

**EFFECTS OF WORK ENVIRONMENT ON NURSES' JOB SATISFACTION IN PRIVATE
HOSPITALS IN NAIROBI, KENYA.**

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ADMISSION NO: 111773

**A Research Dissertation Submitted in partial fulfilment of the requirement for the
award of Degree of Master of Business Administration in Healthcare Management at**

Strathmore Business School, Nairobi, Kenya



FEBRUARY, 2025

DECLARATION

Students Declaration

I declare that this project paper has not been previously reviewed and approved for the award of a degree by any other university. To the best of my knowledge and belief, the paper does not contain any material previously published by any researcher except where duly referenced.

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DEDICATION

This work is dedicated to my family and friends for their encouragement throughout this study.



ACKNOWLEDGEMENT

First and foremost, I am very grateful to God for granting me the grace and strength to complete this course. Secondly, I would like to thank my supervisor, Dr. Jacinta Nzinga for her invaluable guidance and support. Her expertise has been instrumental in enhancing the quality of my academic writing.

Thirdly, many thanks to my family and friends for their invaluable support, guidance, and encouragement have been crucial in the successful completion of this research project and my entire Master's program.

Lastly, I wish to appreciate my classmates for the unforgettable learning experiences we shared, and to the entire Strathmore University family for their unwavering support, guidance, and for creating a nurturing environment that fueled my academic and personal growth. Your encouragement and camaraderie have been instrumental in shaping my journey, and for that, I am truly grateful.

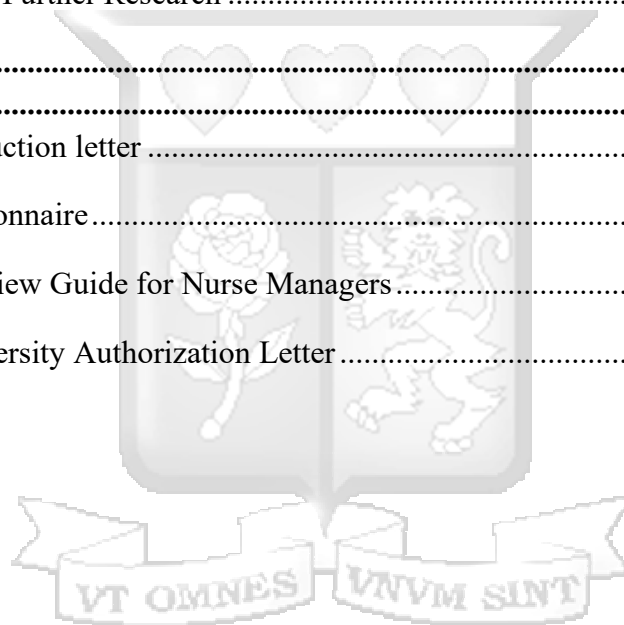


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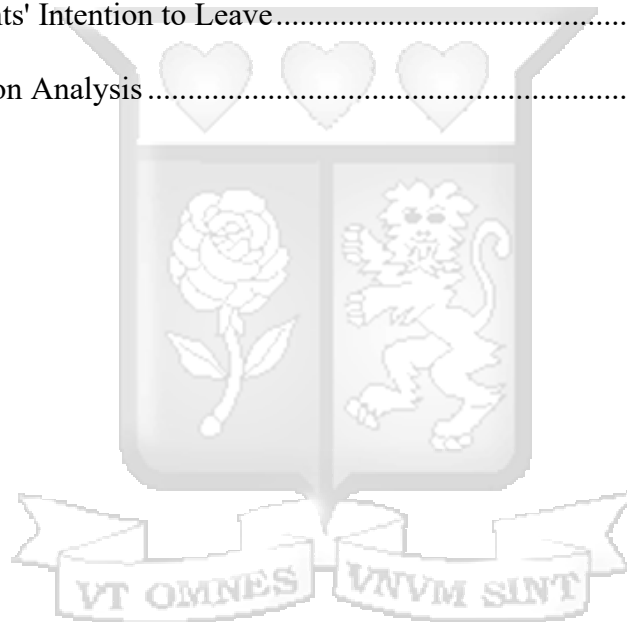
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OPERATIONAL DEFINITION OF TERMS

Job Satisfaction: This is defined as the degree of contentment employees feel towards all the significant elements of their job.

Organizational Climate: Refers to a way in which employees perceive their organization and its purpose. It comprises social variables such as social interactions that constitute the working environment.

Well-Being: It pertains to the degree to which an individual can attain optimal mental, physical, and social well-being.

Work Environment: Comprises all factors that influence and interact with the body and mind of employees. These aspects include equipment and furniture, social interactions, channels of communication, etc.



ABBREVIATION AND ACRONYMS

| | |
|----------------|---|
| AHRQ | Agency for Healthcare Research and Quality |
| HRH | Human Resource Hiring |
| ICU | Intensive Care Unit |
| JCM | Job Characteristic Model |
| JCI | Joint Commission International |
| MHT | Motivator Hygiene Theory |
| MOH | Ministry of Health |
| OSHA | Occupational Safety and Health Administration |
| PPE | Professional Practice Environment |
| SU-IERC | Strathmore University Institutional Research Ethics Review Committees |
| WHO | World Health Organization |



ABSTRACT

The work environment plays a crucial role in shaping job satisfaction, particularly in healthcare, where demanding conditions and workplace dynamics directly impact employee retention and performance. Amid growing concerns about nurse retention in Kenya, it is essential to examine how private hospitals provide conducive environments compared to their public counterparts. In addition, previous studies have shown an increased exodus of nurses from public to private hospitals, with physical, social, and psychological factors being major causes of discontent in public healthcare facilities in Kenya. Therefore, the study sought to explore the effects of the work environment on job satisfaction among nurses in private hospitals in Nairobi, focusing on personal and organizational goals, and physical and psychosocial work environments. A mixed-method research design was used, incorporating qualitative and quantitative strategies. Nurses at three private hospitals in Nairobi were given a structured questionnaire and interview guide. Descriptive quantitative and qualitative thematic analyses were performed using Advanced Excel and SPSS version 23. The study found strong agreement among frontline nurses and nurse managers in private hospitals in Nairobi City County, regarding the effect of physical work environment (adequate facilities and resources), psychosocial work environment (supportive relationships and teamwork), and personal and organizational goals (career advancement opportunities) on job satisfaction in private hospitals. However, the physical work environment and psychosocial work environment variables showed a weak positive but insignificant correlation (coefficient of 0.155, p-value of 0.173), and a similar weak and insignificant correlation was observed between the physical work environment and personal-organizational goals. The qualitative analysis revealed that respondents perceived the physical work environment, psychosocial work environment, and personal and organizational goals as crucial drivers of job satisfaction. The study concluded that the observed association between these factors was weak and did not reach statistical significance, suggesting they do not significantly influence each other. Recommendations included prioritizing ergonomic workspaces, ensuring appropriate staffing levels, fostering open communication channels, and consistently recognizing nurses' contributions to enhance job satisfaction in private hospitals. Further research was suggested to focus on health worker safety in resource-constrained environments, providing insights and recommendations for adequate safety measures

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is made up of the following sections: Section 1.1 presents the background of the study, offering insight into how the work environment influences nurses' job satisfaction; Section 1.2 presents the problem statement, identifying the research gap which this study sought to fill; Section 1.3 presents the study's objectives, which focus on assessing the effect of the physical work environment, psychosocial factors, and the relationship between organizational and personal goals on the job satisfaction of nurses in private hospitals in Nairobi; Section 1.4 illustrates the research questions guiding the study through exploring how these factors affect nurses' job satisfaction; Section 1.5 discusses the rationale for the study, emphasizing its significance in enhancing the understanding and potentially improving nurses' job satisfaction. Lastly, Section 1.6 details scope of the study, specifying its geographical and contextual boundaries.

1.1. Background Information

According to World Health Organisation figures, nurses and midwives account for over half of the global healthcare workforce, or approximately 20.7 million of the 43.5 million healthcare professionals globally (WHO, 2020). According to the Global Health Observatory (2017), over half of WHO member nations have less than three nurses and midwives per 1,000 inhabitants, with Africa and Asia experiencing particularly severe shortages. Kenya faces a significant shortage of healthcare professionals, especially nurses, with public sector densities ranging from 1.2 to 0.008 per 1,000 residents across its 47 counties, well below the World Health Organization's recommended minimum of 2.5 healthcare workers per 1,000 people (Wakaba,

2014). In 2015, the Kenya Ministry of Health (MOH) disclosed that the nurse-to-population ratio stood at 51.5 nurses per 100,000 individuals, a figure far beneath the WHO's standard of 250 nurses per 100,000 population.

The same MOH (2015) report also highlighted that faith-based facilities employed a higher percentage of younger nurses (ages 21-30) at 26%, compared to 6% in public facilities. Conversely, public facilities had a higher proportion of older nurses (ages 51-60) at 28%. The number of trained and licensed nurses has been steadily increasing, with the ministry paying close attention to addressing the healthcare worker shortage. The WHO (2017) emphasizes that human resources in healthcare are the cornerstone of health systems, highlighting the need for a workforce that is both motivated and highly skilled to guarantee efficient service delivery and favorable patient outcomes. Employees are expected to meet organizational goals, but they are likely to leave if their own goals or expectations are not met (Bosire, 2018). Research has identified that understaffing, emotional exhaustion, non-nursing duties, poor work-life balance, job insecurity, and lack of professional recognition are common reasons as to why workers stop pursuing the profession (Finkman et al., 2020; Sasso et al., 2019). Heinen et al. (2013) echo these findings by emphasizing the importance of context in understanding and mitigating nurses' intentions to leave, as work environment factors influencing nurses' decisions to exit the profession vary by country.

Many healthcare organisations nowadays prioritise building a supportive work environment that fosters employee job satisfaction and performance (Bosire, 2018). However, many organisations struggle to understand how various factors associated with work environment bring about employee discontent and choice to quit. According to the World Health

Organisation (2020), nurses' job satisfaction is an important sign of an effective work environment and human resource management.

A study by Xuan Tran et al. (2013) found that human resource practices significantly influence work environment, incentives, and opportunities for professional development, all of which impact job satisfaction. The study also suggested that healthcare organisations create successful health policies that prioritise employee incentives, working environment, leadership, professional development, and management (Xuan Tran et al., 2013).

Initial investigations by Maier and Brunstein (2015) permitted examination of relationship between job satisfaction and interaction between organizational and personal goals. Employee or personal goals are defined as “what individuals want to achieve in their current life situation.” This definition is consistent with various descriptions of goals within the context of employment (Gopinath and Kalpana, 2020; Ali and Anwar, 2021; Pineau Stam et al., 2015). Several studies have shown that individual perception of goal attainment of significantly determining job satisfaction outside the work domain (Cleary et al., 2013; Sheldon and Elliot, 1999). Within the work domain, however, Pineau Stam et al. (2015) observed a positive relationship between an individual’s perception of progress toward achieving personal goals and job satisfaction. According to personal-goal theories, striving to achieve goals gives an individual’s day-to-day activities or work a formal framework and meaning. These theories have also explained an individual’s goals and job or life satisfaction based on the different features related to the goals the individual seeks to achieve in their career or life (Maier and Brunstein, 2015).

Furthermore, Mousa and Othman (2020) highlight that managing human resources effectively can address issues such as heavy workloads, long working hours, and other challenges faced by nurses. Research consistently shows a strong connection between an employee's job satisfaction and their work environment, as Kim et al. (2018) found that a conducive working environment is closely linked to higher job satisfaction. Similarly, Jain & Kaur (2014) noted that work environment significantly affects social relationships within the workplace, shaping the context in which employees collaborate. Zhang et al. (2014) assessed how work environment impacted nurses' job satisfaction, establishing that staffing shortages, long working hours, and high work intensity were the leading causes of discomfort and discontent in Canada.

In East African countries, these challenges are compounded by limited resources, high patient-to-nurse ratios, and infrastructural deficiencies. Many nations in the region continue to struggle with nurse shortages that are far below the levels recommended by the WHO (Muturi, 2018; WHO, 2019). Such shortages not only affect service delivery but also place immense pressure on the existing workforce, thereby impacting the quality of care provided to communities. Chronic underfunding means that facilities often operate with outdated equipment, inadequate supplies, and insufficient space to accommodate patient needs, all of which undermine quality care (Kamau & Odhiambo, 2019). For example, Kenya continues to experience alarmingly low nurse-to-population ratios (Wakaba, 2014), while Uganda and Tanzania face critical shortages that force nurses to manage overwhelming workloads, particularly in rural and under-resourced urban areas (Uganda Ministry of Health, 2018; Tanzania Ministry of Health, 2020). These conditions frequently lead to increased stress, burnout, and diminished job satisfaction among nurses, as they are compelled to work beyond their capacity, thereby compromising patient

care (Sasso et al., 2019), and creating a cycle of suboptimal health outcomes that challenges the broader goals of Universal Health Coverage (Heinen et al., 2018).

In Kenya, both public and private healthcare institutions face distinct challenges related to the work environment that impact the performance of their health workforce. In the public sector, these challenges include outdated infrastructure, staff shortages, inadequate remuneration for health workers, and mismanagement ((Tengah and Otieno, 2019). Wambui (2019) observed that at Pumwani Maternity Hospital in Nairobi, an intellectually stimulating and autonomous environment enabled nurses to make decisions and fully utilize their nursing skills, leading to increased job satisfaction and performance.

Although the private sector is generally perceived to offer a more favorable work environment (World Health Organization [WHO], 2017), the specifics of these environments remain underexplored (Muturi, 2018). Several WHO reports (WHO, 2018; WHO, 2021) have highlighted the critical role of the work environment in determining the availability and performance of health workers. Consequently, this study investigates the effects of the work environment on nurses' job satisfaction in Nairobi's private hospitals, aiming to address the research gap on work environments within the private healthcare sector (Kamau & Odhiambo, 2019). By examining these effects, the study contributes valuable insights to the limited body of knowledge on this subject (Ndung'u, 2018).

Nairobi City County (2017) 50 private hospitals in Nairobi County, the study will focus on three hospitals, namely, Metropolitan Hospital, The Nairobi Women's Hospital, and Gertrude Children's Hospital noted that 52% of Nairobi's health facilities were privately owned, while the government-owned 22%. Since there are over 50 private hospitals in Nairobi County, this

study focused on three hospitals, including; Metropolitan Hospital, Nairobi Women's Hospital, and Gertrude Children's Hospital, to achieve diversity.

