & Ijabula, I. J. (2016). Impact of job stress on nurses' job satisfaction in a public hospital, Cross River State, Calabar, Nigeria. *International Journal of Humanities Social Sciences and Education*, 3(9), 57.
- Ghanei Gheshlagh, R., Hosseini, M. A., & Sayehmiri, K. (2017). Job Stress among Iranian nurses: A systematic review and meta-analysis. *Scientific Journal of Nursing, Midwifery and Paramedical Faculty*, 2(4), 68-75.
- Goh, Y., & Lopez, V. (2016). Job satisfaction, work environment and intention to leave among migrant nurses working in a publicly funded tertiary hospital. *Journal of Nursing Management*, 24(7), 893–901.
- Hamdan, Z., Manojlovich, M., & Tanima, B., M.S. (2017). Jordanian nursing work environments, intent to stay, and job satisfaction. *Journal of Nursing Scholarship*, 49(1), 103-110.
- Hanrahan, N. P. (2007). Measuring inpatient psychiatric environments: Psychometric properties of the practice environment scale-nursing work index (PES-NWI). *International Journal of Psychiatric Nursing Research*, 12(3), 1521–1527.
- Hassan, R. M. & Elhosany, W. A. (2017). Professional identity and turnover intention among staff nurses in different sectorial hospitals. *IOSR Journal of Nursing and Health Science*, 6(4), 29-37.
- Hayes, B., Bonner, A., & Douglas, C. (2015). Haemodialysis work environment contributors to job satisfaction and stress: A sequential mixed methods study. *BioMedCentral Nursing*, 14, 58.
- Herzberg, F., (2003). One More Time: How do You Motivate Employees? *Harvard business review*, 81(1), 87-96
- Herzberg, F., Mausner, B. & Snyderman, B. B. (2010). *The motivation to work (12th ed.)*. Transaction. (Original work published 1959).
- Hosseinabadi, M. B., & Etemadinezhad, S. (2018). Evaluating the relationship between job stress and job satisfaction among female hospital nurses in Babol: An application of structural equation modeling. *Health Promotion Perspectives*, 8(2), 102.
- Islam, S., & Alam, F. E. (2015). Motivational factors influencing on job satisfaction: A case study on private commercial banking sector in Rajshahi, Bangladesh. *Journal of Resources Development and Management*, 13, 16-36
- Johnson, M., Cowin, L. S., Wilson, I., & Young, H. (2012). Professional identity and nursing: Contemporary theoretical developments and future research challenges. *International Nursing Review*, 59(4), 562-569.
- Lake, E. T. (2002). Development of the practice environment scale of the nursing work index. *Research in Nursing & Health*, 25(3), 176-188.
- Lake, E., & Friese, C. (2006). Variations in nursing practice environments - Relation to staffing and hospital characteristics. *Nursing Research*, 55(1), 1–9.
- Lazarus, R.S. & Folkman S. (1984) *Stress, appraisal, and coping*. New York: Springer.
- Liu, Y. E., While, A., Li, S. J., & Ye, W. Q. (2015). Job satisfaction and work-related variables in Chinese cardiac critical care nurses. *Journal of Nursing Management*, 23(4), 487–

497.