1.2 Problem Statement

The achievement of Universal Health Coverage (UHC) and global health goals relies on the efficient functioning of health systems, where all building blocks work in synergy. Among these, the health workforce is pivotal in translating inputs into quality care outputs, and within this cadre, nurses form the largest and most critical segment (WHO, 2017). Despite their essential role in delivering healthcare services, concerns have been raised regarding how the work environment affects nurses' job satisfaction, a key determinant of workforce stability and overall health system performance.

Extensive research has explored how the physical, social, and psychological aspects of the workplace influence nurses' overall satisfaction. Key factors identified include workplace hygiene, safety standards, comfort levels, institutional policies, working hours, benefits, and job security (Wambui, 2019). Al-Hamdan et al. (2017) noted that focusing on creating a positive nursing work environment can enhance job satisfaction and retention rates. However, much of this evidence has emerged from studies focused on Kenyan public hospitals, leaving a notable gap in understanding the work environment and job satisfaction dynamics within private healthcare settings.

Compounding these challenges, Kenya has witnessed a marked outflow of nurses and paramedical staff to the Middle East and Western countries in pursuit of better salaries, professional growth opportunities, and improved working conditions (Ong'ayo, 2008). Additionally, a shift from public to private healthcare institutions is evident, driven by

relatively better work experiences and higher job satisfaction in the private sector. Public healthcare institutions in Kenya are often plagued by dilapidated infrastructure, inadequate equipment, suboptimal remuneration, and mismanagement (Ministry of Health, 2017), factors that further incentivize migration to the private sector.

Despite the growing global interest in health worker well-being, there remains a significant gap in our understanding of the effects of psychosocial features of nurses' work environments on their job satisfaction. This study attempted to fill the gap by examining how psychological and psychosocial work environments influence nurses' job satisfaction, specifically focusing on the unique context of Kenya's private hospitals.

1.3 The objectives of the study

To examine the effects of work environment on nurses' job satisfaction in Private Hospitals in Nairobi County.

The specific objectives include:

- i. To determine the effect of physical work environment on nurses' job satisfaction in private hospitals in Nairobi County.
- ii. To examine how psychosocial work factors affect nurses' job satisfaction in private hospitals in Nairobi County.
- iii. To explore how the interaction between organizational and personal goals influences nurses' job satisfaction in private hospitals in Nairobi County.

1.4 Research Questions

These are the research questions which guided this study;

- i. What are the effects of the physical work environment on nurses' job satisfaction in private hospitals in Nairobi?

- ii. How do psychosocial work factors influence nurses' job satisfaction in private hospitals in Nairobi?
- iii. How does the interaction between organizational and personal goals influence nurses' job satisfaction in private hospitals in Nairobi?

1.5 Justification of the study

Grasping the nexus between work environment characteristics and job satisfaction is essential for organizations that strive to create safe, appealing, and suitable working conditions for their employees. This study sought to examine various factors of the workplace and how they affected job satisfaction among nurses in private hospitals in Nairobi County. Given the essential role that nurses play in the efficiency, efficacy and sustainability of healthcare system, it is vital to understand their source of motivation and how they perceive their satisfaction in relation to organizational and contextual factors. Tzeng (2021) pointed out that job satisfaction is key to maintaining quality care, highlighting a positive correlation between professional satisfaction and patient satisfaction, that healthcare professionals who were content with their work were more likely to provide superior care. The study also established that dissatisfied nurses were more likely to deliver lower-quality and less efficient services.

The existing literature on the effect of work environment on job satisfaction among nurses may vary by country, influenced by differences in healthcare policies and other factors. Many studies have primarily concentrated on public hospitals (Wambui, 2019; Mercy, 2020), often presuming that private healthcare facilities offer ideal work environments. This study, however, seeks to explore the characteristics of work environments specifically within private healthcare institutions and their influence, whether beneficial or detrimental, on nurses' job satisfaction. The research will focus on three private hospitals: Metropolitan Hospital, The Nairobi Women's Hospital, and Gertrude Children's Hospital. Understanding factors that

affect nurses' job satisfaction in Nairobi's private hospitals can have direct implications for policy and practice. Insights gained from this study can assist healthcare organizations in optimizing work environments, which may lead to higher nurse retention and productivity. Policymakers can utilize these findings to establish standards that ensure conducive workplace conditions, ultimately enhancing the quality of patient care. Additionally, this study serves as a valuable reference for global comparisons and best practices in nursing management and healthcare delivery.

1.6 Study Scope

This study is situated in Nairobi and focuses on nurses from three selected private hospitals in Nairobi County: Metropolitan Hospital, Gertrude Children's Hospital, and The Nairobi Women's Hospital. The selection of these facilities was based on their service demographics. For instance, Metropolitan Hospital provides healthcare services to a diverse range of demographics, while The Nairobi Women's Hospital primarily serves women, and Gertrude Children's Hospital caters to children and adolescents.

Metropolitan Hospital is a facility offering both tertiary and secondary healthcare services. It was chosen for this study due to its capability to handle emergencies and its modern infrastructure, including state-of-the-art wards and theatres that ensure comprehensive patient care. The critical care unit at Metropolitan Hospital is equipped to provide essential life support services, making it a vital healthcare provider in the region (Metropolitan Hospital, 2021). The hospital employs approximately 300 nurses, contributing to its diverse healthcare services (Adhiambo, 2018).

Gertrude Children's Hospital focuses on delivering a diverse array of healthcare services specifically tailored for children and adolescents aged 21 and under. With a staff of 750,

including 250 nurses and 90 specialist doctors, the hospital collaborates with over 200 independent consultants. It serves around 300,000 outpatients and 9,000 inpatients annually, which underscores its significance in pediatric care (Gertrude's Children's Hospital, 2021). The hospital's selection is further justified by its full accreditation from the Joint Commission International (JCI) and its dedicated focus on children's health.

In contrast, The Nairobi Women's Hospital offers comprehensive healthcare services for women and their families. With a capacity of 479 beds, it serves approximately 300,000 outpatients and 120,000 inpatients each year. The institution boasts over 1,300 qualified personnel, including more than 300 nurses. It was chosen for the study due to its accreditation by the Ethics Review Board and its commitment to women's health services.



CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter examines the literature related to nurses' job satisfaction and the various work environment characteristics, including physical conditions, organizational culture, and social interactions. It explores the effect of job satisfaction on staff performance, retention, and the quality of patient care, drawing on key theories such as Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and the Job Characteristics Model. Additionally, the review emphasizes how nurses' perceptions of their professional practice environment shaped by factors like leadership, teamwork, and available resources, affecting their job satisfaction. The aim is to identify insights and gaps that can inform strategies for enhancing the work environment for nurses.

2.2. Theoretical Review

Several fundamental theories of job satisfaction are necessary to understand human motivation. This research focusses on three main theories: Maslow's Hierarchy of Needs, Job Characteristics Model (JCM), and Motivator-Hygiene Theory. These theories were chosen because they provide extensive frameworks for understanding human motivation in organisational settings. Maslow's hierarchy of needs theory argues that satisfaction with work stems from the fulfilment of these requirements. The JCM investigates how specific job qualities influence satisfaction and motivation, whereas the Motivator-Hygiene Theory differentiates between elements that increase satisfaction (motivators) and those that prevent unhappiness (hygiene factors).

2.2.2. Job Characteristics Model

Hackman and Oldham developed the Job Characteristics Model (JCM) to explain how job satisfaction can be achieved through a work environment that maximizes efficiency, leverages individual talents, and fosters motivation. According to Hackman and Oldham (1974), five essential job characteristics autonomy, feedback, task significance, skill variety, and task identity play a critical role in influencing both individual and organizational outcomes. These characteristics contribute to a more fulfilling work experience, ultimately enhancing job satisfaction and performance. Task identity is when the employees can identify with the work at hand and develop more confidence and pride in the task's results. To improve task identity among employees, employers need to design tasks that encourage workers to experience achievement based on tangible results. These may include developing results-oriented goals or plans for every task. Skill Variety exists when employees are required to use various skills or talents in their daily tasks. Employees may feel overwhelmed if their jobs demand many skills or bored with jobs that demand few skills or talent.

Additionally, task identity refers to recognizing the significance of a given task to society, oneself, or groups, which motivates individuals to engage more fully in those tasks. The JCM theory suggests that employees are more motivated when they find purpose in their work. Also, employees enjoy autonomy when they have the discretion and freedom to choose and decide how they will accomplish their tasks. For example, autonomy allows employees to explore new ideas, learn from past mistakes, and expand their skills (Taylor, 2015). Feedback, on the other hand, refers to the extent to which employees require clear responses about the effectiveness of their work or rather performance. Managers should provide feedback to their workers on their performance, strengths, and weaknesses that need to be improved. By so doing, employees gain a better understanding of the nature of their work (Taylor,2015).

Hackman and Oldham (1975) introduced the Job Characteristics Model, which outlines five key job characteristics that affect an individual's psychological state and, consequently, various work outcomes. These characteristics include skill variety, task identity, task significance, autonomy, and feedback. Skill variety, task identity, and task significance work together to enhance the "meaningfulness of work," while autonomy promotes a sense of "responsibility for outcomes," and feedback offers crucial "knowledge of results." By enhancing these dimensions within the work environment, organizations can improve job satisfaction and overall effectiveness (Taylor, 2015).

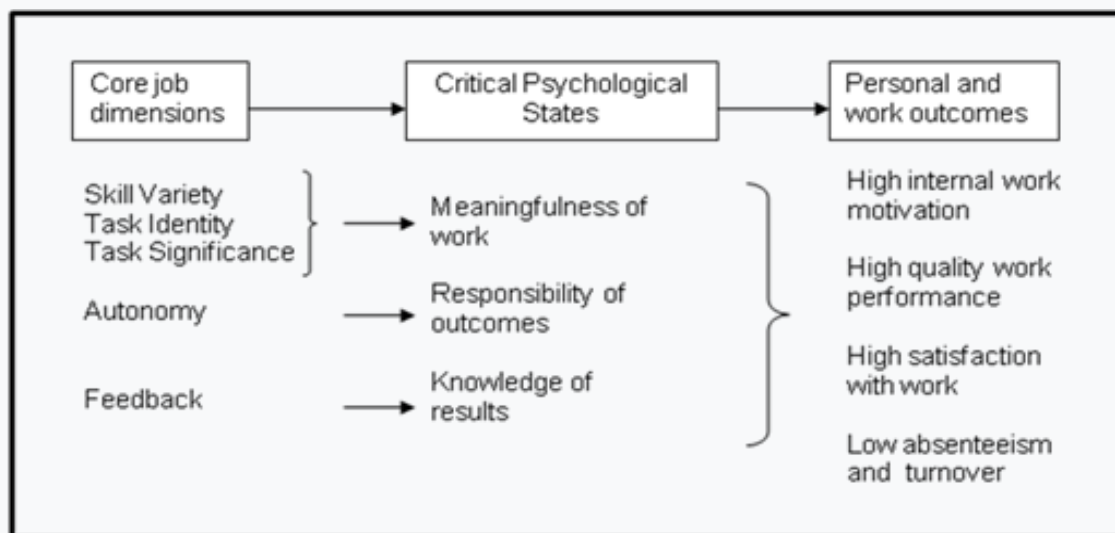


Figure 2. 1: The Job Characteristics Model

Proponents of the Job Characteristics Model (JCM) utilize it to explain how specific job characteristics influence employee job satisfaction. Research by Schjoedt (2016) highlighted notable differences in job satisfaction levels between employees and their managers, identifying skill variety, autonomy, and feedback as having the most significant impact on overall satisfaction. Hackman and Oldham (1975) established a strong positive relationship between skill variety and internal work motivation, defining task identity as the extent to which an employee can complete a whole or identifiable piece of work, which allows them to envision

the final outcome. The successful completion of a task relies on having the requisite skills, and a diverse skill set fosters a sense of achievement and pride in one's work. Moreover, studies have shown a robust positive correlation between task identity and job satisfaction. For example, Schjoedt (2016) found that task identity helps employees achieve task significance, particularly when they meet their goals. An employee motivated by a desire to serve within the organization finds that task identity, through task significance, enhances their motivation. Additionally, Burch, Batchelor, and Humphrey (2013) noted that fewer restrictions on employee behavior allow for greater flexibility in exploring various work strategies, leading to improved outcomes. Consequently, there exists a significant relationship between task identity, task significance, autonomy, feedback, and overall job satisfaction and motivation. Unlike Maslow's and Herzberg's theories, the Job Characteristics Model (JCM) has received considerable empirical backing; however, it has also encountered criticism, particularly from studies assessing its impact on individual work outcomes without considering its effects on psychological states. For example, Behson (2010) challenged the direct correlation between the job dimensions and the three psychological states outlined in the model. This critique has prompted researchers such as Fried and Ferris (2012) and Loher et al. (2013) to highlight the crucial role of job dimensions in shaping employees' psychological states, which significantly influence motivation and job satisfaction. Thus, the choice of the JCM for this study is warranted due to its relevance in examining the relationship between psychosocial work factors and job satisfaction. The Job Characteristics Model (JCM) is applied by operationalizing its five dimensions; skill variety, task identity, task significance, autonomy, and feedback, as measurable constructs within the work environment.

2.2.3. Motivator Hygiene Theory (MHT)

The motivator-hygiene factor, often known as the two-factor or satisfaction-dissatisfaction theory, focusing on motivation and hygiene. Frederick Herzberg, a behavioural scientist, established the theory, arguing that job satisfaction and discontent exist separately, rather than as two different objectives. It suggests that unconnected traits and concepts have an influence on the two aspects. According to Herzberg, the opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction" (Alshmemri et al., 2017).

The two-factor name comes from the fact that the theory focuses on “motivation” factors and “hygiene” factors. Motivation factors are intrinsic. These factors, such as recognition, appreciation, and growth opportunities should be met to enhance employee satisfaction. Hygiene factors are extrinsic in nature. They include organisational benefits, working conditions, organizational climate, form policies and structures, and social interactions and are closely associated with job satisfaction (Sanjeev and Surya, 2016). See Figure 2.3 below:

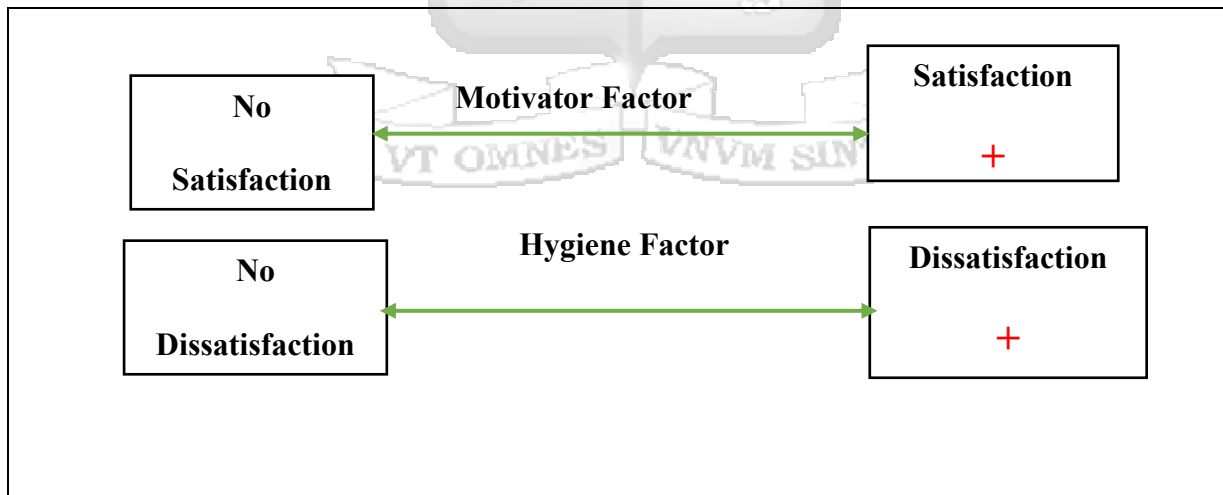


Figure 2. 2: Motivator-Hygiene Theory

Additionally, dissatisfaction is associated with low hygiene factors, while there is no dissatisfaction when these factors are high. It implies that employees are not dissatisfied and not necessarily satisfied. Employee satisfaction or no satisfaction is thus dependent on the motivating factors. Additionally, the theory postulates that employees are satisfied when the motivational factors are met. According to Sanjeev and Surya (2016), employees who get promotions and receive recognition for notable achievements are more energised to do more for the company. According to the theory, such motivators enhance job satisfaction, and employers should provide a physical and psychological environment where growth is possible. The theory is significant in this study because it reveals the connection between social, physical, and psychological environment attributes and job satisfaction.

Despite its significance, the theory does not explain the differences between physical and psychological aspects. Moreover, it fails to illustrate how motivators and hygiene factors differ and measure satisfaction or dissatisfaction (Alshmemri et al., 2017). Another criticism against it is that it assumes a correlation between employee job satisfaction and productivity and overlooks some situational variables. Finally, the theory is only applicable to white-collar jobs. The Motivator Hygiene Theory is employed as a framework to examine the distinct impacts of intrinsic motivators and extrinsic hygiene factors on job satisfaction. In this study, these factors are operationalized through measurable indicators that capture both the presence of motivators and the adequacy of hygiene conditions. This dual approach facilitates an empirical evaluation of how each dimension contributes to overall job satisfaction, while also addressing the theory's limitations in distinguishing between physical and psychological aspects of the work environment.

2.2.1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs theory categorizes human needs into five fundamental levels, arranged in order of importance. This theory is crucial for understanding the core factors that influence job satisfaction. Maslow identifies these needs as physiological, safety, love/belonging, esteem, and self-actualization (Hopper, 2019). According to the theory, individuals must first satisfy basic needs like physiological and safety requirements before they can focus on higher-level needs such as esteem and belonging (Fallatah and Syed, 2018). See figure 2.1 below.

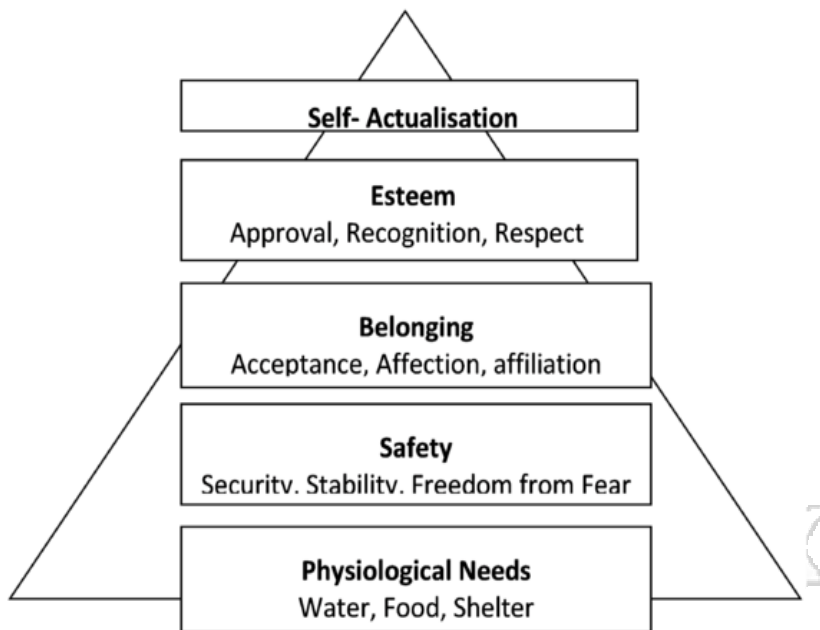


Figure 2. 3: Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs theory is significant to the research as it clarifies the connection between work environment attributes, human needs, and job satisfaction. For instance, compensation, benefits, and promotions are critical for meeting employees' basic physiological needs (Fallatah and Syed, 2018). Furthermore, a safe physical workplace environment can fulfill employees' safety needs. According to Hopper (2019), employees feel secure when

organizational policies and structures ensure job security. Once physiological and safety needs are met, employees can cultivate a sense of belonging in the workplace, fostered by meaningful relationships with coworkers and managers.

Hopper (2019) also notes that satisfied employees seek appreciation from their employers and recognition from colleagues. Empirical studies demonstrate that highly satisfied employees tend to exert extra effort, positively influencing organizational effectiveness and efficiency. For example, Sharma (2017) found that cultural values within an organization, such as growth and fairness, enhance job satisfaction, while negative attributes like aggression can diminish it. The final stage of Maslow's hierarchy pertains to self-actualization, where employees aspire to achieve a level of accomplishment, create a meaningful impact, or leave a legacy. To reach this stage, employees aim for professional development to fulfill their career aspirations. However, these ambitions are driven by motivation, which is shaped by organizational culture and other workplace factors (Lu et al., 2012). Importantly, some employees thrive on continuous progression through these stages, contributing to their self-actualization.

Despite its relevance, Maslow's Hierarchy of Needs is becoming less favored in contemporary examinations of job satisfaction due to its limited explicit focus on employees' cognitive processes and the scarcity of empirical evidence linking the theory to psychological behavior (Lu et al., 2012). However, this framework may still offer valuable qualitative insights into nurse satisfaction, particularly when considering age and experience. For instance, as nurses age and gain more experience within the healthcare system, it is plausible that their basic needs become consistently satisfied. This stabilization can allow a shift in focus towards higher-level needs such as esteem and self-actualization. Consequently, older nurses might prioritize factors like professional recognition, personal growth, and a sense of legacy, whereas younger nurses might concentrate more on fulfilling their fundamental physiological and safety needs.

Exploring these differential priorities could provide a nuanced understanding of nurse satisfaction and inform targeted strategies for career development and workplace improvement.

2.3. Work Environment

The work environment is a crucial determinant of employee job satisfaction because it comprises physical, psychological, and social work environments. The work environment includes all factors that affect employees' physical and mental well-being. In organizational psychology, this concept covers the physical, psychological, and social conditions within the workplace where employees interact (Jain and Kaur, 2014). Organizations strive to create environments that minimize stress while boosting employee morale and productivity. As Jain and Kaur (2014) note, the work environment is complex and includes economic, mechanical, and psychological elements. A positive work environment should also foster supportive relationships among employees and offer a comfortable physical setting that promotes overall well-being.

Malloy and Penprase (2010) assessed the essential relationship between leadership style and registered nurses' psychosocial work environments, indicating that transformational and contingent incentive leadership styles can improve these aspects of nursing work settings. Additionally, the workplace environment is a significant factor in keeping workers content, while other crucial factors include reward and compensation (Jain and Kaur, 2014). Other aspects, such as recreational programs, may help increase psychological health, increasing self-esteem, confidence, and peace of mind. According to Sargent et al. (2018), recreational activities at the workplace positively impact employee job satisfaction, hence their performance.

2.3.1. Physical Work Environment

The physical environment comprises all physical or tangible aspects of the workplace. According to Chowdhury (2019), the physical work environment includes equipment, machinery, office layout, lighting, space, and noise. Studies show that temperature, noise, lighting, and other unfavourable unfavourable conditions, directly and indirectly, impact employee job satisfaction. For example, and noisy environments negatively affect employees' cognitive performance. Additionally, the physical work environment on impacts the nature of social interactions between employees employee social interactions (Agbozo et al., 2017).

Applebaum et al. (2017) investigated the impact of environmental factors such as noise, light, odor, and color on perceived stress, job satisfaction, and turnover intention. Their research revealed a significant correlation between noise levels and both perceived stress and job satisfaction. Additionally, the study revealed that odors can impact employees' moods and emotional states, further affecting their overall work experience.

Additionally, several empirical studies have concluded that there is a significant relationship between lighting conditions and work performance. For example, healthcare workers indicated that constant exposure to artificial light was draining. A study conducted among 141 nurses in Turkey found less stress and more satisfaction among nurses exposed to natural light (Alimoglu and Donmez, 2005). The researchers further noted that natural light improved health outcomes such as agitation, and sleep among nurses. Moreover, colour is another significant factor that is closely associated with physiological and psychological issues. According to Church (2010), colors such as red, yellow, and orange have longer wavelengths compared to blue, green, and purple. The Agency for Healthcare Research and Quality (AHRQ) notes that warm colors, particularly when combined with high illumination levels, tend to promote more passive behavior. For instance, green is particularly significant in adult workplaces, as it fosters balanced emotions and encourages growth.

2.3.2. Social Work Environment

Social environment refers to relationships between employees at workplaces. The relationship between management and employees and relationships between employees are significant aspects influencing perceived job satisfaction (Agbozo et al., 2017). Additionally, personal respect and other workplace values enhance relationships between employees. Age, gender, racial discrimination, sexual harassment, and personal politics affect workplace values hence the social work environment (Chowdhury, 2019). Many empirical studies show that communication styles are crucial factors in determining an excellent and attractive work environment. For example, Kaddourah et al. (2013) established that 50 percent of 140 nurses studied were unsatisfied because of inadequate communication with their superiors. Notable, management is responsible for providing effective leadership and understanding social challenges that affect nurses to enhance morale and satisfaction with the social work environment. A positive social work environment can be reflected not only in clinical nursing practice but also in the patient's health status. The social work environment is thus significant in enhancing perceived job satisfaction and nurse's clinical practice.

2.3.3. Psychological Work Environment

The psychological work environment comprises workplace elements that are significant to employee attitude, mood, psychological symptoms, perception, and behaviour. For example, one may exhibit psychological phenomena related to mood or behavioural changes that directly influence cognitive performance at work (Agbozo et al., 2017). It implies that every attribute of the workplace that affects how employees feel forms the psychological work environment. The most significant aspects of the nursing work environment are stress and well-being. The

physical and social work environment attributes have an indirect and direct impact on nurses' perceived stress and well-being. For example, workers who think they are not paid enough wages and do not have career development opportunities may exhibit psychological episodes. According to Kaddourah et al. (2013), there is a significant increase in employee productivity and satisfaction because of promotions, compensations, and benefits.

2.4. Empirical Review

The empirical literature review critically examines existing research and studies that have investigated the factors influencing nurses' job satisfaction in private hospitals in Nairobi. This section aims to provide a comprehensive synthesis of empirical findings, offering insights into the various aspects of the work environment, organizational factors, and personal motivations that impact nurses' satisfaction. By reviewing and analyzing relevant empirical studies, this section seeks to build upon theoretical foundations and identify gaps in current knowledge, thereby laying the groundwork for the present study's contribution to understanding and improving job satisfaction among nurses in private healthcare settings. It contains the following sub-sections: section 2.4.1. which covers the Job Satisfaction and Work Environment; 2.4.2. Psychosocial Factors and Nurse's Job Satisfaction; and 2.4.3. Personal-Organisational Goals and Job Satisfaction.

2.4.1. Job Satisfaction and Work Environment

Empirical research consistently demonstrates a strong link between nurses' job satisfaction and the quality of their working environment. For instance, Salehi et al. (2020) conducted a cross-sectional study involving 270 nurses from ICUs affiliated with Tehran University of Medical Sciences. Their findings indicated a positive relationship between a healthy work environment and job satisfaction, suggesting that a supportive workplace significantly decreases nurses' intentions to leave the profession. The study concluded that enhancing the work environment

results in greater job satisfaction and reduced turnover among nurses. Similarly, Lutzen et al. (2010) examined nurses in psychiatric wards and found that approximately 71% of them considered leaving the nursing profession on a daily basis. Additionally, Hesam et al. (2012) indicated that 21.4% of nurses from Gorgon's educational and therapeutic centers expressed intentions to exit nursing, linking these intentions to their overall quality of work life.

Further, Hamid et al. (2014) established a strong relationship between job satisfaction and work environment quality in a study comparing nurses in both public and private sectors. They emphasised the significance of factors such as workforce health, working circumstances (including compensation and workplace safety), and skill levels in determining nurses' satisfaction in both sectors. The study underscored challenges faced by nurses working in public hospitals, including resource constraints and issues of respect from doctors and patients, which contributed to lower job satisfaction. In contrast, nurses in private sectors generally experienced better working conditions, including more manageable patient-to-nurse ratios.

In a bid to investigate work satisfaction among nurses in a private hospital in Malaysia, Yew et al. (2018) stated that low pay, task requirements, and organisational policies influenced satisfaction. The study comprised 209 nurses from a Malaysian private hospital; Yew and fellow researchers discovered that low job satisfaction among nurses was significantly associated with low remuneration and benefits. Yew et al. (2018) further revealed that nurses are more concerned with aspects directly affecting their well-being. The study recommended an excellent need for hospital management to consider more attractive remuneration packages, among other incentives to improve Job satisfaction. Various studies showed that factors affecting job satisfaction among nurses in private hospitals are similar across countries based on socioeconomic status. Some of the common factors include remuneration, social

interactions with co-workers, patients and management, workload, organisational policies, and other working conditions (Yew et al. (2018); Agbozo et al. (2017); Hamid et al. (2014) and Chowdhury (2019)).