- Mari, M., Alloubani, A., Alzaatreh, M., Abunab, H., Gonzales, A., & Almatari, M. (2018). International nursing: Job satisfaction among critical care nurses in a governmental hospital in Saudi Arabia. *Nursing Administration Quarterly*, 42(3), E1-E9.
- Masum, A. K. M., Azad, M. A. K., Hoque, K.E., Beh, L., Wanke, P. & Arslan, Ö. (2016). Job satisfaction and intention to quit: An empirical analysis of nurses in Turkey. *Peer Journal*, e1896. <https://doi-org.ezp.waldenulibrary.org/10.7717/peerj.1896>
- Nam, S. J., Chun, H. J., Moon, J. S., Park, S. C., Hwang, Y. J., Yoo, I. K., Lee, J. M., Kim, S. H., Choi, H. S., Kim, E. S., Keum, B., Jeon, Y. T., Lee, H. S., & Kim, C. D. (2016). Job stress and job satisfaction among health-care workers of endoscopy units in Korea. *Clinical Endoscopy*, 49(3), 266–272.
- National League for Nursing (NLN). (2014). Practical/vocational nursing program outcome: Professional identity. <https://www.nln.org/docs/default-source/default-document-library/professional-identity-final.pdf?sfvrsn=0>
- Oberfield, Z. W. (2014). Public management in time: A longitudinal examination of the full range of leadership theory. *Journal of Public Administration Research and Theory*, 24(2), 407–429.
- Phoenix, B.J. (2019). The Current Psychiatric Mental Health Registered Nurse Workforce. *Journal of the American Psychiatric Nurses Association*, 25(1), 38-48
- Rasmussen, P., Henderson, A., Andrew, N., & Conroy, T. (2018). Factors influencing registered nurses' perceptions of their professional identity: An integrative literature review. *The Journal of Continuing Education in Nursing*, 49(5), 225-232.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Sabanciogullari, S., & Dogan, S. (2015). Relationship between job satisfaction, professional identity and intention to leave the profession among nurses in Turkey. *Journal of Nursing Management*, 23(8), 1076–1085.
- Salam, A. (2016) Job Stress and Job Satisfaction among Health Care Professionals. Qatar Foundation Annual Research Conference Proceedings (HBKU Press)
- Sarode, A. P. and Shirsath, M. (2014). The factors affecting Employees work environment and its relationship with Employee productivity. *International Journal of Science and Research*, 3 (11), 2735-273
- Serpil, Ç., & Filiz, H. (2012). The influence of the professionalism behaviour of nurses working in health institutions on job satisfaction. *International Journal of Nursing Practice*, 2, 180.
- Skitsou, A., Anastasiou, M., Charalambous, G., & Andrioti, D. (2015). Job Satisfaction of Nurses in a Psychiatric Hospital, in Cyprus. *International Journal of caring sciences*, 8(3), 683-697
- Tao, L., Guo, H., Liu, S., & Li, J. (2018). Work stress and job satisfaction of community health nurses in Southwest China. *Biomedical Research*, 29(3), 510-518.
- Trottier, T., M. Van Wart, and X. Wang. 2008. Examining the nature and significance of leadership in government organizations. *Public Administration Review* 68, 319–333.
- Wang, T. K., & Brower, R. (2019). Job satisfaction among federal employees: The role of employee interaction with work environment. *Public Personnel Management*, 48(1), 3–26.
- Wang, Y., Dong, W., Mauk, K., Li, P., Wan, J., Yang, G., Fang, L., Huan, W., Chen, C., & Hao, M. (2015). Nurses' practice environment and their job satisfaction: A study on nurses caring for older adults in Shanghai. *PLOS ONE*, 10(9), 1–13.
- Weis, D., & Schank, M. J. (2017). Development and psychometric evaluation of the nurses professional values scale -3. *Journal of Nursing Measurement*, 25(3), 400-410.

- Wright, B.E. & Kim, S. (2004) Participation's Influence on Job Satisfaction: The Importance of Job Characteristics. *Review of Public Personnel Administration*, 24(1):18-40
- Yada, H., Abe, H., Funakoshi, Y., Omori, H., Matsuo, H., Ishida, Y., & Katoh, T. (2011). Development of the psychiatric nurse job stressor scale (PNJSS). *Psychiatry and Clinical Neurosciences*, 65(6), 567–575.
- Yadav, R., Srivastava, D. K., Yadav, S., Kumar, S., Jain, P. K., & Gupta, S. (2017). Job satisfaction and job stress among various employees of tertiary care level hospital in central Uttar Pradesh, India. *Indian Journal of Community Health*, 29(1), 67–74.
- Zarshenas, L., Sharif, F., Molazem, Z., Khayyer, M., Zare, N., & Ebadi, A. (2014). Professional socialization in nursing: A qualitative content analysis. *Iranian Journal of Nursing and Midwifery Research*, 19(4), 432-438.

Open Access: *This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made.*



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INDEXED