According to a study by Yew et al. (2018) and Hamid et al. (2014), nurses who are dissatisfied with their poor salary or are unable to make a fair living have chosen to pursue other vocations or companies. These studies also shown that organisational culture and policies have a substantial impact on nurses' professional growth and development. In a local study conducted by Wambui (2019), the work environment had a significant influence on job satisfaction among nurses. A cross-sectional survey of 114 nurses at Pumwani Maternity Hospital found that 67% were dissatisfied with their employment. Wambui (2019) stated that an independent work environment in which nurses are empowered to make decisions and experience a sense of belonging considerably increases job satisfaction. The study further underscored the positive influence of perceptions of nurses in their work environment on their overall job satisfaction. It recommended that hospitals foster environments that promote intellectual growth and enable nurses to utilize their full range of skills in nursing practice.

Studies by Chowdhury (2019) on impacts of work environment on nurses' job satisfaction revealed a healthy physical work environment, recreational facilities, grievance handling procedures, fun at the workplace, health and safety significantly increase job satisfaction. The study recommended that management's need to enhance a favourable organisational climate where nurses feel they belong, are appreciated, and have equal opportunities for career growth (Chowdhury, 2019). Other empirical studies have also shown that workplace safety significantly determines nurses' job satisfaction. According to a World Health Organization (WHO) report, working in healthcare can be very hazardous due to potential exposure to

biological risks such as infection, chemical risks, physical risks such as ionizing radiation, and psychological risks such as stress etc. According to the European Agency on Safety and Health at Work (OSHA), there is a higher exposure to biological risks in healthcare sectors, especially among frontline workers such as nurses. Additionally, nurses' exposure to psychological risks such as stress was closely linked to working conditions and the biological and physical risks associated with the work environment.

2.4.2. Psychosocial Factors and Nurse's Job Satisfaction

According to the World Health Organization and various international agencies, psychosocial factors play a significant role in contributing to stress and psychological illnesses among healthcare workers. The European Agency for Safety and Health at Work emphasizes the importance of examining and managing psychosocial factors, including workload, working hours, organizational culture, job content, work pace, physical environment, equipment, interpersonal relationships, career development opportunities, and the organization's role (Pousa & Lucca, 2021).

Pousa and Lucca (2021) identified several crucial psychosocial factors affecting job satisfaction among nurses and other healthcare workers. These factors include labor requirements, social relationships, leadership, workplace values, work-home balance, health, and overall well-being. The nursing profession is characterized by high cognitive and emotional demands, often requiring nurses to hide their emotions and adapt to a specific work pace.

Freimann and Merisalu (2015) discovered that psychosocial factors such as workload, emotional demands, work pace, and social conflicts all had a substantial impact on mental health among Estonian healthcare workers. In their study of 404 nurses, they found that positive

psychosocial characteristics such as perceived importance of work, role clarity, social ties, and mutual respect had the highest mean ratings. Conversely, negative elements such as emotional strain, the need to conceal feelings, job pace, and cognitive demands received the highest marks among the nurses polled. These negative psychosocial characteristics were strongly linked to higher levels of burnout and stress, both of which were associated with mental health issues.

Palenzuela et al. (2019) noted that healthcare workers are among the most affected groups by the psychosocial work environment. Their study, which included 222 participants, identified a significant relationship between contextual performance and burnout. Nursing is consistently ranked as a stressful occupation due to the high emotional and cognitive demands of daily routines, long working hours, direct exposure to illnesses, life-threatening situations, and experiences with death. The study also highlighted that nurses often experience limited autonomy and decision-making freedom (Palenzuela et al., 2019).

Additionally, various organizational features and social interactions affect employee attitude, mood, perception, and job satisfaction (Berberoglu, 2018). Organizational climate is a term that often comes up when referring to conditions that influence employee attitudes and perceptions. Organizational climate refers to how employees perceive their organization and its purpose. It comprises social variables such as social interactions that constitute the working environment. According to Griffin and Moorhead (2012), organizational climate refers to employee perceptions, recurring patterns of behaviour, attitudes, and feelings, usually influenced by working conditions and other organizational factors.

Empirical and systematic literature reviews consistently demonstrate that a positive organizational climate significantly enhances employee commitment, performance, and job

satisfaction. Berberoglu (2018) highlighted the critical influence of organizational climate on employee well-being, emphasizing its direct impact on work quality and job satisfaction. Similarly, Ella and Asuquo (2010) conducted a study involving 450 nurses in Nigerian health institutions, finding that 54% of nurses reported dissatisfaction with their jobs, while 22.4% expressed a need for a more conducive organizational climate. Regression analysis confirmed a significant relationship between organizational climate and job satisfaction, particularly noting that nurses in federal institutions perceived their organizational climate as highly favorable.

Lützen et al. (2010) offered valuable insights into the interplay between work-related stress, moral climate, and moral sensitivity among nurses in mental health settings. Their research, which included a sample of 49 nurses, demonstrated that the moral climate significantly affects nurses' experiences of moral stress and sensitivity. Notably, an increase in moral support was linked to a decrease in moral stress. This study highlights the necessity for healthcare managers to implement policies and social practices that cultivate a positive organizational climate, emphasizing the practical implications of these findings. Similarly, research conducted by Mohamed and Gaballah (2018) identified a significant positive correlation between nurses' perceptions of organizational climate and their job performance, further underscoring the practical relevance of these insights.

2.4.3. Personal-Organisational Goals and Job Satisfaction

Employee's contribution to achieving an organization's goals is a significant aspect of job satisfaction. Because employees want to feel that their time and efforts are contributing to their personal growth and that of the firm. Organizational management often assumes that employees know and appreciate their value to the firm, but that is not the case. In as much as

organizational goals are essential, employees will be more motivated if those goals match their personal goals (Lee et al., 2016). Personal goals are defined as “what an individual intends to achieve out of work in general and also of what components of the job are significant in his/her work.” According to Panahi et al. (2016), personal goals and values are more influential in satisfaction than work goals. Further, they are a significant indicator of a person’s work preferences and perspective towards life, hence their motivation and job satisfaction.

Organizational goals are defined as characteristics that delineate an organization's culture or its intended achievements and values. Both Lee et al. (2016) and Panahi et al. (2016) suggest that organizational goals guide and influence employees' behaviors, preferences, and choices. According to Thomas (2013), the alignment between personal goals and organizational goals is often used as a standard measure of "fit" between an individual's aspirations and the organization's objectives. In contrast, a clash between personal and organizational goals because of dissimilarities leads to conflicts that affect both parties (Thomas, 2013). Thus, the personal-organizational fit (POF) model indicates an association between personal and organizational characteristics such as values, goals, culture, personality, attitudes, etc. An employee has certain demands that the organization is obligated to supply and vice versa. Thus, exploring the impact of POF on job satisfaction relating to goals is essential.

De Clercq (2007) discovered a positive association between personal-organizational objectives fit and job satisfaction in a correlational study of 591 employees, showing that individuals whose goals coincided with those of the organisation reported better levels of job satisfaction. This finding is reinforced by Lewin's (1951) theory of interaction, which emphasises the significance of the interaction between personal and organisational aims and values. According

to Huhtala et al. (2013), goals and values serve as the foundation for an individual's attitude and behaviour towards work, as well as the organization's culture.

Further research by Huhtala et al. (2013) examined the influence of an organization's ethical culture, revealing that a robust ethical culture significantly enhances ethics-related behaviors and attitudes among employees. The study indicated that when employees perceive their organization's actions as aligned with their personal goals, it not only promotes ethical behavior but also elevates employee morale and overall job satisfaction.

Zhang et al. (2017) investigated the influence of person-organization fit (POF) on community healthcare workers in China, discovering a direct association between POF and job satisfaction, as well as an inverse relationship with employees' intentions to quit. Similarly, Ingersoll et al. (2012) discovered that personal and organisational variables predicted different degrees of job satisfaction among nurses in New York's Finger Lakes Region. Additionally, Chaturvedi and Dubey (2016) found a link between nurses' job happiness and the alignment of their own goals with those of the organization.

Despite these findings, a gap persists in understanding how the interaction between individual and organizational goals specifically impacts job satisfaction. Further research is needed to explore this relationship more comprehensively, which could inform strategies for enhancing job satisfaction through better alignment of personal and organizational objectives.

2.5. Conceptual Framework

Mugenda and Mugenda (2013) outlined the construction of a conceptual framework as the process of conceptualizing and visually presenting the relationships between variables utilized

in research. In their work, Figure 2.3 exemplifies a conceptual framework that maps the connections between independent and dependent variables relevant to this study. In this context, job satisfaction serves as the dependent variable, influenced by the interaction of the social, physical, and psychological environments in which nurses operate.

The framework illustrates that various factors within these environments collectively impact job satisfaction. For example, elements such as equipment and machinery, lighting, and workspace (under the physical work environment) interact with aspects like sexual harassment, personal politics, and communication (under the social work environment). Additionally, psychological factors, including employee attitudes, perceptions, behaviors, and psychological symptoms, further shape this relationship.

Ultimately, these independent variables, physical work environment, social work environment, and psychological work environment, determine how nurses' intentions to leave, morale, motivation, work engagement, and opportunities for professional advancement are affected, serving as indicators of job satisfaction. This conceptual framework provides a structured approach to understanding the multifaceted influences on job satisfaction among nurses, facilitating targeted interventions to enhance their work experience.

Independent Variables

Dependent variable

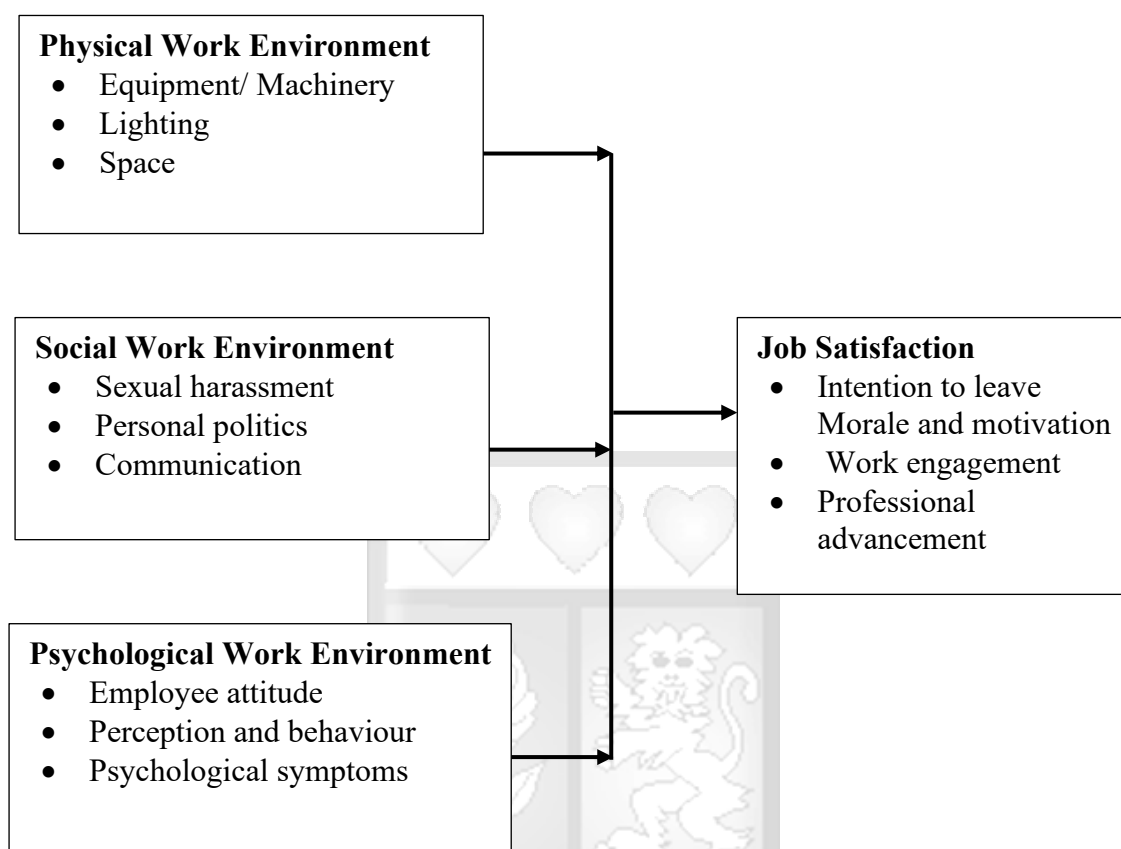


Figure 2. 4: Conceptual Framework

Source: Researcher (2024)

2.6. Summary of the Literature Review

Literature reviewed highlights four critical aspects influencing nurses' job satisfaction: the work environment, psychosocial factors, the interaction between organizational and personal goals, and foundational theories of motivation.

Firstly, research consistently demonstrates a significant correlation between job satisfaction and both the physical and psychosocial work environments. Studies by Freimann and Merisalu (2015), and Palenzuela et al. (2019), indicate that favorable conditions in these environments

enhance nurses' job satisfaction. Factors such as adequate equipment, safe working conditions, and positive interpersonal relationships are essential in creating a supportive atmosphere for nurses.

Second, the effect of psychological factors on job satisfaction is well recognised. Workload, emotional demands, and social support are some of the aspects that can have a substantial impact on healthcare workers' mental health and job satisfaction. Addressing these psychological factors is critical, as research shows that doing so can increase job satisfaction and reduce turnover rates.

The third factor is the interplay between personal and organisational goals, which is critical in shaping job happiness. Huhtala et al. (2013), Zhang et al. (2017), Ingersoll et al. (2012), and Chaturvedi and Dubey (2016) found that when employees view their own goals to be matched with those of the organisation, their job satisfaction increases. This relationship emphasises the value of cultivating an ethical organizational culture that supports individual values and aspirations.

Finally, the literature integrates well-known motivational theories, like Maslow's Hierarchy of Needs and Herzberg's Motivator-Hygiene Theory. According to Maslow's hierarchy of needs, individuals must first address basic needs such as physiological and safety demands before progressing to higher-level desires such as esteem and self-actualization, which are essential for overall job satisfaction. In contrast, Herzberg's theory distinguishes between motivators that improve job happiness and hygienic features that, if insufficient, might lead to discontent. Both theories provide a solid understanding of the numerous aspects influencing job satisfaction.

While the literature offers valuable insights into the factors influencing job satisfaction, conflicting findings necessitate further investigation, particularly within the context of private hospitals in Nairobi. Understanding how these relationships manifest in specific settings will be crucial in determining effective strategies to enhance nurses' job satisfaction in these environments. This study aims to explore these dynamics further, providing a clearer picture of how work environments and goal alignments impact job satisfaction among nurses in Nairobi's private healthcare sector.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents all procedures employed for collecting, analysing, presenting and discussing the study findings. The chapter is divided into several sections: research design, study variables, target population, sampling technique, sample size determination, research instruments, data collection procedures, reliability and validity of research instruments, data analysis and presentation methods, and ethical considerations.

3.2. Research Design

Creswell (2017) describes research design as methods applied in data collection, measurement, recording, and analysis. A mixed methods research approach was adopted in this study, incorporating both qualitative and quantitative components, which was chosen to the best way to properly investigate the multiple aspects influencing nurses' job satisfaction at private hospitals in Nairobi. By combining qualitative and quantitative methodologies, this design allows for a more in-depth examination of both subjective experiences and objective factors that lead to job satisfaction (Roller, 2015). Using interviews as the qualitative methods give detailed, contextual insights on nurses' attitudes and experiences in their workplaces.

In contrast, quantitative methods, such as surveys, generate numerical data that might be statistically analysed to uncover patterns and connections between variables such as the physical work environment, psychosocial factors, and organisational goals. The qualitative approach seeks to elucidate the significance underlying certain facts or experiences, so encouraging a deeper understanding of the selected field of study. The combination of these methodologies provides a more comprehensive perspective which promote the validity and trustworthiness of the study results. Thus, data was collected using both an interview guide

and a questionnaire. An interview guide was developed to probe into nurses' perspectives on job satisfaction elements in private hospitals in Nairobi, whereas the structured questionnaires focused on assessing job satisfaction factors such as the physical work environment, psychosocial aspects such as teamwork and leadership support, and the alignment of organisational and personal goals. This enabled the researcher to observe job satisfaction patterns as a function of changes in various workplace variables.

Table 3. 1: Study variables and data collection methods

| Objective | Data Collection Methods |
|--|---|
| i. To determine the effect of the physical work environment on nurses' job satisfaction in private hospitals in Nairobi. | Structured questionnaires Interviews |
| ii. To examine how psychosocial work factors affect nurses' job satisfaction in private hospitals in Nairobi. | Structured questionnaires Interviews |
| iii. To explore how the interaction between organizational and personal goals influences nurses' job satisfaction in private hospitals in Nairobi. | Combined methods, which are questionnaires and interviews |

Source: Researcher (2024)



3.3. Study Variables

Study variables are essential components of any statistical analysis, as they uniquely characterize specific aspects of the research. Kaliyadan and Kulkarni (2019) explain that variables that change in quantity are termed quantitative variables, whereas those that change in quality are classified as qualitative variables. Job satisfaction serves as the dependent variable, while work environment is the independent variable. Job satisfaction was evaluated

based on factors such as intention to leave, morale and motivation, work engagement, and opportunities for professional advancement. Conversely, work environment (independent variable) was assessed through physical work environment, social work environment, and psychological work environment.

3.4. Population of the Study

Mugenda and Mugenda (2013) described target population as the entire set of items, objects, or individuals that share specific observable characteristics. In contrast, the study population encompasses the total collection of items, objects, or individuals that are being examined. This study specifically focused on frontline nurses and Nurse Managers at Metropolitan Hospital Nairobi, Nairobi Women’s Hospital, and Gertrude Children’s Hospital.

According to the 2021 report from Metropolitan Hospital Nairobi, there were 300 nurses, while Gertrude Children’s Hospital had 250 nurses (Gertrude's Children's Hospital, 2021), and Nairobi Women’s Hospital also employed 300 nurses (Nairobi Women’s Hospital, 2021). These hospitals were selected due to their service to patients from diverse demographics and their affiliation with nursing schools, which facilitates an understanding of the socialization process within the nursing profession.

Table 3. 2: Target Population

| Hospital | Number of nurses |
|--------------------------------|-------------------------|
| Metropolitan Nairobi | 300 |
| Gertrude's Children's Hospital | 250 |
| Nairobi Women’s Hospital | 300 |
| Total | 850 |

Source: Researcher (2024)

3.5. Sampling Technique and Sample Size

Sampling involves the selection of a certain number of individuals or items from a larger population to create a smaller group intended to mirror the characteristics of the overall population, thereby ensuring that the selected individuals effectively represent the entirety of the population (Bloomfield & Fisher, 2019). Saha, Khoo, Lee, and Haq (2019) recommend that sample sizes range from 10% to 40% of the accessible population. For practical reasons, this study chose a sample size of 10% of the total number of nurses from each hospital, as outlined in Table 3.3 below.

Table 3. 3: Sample Size

| Hospital | Number of nurses | Percentage | Sample size |
|--------------------------------|------------------|------------|-------------|
| Metropolitan Nairobi | 300 | 10% | 30 |
| Gertrude's Children's Hospital | 250 | 10% | 25 |
| Nairobi Women's Hospital | 300 | 10% | 30 |
| Total | 850 | 10% | 85 |

Source: Researcher (2024)

A simple random sampling technique was applied to select nurses who participated. This method is favored because it targets every member of the population, allowing for the random selection of participants. Such techniques are straightforward and help conserve time and other resources (Etikan, Musa, & Alkassim, 2016). Additionally, all nurses present on the day of the study were randomly chosen from various departments to take part in the research.

For the qualitative aspect, purposive sampling methods were used to select nurse managers from three private hospitals in Nairobi: Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital. The sampling criteria were designed to ensure representation across various clinical departments, different levels of experience (from junior to senior), both genders, and various roles, including frontline nurses and nurse managers. The aim was to interview five nurse managers from each hospital, focusing on key departments to capture a diverse range of experiences and insights. In total, five nurse managers from each hospital were interviewed, covering five key departments: the Emergency Department, Surgical Department, Pediatric Department, Maternity Department, and Intensive Care Unit (ICU). This approach ensured comprehensive representation of different clinical areas within each hospital.

Using purposive sampling, one nurse manager was selected from each department, resulting in a total of 15 nurse managers across the three hospitals. All selected nurse managers willingly participated and provided valuable insights, which promoted understanding of work environment and its effect on job satisfaction. Data collection continued until saturation is reached, which meant that no new pertinent data arose from subsequent interviews, allowing for a full examination of research questions.

3.6. Research Instruments

Data collection involves gathering information to support or challenge specific facts (Creswell & Creswell, 2017). This study utilized a mixed research method, generating both qualitative and quantitative data. An interview guide and a structured questionnaire were employed to collect relevant information about how various attributes of work environment affect job satisfaction. Questionnaires are advantageous in research as they maintain participant

anonymity, encouraging honest responses without fear of repercussions (Orodho, 2005; Mugenda & Mugenda, 2013).

The questionnaire was organised into four parts: Part A gathered demographic information from respondents, Part B focused on the physical work environment, Section C contained questions about psychosocial work factors, and Section D addressed the interaction between organizational and personal goals. The questionnaire primarily consisted of closed-ended questions to facilitate structured responses for analysis. It was administered using both drop-off/pick-up and online methods.

Open-ended interview guides were administered with key informants to collect qualitative data, specifically the nurse managers from the selected hospitals. The interview guide was designed to explore various aspects of how the work environment affects nurses' job satisfaction. Participants were asked to describe the physical work environment at their hospital and identify elements that significantly contribute to job satisfaction. They were also encouraged to discuss any recent changes or improvements in the physical environment and their effects on nurses' satisfaction. Additionally, participants were invited to provide specific examples that illustrate how physical environment affected nurses' morale in their work.

Beyond the physical environment, the interview questions addressed psychosocial work factors, including relationships with colleagues and supervisors, hospital culture, and the alignment of organizational and personal goals. Participants were asked to indicate the psychosocial factors that most significantly impact job satisfaction and to share examples demonstrating their influence. Finally, the interviews invited discussions on strategies employed by the hospitals to assist nurses in achieving their personal and professional goals,

as well as suggestions for improving alignment between organizational and personal objectives to enhance job satisfaction. These questions aimed to gather rich, detailed information into the complex relationship between work environment and nurses' job satisfaction in private hospitals in Nairobi.

3.7 Data Collection Procedures

A research permit was acquired from National Commission for Science, Technology and Innovation (NACOSTI) before the start of field work. This step followed prior approval from Strathmore University to carry out the study in Nairobi County. The research permit was essential to comply with regulatory requirements and ethical standards governing research in the region. Meetings were scheduled with participants at the selected hospitals to ensure convenience for all involved parties. Prior to the study, the researcher discussed and reached an agreement with participants, including nurses and nurse managers, regarding the data collection methods, ensuring they were feasible, acceptable, and aligned with participants' needs.

A thorough process was implemented to secure informed consent from all participants. Before data collection began, each participant received extensive information on the study's objective, procedures, potential hazards, and benefits. They were clearly informed that their participation was optional and that they were free to withdraw from the study at any moment with no repercussions. Written consent forms documented participants' agreements, outlining their rights and specifying how their confidential data would be managed. Participants were encouraged to ask questions for clarification before signing the consent forms.

Digital questionnaires and interview schedules were administered in person as two research assistants were contracted to help in carrying out the field work. Digital questionnaires were selected for their efficiency in data collection and organization, minimizing errors associated with manual entry while offering participants flexibility in completing surveys. Participants received links to the questionnaires via email, along with informed consent forms, and submitted their responses electronically, ensuring anonymity and confidentiality. The research assistants underwent training on the questionnaire to ensure understanding prior to conducting questionnaire-guided interviews. To optimize time management, a specific deadline was established for data collection.

Qualitative data was collected through in-person interviews at locations chosen by participants within the hospitals, each lasting approximately 45-60 minutes and audio-recorded after consenting with the participants. A total of 15 interviews were successfully completed and prepared for analysis. This was achieved by carefully scheduling sessions to accommodate participants' availability and preferences for interview locations. Each interview took place in a private setting to maintain confidentiality and encourage open communication. The audio recordings were transcribed verbatim, and the transcriptions were reviewed for accuracy, ensuring that the qualitative data was thorough and ready for in-depth analysis.

Quantitative data collection involved structured questionnaires, completed either in person or electronically according to participant preferences, taking about 20-30 minutes each. 79 questionnaires were successfully filled and returned to the researcher. This was facilitated by providing participants with clear instructions and multiple submission options, either in person or electronically, to accommodate their preferences. Follow-up reminders were sent to encourage completion. Upon receipt, each questionnaire was logged and verified for

completeness. The data was then systematically organized using a standardized coding scheme and entered into a database, ensuring it was properly prepared for subsequent analysis.

3.8. Data reliability and validity

To ensure reliability, we employed Cronbach's alpha, a statistical measure that correlates performance of each item with the overall score of the questionnaire. Upon distribution, the questionnaires were numbered and divided into two groups, facilitating the evaluation of internal consistency between these groups. While time constraints limited the ability to repeat the entire questionnaire for assessing repeatability, we included some questions with slight wording variations to gauge the study's repeatability. This rigorous approach to reliability assessment enhances confidence in the robustness of our findings.

The researcher prioritized content validity to evaluate the extent to which the instrument comprehensively measures the construct of interest. This involved a thorough review of all questionnaire items and interview guide questions for clarity and relevance, ensuring that the final instrument accurately captured the intended aspects of job satisfaction of nurses in private hospitals. Through consensus-building discussions with supervisors, the researcher identified which items to include in the questionnaire, thus enhancing its content validity. This collaborative procedure ensured that the instrument was properly connected with the study objectives and accurately reflected the constructs under examination.

3.9. Data Analysis and Presentation

The data was carefully processed to provide an organised analysis. Open-ended and closed-ended interview and questionnaire responses were transcribed and organised in SPSS version 23 in preparation for qualitative analysis. Quantitative analysis entailed calculating descriptive

statistics such as means, frequencies, and standard deviations, in order to summarise various features of the data. Additionally, correlation analysis was performed using Microsoft Excel and SPSS to establish the relationship between work environment and job satisfaction.

Thematic analysis was utilised in qualitative analysis to investigate answers to open-ended questions and interviewees. This approach comprised five main components: becoming acquainted with the data, creating preliminary codes, recognising themes, assessing themes, and characterizing/designating themes. To maintain secrecy, data were safely kept in password-protected electronic files. Cleaning techniques were used to find and correct flaws or inconsistencies in data, assuring its accuracy and completeness. Following cleaning, data were formatted for analysis with the relevant software.

Measures were put in place to assure data quality and trustworthiness, which improved dependability and validity. Cronbach's alpha measured the reliability and consistency of the acquired data. This rigorous data collecting, management, and analysis approaches were designed to boost the study's credibility and deliver strong findings to answer the research objectives.

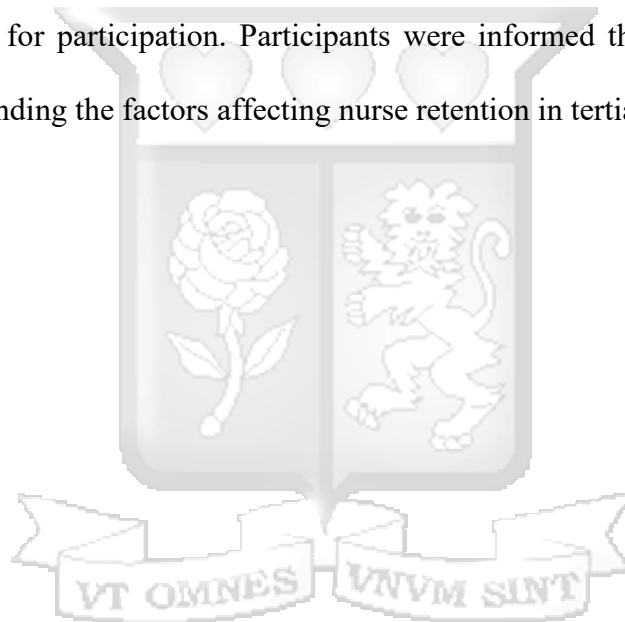
3.10. Ethical Consideration

The study followed stringent ethical criteria, assuring fairness and respect for all participants while minimising any dangers. Ethical considerations included gaining informed consent, maintaining anonymity and confidentiality, protecting privacy, ensuring justice, fostering beneficence, and upholding human dignity (Brink & Wood, 1998).

This study followed Strathmore University's research and ethics department protocols, which included obtaining a research permit from the National Commission for Science, Technology,

and Innovation (NACOSTI) and ethical approval from the Strathmore University Institutional Research Ethics Review Committees (SU-IERC).

Throughout the data collection process, strict ethical standards were followed. Participants' rights, such as privacy, secrecy and protection from any form of discomfort were strictly enforced. All the collected data were anonymised to ensure that no personally identifiable information was associated with the responses. Each participant signed a written informed consent form after being fully informed about their voluntary to participate in the study and free to leave in case they would wish to discontinue their involvement in the study. There were no incentives offered for participation. Participants were informed that the study aimed to contribute to understanding the factors affecting nurse retention in tertiary hospitals.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter outlines the study findings on how the work environment effects job satisfaction among nurses in private hospitals in Nairobi, Kenya. The chapter begins with an introduction followed by the presentation of relevant descriptive statistics for each objective, along with specific inferential statistics. Data is depicted using frequency distribution tables, and correlation analysis was employed for statistical testing. It is structured to include sections on introduction, demographic information, findings related to the stated objectives, interpretations, and a comprehensive discussion of the findings.

4.2 Response Rate

A total of 85 questionnaires were administered to frontline nurses and nurse managers at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital. Out of these, 79 questionnaires were fully filled in and returned, yielding a response rate of approximately 93%. Additionally, nurse managers were interviewed as part of the research process.

Table 4. 1: Response Rate

| Response Rate | Frequency | Percentage |
|---------------|-----------|--------------|
| Responded | 79 | 92.9 |
| Not Responded | 6 | 7.1 |
| Total | 85 | 100.0 |

Source: Researcher (2024)

Table 4.1 established that the frontline nurses and Nurse Managers working at Metropolitan Hospital Nairobi, Nairobi Women’s Hospital, and Gertrude Children’s Hospital registered a response rate of 92.9%. This study's response rate, which exceeded 75.0%, supports Creswell's (2014) assertion that such rates are adequate for generalizing findings to the target population.

4.3 Demographic Information

Respondents' personal information was systematically categorized to evaluate their profiles. The researcher analyzed various demographic factors, including gender, age, marital status, level of education, years of service in the facilities, income level, and current department. This demographic analysis provides valuable context for interpreting the findings and understanding how different personal characteristics may influence perceptions of the work environment and job satisfaction among nurses in private hospitals. The results regarding the demographic information of the respondents are presented on Table 4.2 below:

Table 4. 2: Demographic Characteristics of Respondents

| Demographic Variable | Category details | Frequency | Percentage |
|-----------------------------|--------------------------------|------------------|-------------------|
| Gender | Female | 22 | 72.20% |
| | Male | 57 | 27.80% |
| Total | | 79 | 100% |
| Age | 20 years or lower | 10 | 12% |
| | 20–29 years | 32 | 40% |
| | 30–39 years | 25 | 31% |
| | 40–49 years | 9 | 11% |
| | 50–59 years | 2 | 2% |
| | 60 years or over | 1 | 1% |
| Total | | 79 | 100% |
| Marital Status | Single | 47 | 59% |
| | Married | 27 | 34% |
| | Divorced | 3 | 3% |
| | Engaged | 2 | 2% |
| Total | | 79 | 100% |
| Level of Education | Diploma in Nursing & Midwifery | 40 | 50% |
| | BSc in Nursing & Midwifery | 12 | 16% |

| | | | |
|---------------------------|--|-----------|-------------|
| | Postgraduate Diploma in Advanced Midwifery | 4 | 15% |
| | Postgraduate Diploma in Nursing Administration | 1 | 6% |
| | Diploma in Critical Care | 13 | 5% |
| | Diploma in Community Health | 5 | 2% |
| | Postgraduate Diploma in Mental Health | 1 | 1% |
| | Bachelor's Degree (e.g., BACur) | 2 | 1% |
| | Master's Degree (e.g., MA, MSc) | 1 | 1% |
| Total | | 79 | 100% |
| Years Served | Less than 2 years | 32 | 41% |
| | 2–5 years | 25 | 31% |
| | More than 5 years | 22 | 27% |
| Total | | 79 | 100% |
| Income Level (Ksh) | 30,000 – 39,000 | 21 | 26.50% |
| | 40,000 – 49,000 | 15 | 18.90% |
| | 50,000 – 59,000 | 25 | 32.60% |
| | 60,000 and above | 18 | 22.70% |
| Total | | 79 | 100% |

Source: Researcher (2024)

The consolidated demographic table 4.2 indicates that the majority of respondents are female (72.2%) and predominantly fall within the 20–29 years' age group (40%), with a substantial number being single (59%). Most respondents hold a diploma in nursing and midwifery (50%), with additional qualifications distributed across postgraduate and bachelor's levels. In terms of experience, 41% have served less than 2 years, while 27% have more than 5 years of service, suggesting a mix of early career and experienced professionals.

Regarding income, the most common bracket is between Ksh 50,000 and 59,000 (32.6%), followed by those earning Ksh 60,000 and above (22.7%). These insights provide a comprehensive overview of the workforce profile at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital, establishing an important context for

understanding how demographic factors may influence perceptions of the work environment and job satisfaction.

4.4 Descriptive for Physical Work Environment and Job Satisfaction

The study identified the level of agreement with the statements relating to the physical work environment on nurse's job satisfaction in private hospitals in Nairobi. An average score of 4.24 shows that the frontline nurses and Nurse Managers working at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital agreed to a great extent with statements relating to the physical work environment on nurse's job satisfaction in private hospitals in Nairobi County.

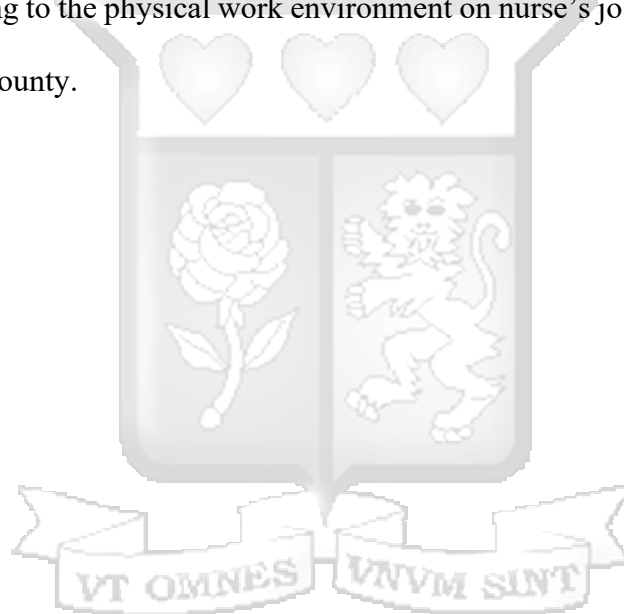


Table 4. 3: Physical Work Environment

| Statement | Mean | Std. Deviation |
|---|-------------|-----------------------|
| Equipment/ Machinery are in good working conditions | 4.03 | .933 |
| Equipment/ Machinery are serviced | 4.32 | .825 |
| Equipment/ Machinery are user friendly | 4.84 | 5.794 |
| Equipment/ Machinery have safety precautions | 4.35 | .906 |
| Offices are well-lit | 4.46 | .859 |
| Offices have natural lighting | 4.10 | 1.057 |
| In this hospital, electricity is regularly available. | 4.51 | .860 |
| Natural light improved health outcomes such as agitation and sleep among nurses | 4.61 | 5.849 |
| I am satisfied with the workplace, which has enough space and is not congested. | 4.11 | 1.025 |
| The nurse's office is not located far from the location of the patient's bed. | 4.11 | 1.187 |
| This hospital has dining, dressing, and changing rooms. | 3.80 | 1.353 |
| Good workplace layout | 3.90 | 1.150 |
| The workspace is safe and free from hazards | 4.22 | 1.046 |
| Infection and control strategy guidelines are available | 4.86 | 4.559 |
| I am satisfied with the adequate number of staff that I work with. | 3.41 | 1.428 |
| Average | 4.24 | 1.922 |

Source: Researcher (2024)

As per Table 4.3, nurses in Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital expressed strong agreement on various aspects of their work environment. They reported that infection control strategy guidelines were readily available (mean score of 4.86) and found equipment and machinery to be user-friendly (mean score of 4.84). Natural light was perceived to notably improve health outcomes like agitation and sleep (mean score of 4.61), and electricity was consistently available (mean score of 4.51). Offices were well-lit (mean score of 4.46) and equipped with safety precautions (mean score of 4.35),

and regular servicing of equipment was noted (mean score of 4.32). Nurses felt their workspace was safe and hazard-free (mean score of 4.22) and appreciated the spacious and uncluttered environment (mean score of 4.11). They also valued the proximity of their offices to patient beds (mean score of 4.11) and the presence of natural lighting (mean score of 4.10). Equipment and machinery were generally in good condition (mean score of 4.03), and the overall workplace layout was considered favorable (mean score of 3.90). Facilities like dining, dressing, and changing rooms were adequately provided (mean score of 3.80). However, satisfaction with the number of staff was moderate (mean score of 3.41).

Respondents' perception on how the physical work environment and how it influenced their job satisfaction. The interview data supports insights from the survey data regarding respondents' view of the physical work environment and how it influenced their job satisfaction, as described below.

(Male Nurse manager from Hospital 1): "Working in organizations with a supportive work culture has a significant impact on one's job satisfaction. For example, in this hospital when my colleagues and management foster strong teamwork, mutual respect, and recognition, it boosts our sense of belonging and motivation. Also, the physical work environment plays a significant role in how we feel about our job. Personally, I have noticed that when we have well-lit, spacious work areas with ergonomic furniture, it makes a big difference. It reduces fatigue and enhances our efficiency, which directly impacts our job satisfaction."

A similar result emerged when participants were asked about their interpersonal relationships with colleagues.

Table 4. 4: Respondents Interpersonal Relationship with Colleagues

| | Frequency | Percent |
|--------------|-----------|--------------|
| Yes | 72 | 91.2 |
| No | 7 | 8.8 |
| Total | 79 | 100.0 |

Source: Researcher (2024)

As per Table 4.4, 91% of respondents indicated that they had good or excellent interpersonal relationships with their colleagues. In comparison, 8% said that they didn't have good interpersonal relationships with their colleagues.

Qualitative insights further underscored the significance of optimizing the physical work environment to promote nurses' job satisfaction and their general well-being in private hospitals in Nairobi.

(Female Nurse manager from Hospital 3): "We believe that professional growth opportunities are crucial. Hospitals that invest in our development and offer career advancement keep us dedicated and motivated. Continuous learning not only benefits us but also contributes to better patient care. Also, adequate compensation, benefits, and recognition for hard work are essential for our job satisfaction. Feeling fairly rewarded boosts our morale and commitment to the organization."

(Male Nurse manager from Hospital 2): "Proper equipment and supplies are essential for delivering quality care. I've faced challenges when essential tools or medications were not readily available. Access to modern equipment and adequate supplies ensures we can provide the best care possible, which boosts job satisfaction."

Furthermore, in order to assess how physical work environment affected nurses' job satisfaction, the study included questions regarding respondents' comfort with their assigned workloads. The results, presented in Table 4.10, provide insight into how physical work environment influenced nurses' perceptions of their job satisfaction and workload management.

Table 4. 5: Respondents Workload

| | Frequency | Percent |
|--------------|-----------|--------------|
| Yes | 53 | 67.1 |
| No | 21 | 26.5 |
| Not sure | 5 | 6.3 |
| Total | 79 | 100.0 |

Source: Researcher (2024)

In reference to Table 4.5 above, majority of the respondents (67%) were comfortable with the workload assigned to them, 26% were not comfortable with the workload assigned to them, whereas 6% were not sure. These results were supported by an interview response by a nurse manager who argued that:

(Female Nurse manager from Hospital 1): "Work-life balance is a priority for us. Flexible scheduling options help us manage our personal and professional lives effectively, reducing burnout and increasing overall satisfaction."

4.5 Descriptive for Psychosocial Work Environment and Job Satisfaction

Table 4. 6: Psychosocial Work Environment

| Statement | Mean | Std. Deviation |
|--|-------------|-----------------------|
| Emotional demands may substantially impact on nurses, mental distress | 3.92 | 1.196 |
| Emotional demands are not included in the psychosocial risk assessment tools currently available in the hospital, which may then miss identifying an important precondition of work stress | 3.71 | 1.221 |
| Nursing professional duties are accompanied by emotional regulations, which tend to have consequential effects on a myriad of work-related issues | 3.61 | 1.192 |
| The organizational climate features of resource adequacy, support for employees, and management practices are highly associated with nurse job satisfaction, burnout, and intent to leave | 3.46 | 1.309 |
| Supervisors inspire me to do my best. | 3.25 | 1.515 |
| Management involves nurses in decision-making | 3.09 | 1.487 |
| I trust and respect my immediate supervisor | 4.03 | 1.121 |
| My supervisor listens to me regularly with timely feedback that helps me improve my satisfaction | 3.75 | 1.171 |
| Conflicts with my colleagues or complaints reported to the hierarchy are immediately addressed | 3.52 | 1.259 |
| I feel appreciated by the organization when I think about what they pay me | 2.48 | 1.329 |
| Healthcare Professionals are rewarded according to their skills and knowledge | 2.49 | 1.386 |
| I feel satisfied with my likelihood of a salary increase | 2.72 | 1.441 |
| In this hospital, nurses are free to express their feelings to their supervisors | 3.01 | 1.446 |
| In this hospital, the weaknesses and strengths of nurses are discussed and shared in planned meetings | 2.80 | 1.372 |
| Managers follow their plans without taking into consideration the problems raised by nurses | 2.97 | 1.414 |
| In this hospital, top managers regularly organize social events for workers | 2.78 | 1.327 |
| Average | 3.22 | 1.324 |

Source: Researcher (2024)

In light of Table 4.6, nurses at Metropolitan Hospital Nairobi, Nairobi Women’s Hospital, and Gertrude Children’s Hospital reported moderate agreement on various aspects of the

psychosocial work environment, with an average score of 3.22. They expressed that they highly trusted and respected their immediate supervisors (mean score of 4.03). Emotional demands were identified as significant contributors to nurses' mental distress, scoring 3.92 on average. Nurses valued receiving regular feedback from supervisors, which they felt improved their job satisfaction (mean score of 3.75). However, they noted that emotional demands were not adequately addressed in the hospital's psychosocial risk assessment tools, potentially overlooking key sources of work stress (mean score of 3.71).

Moreover, nurses highlighted that emotional regulation in their professional duties had significant implications for various work-related issues, scoring 3.61 on average. They reported that conflicts with colleagues or complaints addressed to management were promptly handled (mean score of 3.52). The organizational climate, including resource adequacy, employee support, and management practices, was perceived to moderately affect nurse job satisfaction, burnout, and intentions to leave (mean score of 3.46).

Supervisors were seen to inspire nurses to perform their best moderately (mean score of 3.25), and nurses were moderately take part in decision-making processes by management (mean score of 3.09). Nurses felt moderately free to express their feelings to supervisors (mean score of 3.01), but felt that management often proceeded with their plans without adequately considering nurses' concerns (mean score of 2.97). Discussions on nurses' strengths and weaknesses in planned meetings were seen to occur to a moderate extent (mean score of 2.80).

Top managers organizing social events for staff received a moderate agreement (mean score of 2.78), while nurses expressed moderate satisfaction with their prospects for salary increases (mean score of 2.72). Recognition and rewards based on skills and knowledge were perceived

to be moderate (mean score of 2.49), and nurses felt moderately appreciated by the organization in relation to their remuneration (mean score of 2.48).

These results were supported by qualitative findings, which appeared to suggest that psychological and social factors largely influenced their job experience and satisfaction:

(Male Nurse manager from Hospital 2): "A culture of trust is essential. When I feel trusted to do my job without micromanagement, it fosters a sense of empowerment and satisfaction. Sometimes it's tough when there's a lack of recognition for our hard work. Feeling appreciated by supervisors goes a long way in keeping me motivated and satisfied with my job."

(Female Nurse manager from Hospital 3): "Recognition and appreciation go a long way. Personally, I have felt more satisfied in my role when my contributions are acknowledged and appreciated. Recognition programs and positive feedback from supervisors and colleagues boost morale and job satisfaction."

In assessing how psychosocial work environment affected nurses' job satisfaction, the study asked respondents about their interactions with patients. As illustrated in Table 4.7, a significant majority, 91%, reported that it was an enjoyable moment when interacting with patients daily, while 8% expressed that they did not enjoy these interactions. This finding highlights the positive effect of patient interactions on job satisfaction among nurses.

Table 4. 7: Respondents Interaction with Patients

| | Frequency | Percent |
|--------------|-----------|--------------|
| Yes | 72 | 91.2 |
| No | 7 | 8.8 |
| Total | 79 | 100.0 |

Source: Researcher (2024)

Further, respondents highlighted the importance of open communication, supportive leadership, collaboration, autonomy, recognition, and investment in learning and development to enhance job satisfaction and well-being in their workplace.

(Male Nurse manager from Hospital 1): "A positive work culture is foundational for nurse job satisfaction. I have observed that a culture of respect, open communication, and support creates a healthy work environment. Nurses thrive when they feel respected and valued within the organization."

(Female Nurse manager from Hospital 2): "Effective leadership makes a significant difference. As a nurse manager, I have experienced the impact of supportive leadership firsthand. Leaders who show genuine care and provide mentorship contribute to a positive work environment and boost morale among the nursing staff."

Results obtained from both qualitative and quantitative data pointed out how psychological and social factors played a significant role in enhancing job satisfaction and generally the well-being of nurses in private hospitals in Nairobi. Key factors identified include stress

management, workload, autonomy, support, organizational culture, relationships, career development, recognition, and ethical challenges.

These elements emphasize how important the psychosocial work environment is in shaping nurses' job satisfaction. Therefore, hospitals can enhance the quality of patient care and foster a positive, encouraging work environment for nurses once these factors are addressed. Creating an environment that prioritizes these aspects is essential for retaining skilled nursing staff and ensuring high standards of patient care.

4.6 Descriptive for Personal-Organisational Goals and Job Satisfaction

As per results in Table 4.8, the frontline nurses and Nurse Managers working at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital agreed with statements relating to personal organizational goals to a great extent as shown by an average score of 3.44.

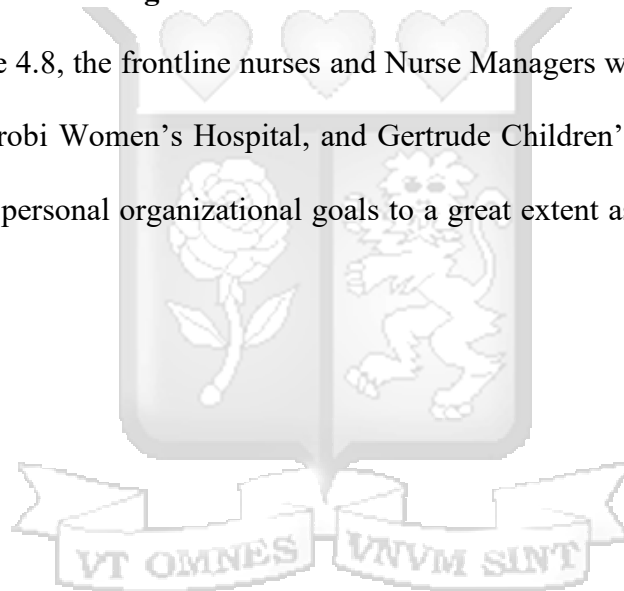


Table 4. 8: Personal-Organisational Goals and Job Satisfaction

| Statement | Mean | Std. Deviation |
|--|-------------|-----------------------|
| Personal goals and values are more influential in satisfaction than work goals | 3.42 | 1.157 |
| A clash between personal goals and organizational goals because of dissimilarities leads to conflicts that affect both parties | 3.81 | 2.408 |
| Employees whose goals match with those of the organization record higher levels of job satisfaction | 3.65 | 1.220 |
| Personal and organizational characteristics contribute to different levels of job satisfaction among nurses | 3.57 | 1.094 |
| I have the opportunities to attend regular training, seminars, workshops, and conferences to expand my knowledge outside of the hospital | 3.77 | 6.006 |
| the hospital offers the opportunities to express professional development needs for nurses | 3.33 | 1.403 |
| Nurses are informed when changes occur in this hospital | 3.99 | 4.829 |
| the informal communication network is the most used channel in this hospital | 3.20 | 3.709 |
| The hospital organizes transport for nurses, or the transport fees are included in their salaries | 2.24 | 2.656 |
| Average | 3.44 | 2.720 |

Source: Researcher (2024)

Nurses in Metropolitan Hospital Nairobi, Nairobi Women’s Hospital, and Gertrude Children’s Hospital reported high levels of awareness regarding changes occurring within their workplaces, with a mean score of 3.99. They also acknowledged that clashes between personal goals and organizational goals often lead to conflicts that significantly affect both parties, scoring 3.81 on average. The hospitals provided ample opportunities for nurses to attend regular trainings, seminars, workshops, and conferences outside their workplaces, which was highly valued (mean score of 3.77).

Respondents whose personal goals aligned with those of the organization were highly satisfied in their jobs, with a mean score of 3.65. The study highlighted that both personal and organizational characteristics played significant roles in determining nurses' job satisfaction, scoring 3.57 on average. Nurses felt that their individual goals and values exerted a greater influence on their satisfaction than their work-related goals (mean score of 3.42).

The hospitals moderately offered opportunities for nurses to express their professional development needs (mean score of 3.33). Informal communication networks were frequently utilized within these hospitals, scoring 3.20 on average. However, the provision of transport services or including transport fees in nurses' salaries was perceived to a low extent (mean score of 2.24). These findings underscore the complex interplay between personal aspirations, organizational goals, and supportive workplace environments in shaping nurses' job satisfaction and professional fulfillment.

During interviews, respondents shared their perspectives on conflicts that can arise between personal values and organizational objectives:

(Male Nurse manager from Hospital 1): "I have personally felt conflicted when organizational policies didn't align with my ethical beliefs. It's challenging to navigate these situations while ensuring patient care remains a top priority. And aligning my personal goals with the hospital's mission gives me a sense of purpose in my work. Knowing that I am contributing to something meaningful enhances my job satisfaction."

(Female Nurse manager from Hospital 2): "As a nurse manager, I understand the struggle of balancing work demands with personal life. It's tough when the job takes up so much time and energy, impacting job satisfaction and overall well-being. Also, I have

seen how resource shortages or inefficient allocation affect our ability to deliver quality care. It can be frustrating when we lack the tools we need to do our jobs effectively."

These findings supported the responses provided by the respondents when asked if they had an opportunity to leave. Results revealed that 57% of the respondents admitted that if given a chance, they had the intention to leave, 21% did not have the intention to leave, and 20% were not sure.

Table 4. 9: Respondents' Intention to Leave

| | Frequency | Per cent |
|--------------|-----------|-------------|
| Yes | 45 | 57.0 |
| No | 17 | 21.5 |
| Not sure | 16 | 20.3 |
| Total | 79 | 98.7 |

Source: Researcher (2024)

The findings suggest that fostering a supportive and values-driven work culture, where personal and organizational goals are aligned, recognized, and communicated effectively, is paramount for enhancing nurses' job satisfaction in private hospitals in Nairobi. By prioritising nursing staff's well-being, growth, and involvement, hospitals can create environments where nurses feel valued, motivated, and fulfilled in their roles, ultimately contributing to better patient outcomes and organisational success.

4.7 Correlation Analysis

Correlation quantifies the relationship between changes in two variables, and the correlation coefficient ranges from -1 to +1. While a positive correlation, defined as numbers closer to +1, indicates that when one variable increases the other does that too, in contrast, a negative

correlation, with values closer to -1, shows that when one measure increases, the other decreases. A correlation value around zero indicates a weak or negligible linear link between the variables.

Furthermore, the p-value is utilised to determine whether the correlation coefficient is statistically significant. If the p-value is less than preset significance level of 0.05, the correlation is considered statistically significant, indicating that the observed association is unlikely to arise by coincidence. This relevance increases the reliability of the correlation results.



Table 4. 10: Correlation Analysis

| | | Psychosocial | | |
|--------------------------------------|----------------------------|--------------------------|--------------------|-----------------|
| | | Physical workWork | | |
| | | environment | Environment | Personal |
| Physical work environment | Pearson Correlation | 1 | .155 | .078 |
| | Sig. (2-tailed) | | .173 | .494 |
| | N | 79 | 79 | 79 |
| Psychosocial Work Environment | Pearson Correlation | .155 | 1 | .175 |
| | Sig. (2-tailed) | .173 | | .123 |
| | N | 79 | 79 | 79 |
| Personal | Pearson Correlation | .078 | .175 | 1 |
| | Sig. (2-tailed) | .494 | .123 | |
| | N | 79 | 79 | 79 |

Source: Researcher (2024)

The study's findings revealed various correlations between aspects of work environment and personal goals among nurses in private hospitals in Nairobi. Firstly, the correlation between the physical work environment and the psychosocial work environment yielded a coefficient of 0.155, indicating a weak positive relationship. However, this correlation did not achieve statistical significance, as evidenced by a p-value of 0.173. This implied that the observed relationship may be due to chance rather than reflecting a true association.

Similarly, the correlation between physical work environment and personal variables was measured at 0.78, also indicating a weak positive relationship. Nonetheless, the p-value of 0.494 meant that the correlation was statistically insignificant. Thus, changes in the physical work environment did not significantly correlate with personal variables such as individual characteristics or goals.

Lastly, the correlation between psychosocial work environment and personal goals revealed a coefficient of 0.175, signifying another weak positive relationship. However, with a p-value of 0.123, this correlation also didn't reach statistical significance at the 0.05 level.

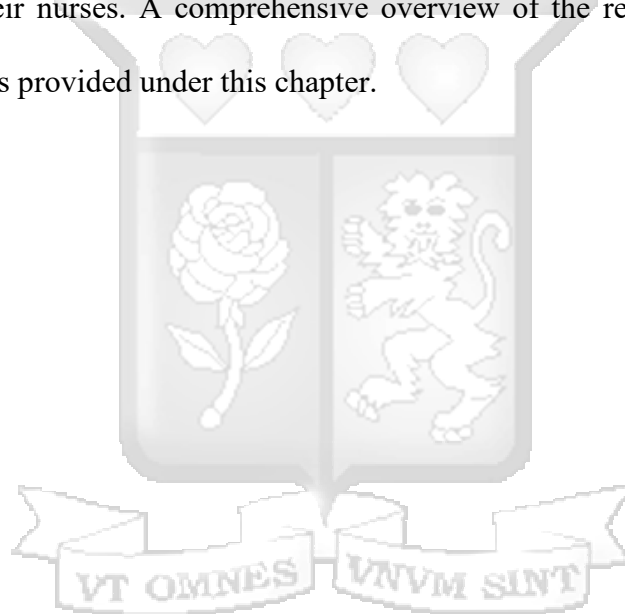
Overall, while this study highlighted a positive trend between these variables, the correlations observed were weak and statistically insignificant in influencing nurses' job satisfaction in Nairobi's private hospitals. This suggests that factors beyond the physical and psychosocial work environments and personal-organizational goals variables may play more significant roles in determining job satisfaction of nurses in private hospital settings in Nairobi.

In reflection, these findings align with Herzberg's Two-Factor Theory (Herzberg et al., 1959), which distinguishes between hygiene factors (e.g., the physical work environment) and motivator factors (e.g., psychosocial aspects and personal achievements). According to the theory, hygiene factors may prevent dissatisfaction but do not necessarily enhance job

satisfaction, which is primarily driven by motivators. The weak correlations observed in this study suggest that the physical and psychosocial work environments, as well as personal variables, may operate largely independently in influencing job satisfaction. This supports the Two-Factor Theory's proposition that improvements in hygiene factors alone might not lead to significant increases in satisfaction unless accompanied by enhanced motivator factors.

4.8 Chapter Summary

The study sought to determine how Nairobi's private hospitals' work environments affected the job satisfaction of their nurses. A comprehensive overview of the results pertaining to the specific objectives was provided under this chapter.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter contains a comprehensive summary of key research findings, discussions, conclusions and recommendations regarding the effects of work environment on nurses' job satisfaction in private hospitals in Nairobi, Kenya.

5.2 Summary of the Findings

Under this section, the key research findings are summarised in alignment with the study objectives. Demographic data reveals that 72.2% of frontline nurses and Nurse Managers at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital are female, while 27.8% are male. This predominance of female respondents reflects the global trend of nursing being a female-dominated profession, which is similarly observed in Kenya. Cultural expectations and social norms often direct women toward caregiving roles, including nursing, contributing to their higher representation in the field. In terms of age, 40% of respondents fall within the 20-29 age bracket, while only 1% are aged 60 or over. Marital status results indicate that 59% of the nurses and Nurse Managers are single, which may be related to career mobility and aspirations.

Regarding educational qualifications, 50% of the respondents had attained a diploma in nursing and midwifery. Results also established the length of service among respondents, with 41% having worked at the facilities for less than two years, 31% between two to five years, and 27% for over five years. Income levels show that most respondents (32%) earn between 50,000 and 59,000, while the lowest income bracket (18%) falls between 40,000 and 49,000. This suggests that all respondents have a certain level of income.

The first objective assessed the effect of physical work environment on nurses' job satisfaction. Findings indicated a strong agreement among respondents, with an average score of 4.24, suggesting that they perceive physical work environment as positively influencing their job satisfaction. Qualitative insights emphasized the need to optimize this environment, with factors like comfortable workspaces, adequate equipment, and safety measures highlighted as critical to their satisfaction. The study also found that 91% of respondents reported good relationships with their peers, while 67% expressed comfort with their workload.

The second objective examined how psychosocial work factors affected job satisfaction. Nurses at the three hospitals reported a moderate agreement on statements related to the psychosocial work environment, with an average score of 3.22. The qualitative analysis revealed that psychological and social factors such as stress, autonomy, support, and career development significantly influenced their job satisfaction. Notably, 91% of respondents enjoyed interacting with patients daily.

The final objective explored the interaction between organizational and personal goals and its influence on job satisfaction. Findings showed strong agreement with personal organizational goals, indicated by an average score of 3.44. However, respondents noted conflicts between individual values and organizational policies, which at times did not align with their ethical beliefs. This misalignment created challenges in prioritizing patient care. Furthermore, 57% of respondents indicated an intention to leave their positions, while 21% did not intend to leave, and 20% were unsure.

The analysis revealed there was a weak positive correlation between physical work environment and psychosocial work environment, whereby the coefficient was 0.155 and a p-

value of 0.173, showing a statistical insignificance. Similarly, weak positive but insignificant correlations were found between the physical work environment and personal-organizational goals, as well as between psychosocial work environment and personal-organizational goals. Results implied that there are complex dynamics between the work environment, personal values, and job satisfaction among nurses in private hospitals in Nairobi.

5.3 Discussion of Findings

The study conducted among frontline nurses and Nurse Managers in Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital showed a strong relationship between physical work environment and nurses' job satisfaction, which is consistent with findings by Chowdhury (2019) that highlighted the critical role of factors such as equipment quality, office layout, lighting, and noise levels in determining employee satisfaction. Physical work conditions have been shown to influence overall satisfaction and exert specific effects on cognitive performance and mood. For example, noise adversely affects cognitive performance during task execution (Agbozo et al., 2017), while exposure to natural light is associated with lower stress levels and enhanced job satisfaction (Öztürk, 2017).

In addition to physical factors, the psychosocial work environment plays a pivotal role in shaping job satisfaction. Positive relationships between management and staff, strong workplace values, and effective communication have been identified as essential components of a supportive work climate. Kaddourah et al. (2013) argued that clear communication between superiors and subordinates facilitates a better understanding of expectations and responsibilities, thereby fostering a more positive work environment and enhancing job satisfaction.

Furthermore, the alignment of personal and organizational goals emerges as a significant factor in promoting both motivation and satisfaction. Lee et al. (2016) reported that when employees perceive their work as contributing to personal growth and organizational success, motivation increases. This perspective is further supported by Panahi et al. (2016), who emphasized the importance of individual goals and values in shaping work preferences and overall satisfaction.

These findings can be interpreted through the lens of the theoretical frameworks presented in this study. Maslow's Hierarchy of Needs (Hopper, 2019; Fallatah & Syed, 2018) suggests that the physical work environment addresses fundamental physiological and safety requirements, which must be met before higher-order needs such as esteem and self-actualization can be pursued. The Job Characteristics Model (Hackman & Oldham, 1974, 1975; Taylor, 2015) elucidates how dimensions such as task identity, autonomy, and feedback contribute to the meaningfulness of work, thereby enhancing job satisfaction. Notably, Herzberg's Two-Factor (Motivator-Hygiene) Theory (Herzberg et al., 1959; Alshmemri et al., 2017; Sanjeev & Surya, 2016) provides a nuanced explanation: physical work conditions serve as hygiene factors that prevent dissatisfaction but do not inherently drive satisfaction, which instead relies on intrinsic motivators like recognition, personal achievement, and the alignment of personal and organizational goals. Therefore, these findings underscore the importance of a holistic work environment that addresses both the fundamental needs identified by Maslow, the job design principles outlined by Hackman and Oldham, and the dual aspects of satisfaction and dissatisfaction described by Herzberg. This integrated perspective offers a richer framework for understanding and ultimately enhancing job satisfaction in healthcare settings, providing valuable implications for both theory and practice.

5.4 Conclusion

The research on the effect of the work environment on job satisfaction of nurses working in private hospitals in Nairobi resulted in several conclusions based on the key findings about the effect of various factors on job satisfaction;

Firstly, physical work environment, which includes facilities, equipment, safety measures, workload, and comfort, significantly influence nurses' satisfaction levels. The study concluded that these elements indeed played a crucial role in determining job satisfaction in private hospitals.

Secondly, the study established that psychosocial work factors such as teamwork, communication, recognition, autonomy, and work-life balance strongly influenced job satisfaction. The study concluded that psychosocial work environment significantly affected nurses' satisfaction in these settings.

Thirdly, the interaction between organizational and personal goals was also examined. Hospitals that provided clear career development paths, opportunities for advancement, and competitive incentives aligned with nurses' personal aspirations were more successful in retaining satisfied nursing staff. Consequently, the study concluded that both organizational and personal goals impact job satisfaction.

However, correlation analysis revealed that the relationships between the physical work environment, psychosocial work environment variables, and personal-organizational goals were weak and statistically insignificant. This indicates that, while these factors individually affect job satisfaction, they do not strongly influence each other in a linear manner.

5.5 Recommendations

Prioritising designing ergonomic workspaces to enhance nurses' job satisfaction in private hospitals. This involves providing comfortable, adjustable furniture and arranging workstations to minimise strain and fatigue during long shifts. Adequate lighting and noise control are essential for creating a conducive work environment. Well-lit areas reduce eye strain and promote alertness while controlling noise levels can reduce stress and enhance concentration. Hospitals should also prioritise safety by implementing proper lifting equipment, clear emergency exit routes, and workplace violence prevention to ensure nurses feel secure and content in their roles.

Ensure appropriate staffing levels to manage nurses' workload effectively in private hospitals. Overburdened nurses are prone to stress, burnout, and decreased job satisfaction. Regularly assessing staffing needs, considering patient acuity and case complexity, is crucial.

Fostering open and transparent communication channels between management, nurses, and other healthcare professionals is vital. Regularly obtaining feedback from nurses and incorporating their input into decision-making processes boosts job satisfaction and fosters a positive work environment.

Lastly, Recognition and appreciation of nurses' hard work are essential. Regular expressions of gratitude boost morale and job satisfaction among nursing staff. Acknowledging their efforts boosts morale and reinforces the connection between personal achievements and organizational success.

5.6 Suggestions for Further Research

While this research acknowledged complaints regarding the necessity of a safe and conducive work environment, it did not delve into specific details due to its scope. Therefore, it recommends further research focusing on health worker safety, especially in resource-constrained environments. Such studies can provide valuable insights and recommendations to address safety concerns effectively.



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APPENDICES

Appendix I: Introduction letter

Introduction

I am **AGATHA WANGARI MWANGI**, a master's student from Strathmore University, conducting research on the effects of the work environment on nurses' job satisfaction in private hospitals in Nairobi, Kenya. Your insights on this topic are invaluable, and your participation in this study is greatly appreciated.

Potential Risks

There are no anticipated risks associated with participating in this study. It will require approximately 20 minutes of your time. You are free to discontinue participation at any point if you feel uncomfortable.

Benefits of Participating

While there are no direct benefits for participating, the findings will contribute to recommendations aimed at fostering a supportive work environment to enhance nurses' job satisfaction.

Confidentiality

Your personal information, including names and addresses, will not be used. Please avoid including any identifying information in your responses. Your anonymity will be strictly maintained in all study outcomes.

Consent

By participating in this study, you acknowledge that Strathmore University and the National Commission for Science, Technology & Innovation (NACOSTI) have authorized this research.

Name: _____ Signed: _____ Date: _____
Study Participant

Name: _____ Signed: _____ Date: _____
Researcher

Appendix I: Questionnaire

This questionnaire is designed to collect data from frontline nurses working at Metropolitan Hospital Nairobi, Nairobi Women's Hospital, and Gertrude Children's Hospital in Nairobi County. The data shall be used for academic purposes only and will be treated with strict confidence. Your participation in facilitating the study is highly appreciated. All information in this questionnaire will remain confidential and will be seen only by academic researchers involved in this study.

Part A: Demographic Information

Kindly indicate the name of your organization (optional).....

What is your gender? Male Female

Could you please tell us your age category?

20 years or lower 20 - 29 years 30 - 39 years

40 - 49 years 50 - 59 years 60 or over

What is your current marital status?

Single Married Divorce Engaged

What is your highest level of education?

Diploma in nursing and midwifery BSc nursing and midwifery

Postgraduate/ diploma in

Advanced midwifery Nursing administration

Critical care Community Mental health

Bachelor's degree (e.g. BACur) Master's degree (e.g. MA, MSC)

Doctoral degree (e.g. PhD, DLitt Soc)

Part B: Physical Work Environment

Indicate your level of agreement with the statement below relating to the Physical Work Environment on Nurse's Job Satisfaction in Private Hospitals in Nairobi. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.



| PHYSICAL WORK ENVIRONMENT | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Equipment/ Machinery are in good working condition. | | | | | |
| Equipment/ Machinery are serviced. | | | | | |
| Equipment/ Machinery are user-friendly. | | | | | |
| Equipment/ Machinery has safety precautions. | | | | | |
| Offices are well-lit | | | | | |
| Offices have natural lighting. | | | | | |
| In this hospital, electricity is regularly available. | | | | | |
| Natural light improved health outcomes such as agitation and sleep among nurses. | | | | | |
| I am satisfied with the workplace, which has enough space and not congested. | | | | | |
| The nurse's office is not located far from the location of the patient's bed. | | | | | |
| This hospital has dining, dressing, and changing rooms. | | | | | |
| Good workplace layout | | | | | |
| The workspace is safe and free from hazards. | | | | | |
| Infection and control strategy guidelines are available. | | | | | |
| I am satisfied with the adequate number of staff that I work with. | | | | | |
| SOCIAL WORK ENVIRONMENT | | | | | |
| Supervisors inspire me to do my best | | | | | |
| Management involves nurses in decision-making. | | | | | |
| I trust and respect my immediate supervisor. | | | | | |
| My supervisor listens to me regularly with timely feedback that helps me improve my satisfaction. | | | | | |
| Conflicts with my colleagues or complaints reported to the hierarchy are immediately addressed. | | | | | |
| In this hospital, nurses are free to express their feelings to their supervisors. | | | | | |
| In this hospital, the weaknesses and strengths of nurses are discussed and shared in planned meetings. | | | | | |
| Managers follow their plan without taking into consideration the problems raised by nurses. | | | | | |
| In this hospital, top managers organise regular social events for workers. | | | | | |

| PSYCHOLOGICAL WORK ENVIRONMENT | | | | | |
|--|--|--|--|--|--|
| This hospital has a development plan for nurses. | | | | | |
| I to attend regular training, seminars, workshops, and conferences to expand my knowledge outside of the hospital. | | | | | |
| The hospital offers opportunities for nurses to express their professional development needs. | | | | | |
| I am working in a framework that allows me to deliver the desired quality of care. | | | | | |
| I know what my leaders expect from me. | | | | | |
| I am trusted and respected by my leaders. | | | | | |
| Remuneration is based on your experience | | | | | |
| Opportunity exists for career development. | | | | | |
| I receive prompt acknowledgment and recognition for doing a great job. | | | | | |
| Nurses are informed when changes occur in this hospital. | | | | | |
| The informal communication network is the most used channel in this hospital. | | | | | |
| In this hospital, the salary scale respects the structure defined by the Ministry of Health. | | | | | |
| In this hospital, I always get my monthly salary on time. | | | | | |
| My salary is adequate to meet my basic needs. | | | | | |
| In this hospital, salary advancement is done each year according to the performance appraisal done at the end of the year. | | | | | |
| The hospital organises transport for nurses, or the transport fees are included in their salaries. | | | | | |
| The hospital pays my monthly health insurance regularly. | | | | | |
| The hospital pays my contributions to the Social Security Fund regularly. | | | | | |

THANK YOU FOR PARTICIPATING

Appendix II: Interview Guide for Nurse Managers

1. How would you describe the physical work environment in your hospital?
2. What aspects of the physical work environment do you think contribute most to nurses' job satisfaction?
3. Have there been any recent changes or improvements in physical work environment? If so, how have they impacted nurses' job satisfaction?
4. How do you think the physical work environment could be further enhanced to improve nurses' job satisfaction?
5. Can you share specific examples of how the physical work environment has influenced nurses' morale or job satisfaction?
6. How would you characterize the factors that have the most significant impact on nurses' job satisfaction?
8. How do relationships with colleagues and supervisors contribute to nurses' overall job satisfaction?
9. How does the hospital culture and atmosphere influence nurses' job satisfaction?
10. Can you provide examples of how psychosocial work factors have positively or negatively affected nurses' job satisfaction positively or negatively?
11. How do organizational goals align with the personal goals of nurses in your hospital?
12. What strategies does the hospital employ to support nurses in achieving their personal and professional goals?
13. How do nurses perceive the support provided by the hospital in achieving their career aspirations?
14. Can you discuss any instances where the alignment or misalignment between organizational and personal goals has impacted nurses' job satisfaction?
15. In your opinion, what can the hospital do to better facilitate the alignment of organizational and personal goals to enhance nurses' job satisfaction?

THANK YOU FOR PARTICIPATING!

Appendix III: University Authorization Letter

Ole Sangale Rd, Madaraka Estate,
P.O Box 59857 00200, Nairobi, Kenya,
Cell: +254 703 414/6/7, Twitter: @S5SKenya
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



21st November 2022

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – AGATHA WANGARI MWANGI

This is to introduce Agatha Wangari Mwangi, a Master of Business Administration in Healthcare Management (MBA-HCM) student at Strathmore University Business School, student number 111773/18. As part of our MBA-HCM Programme, Agatha is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA-HCM course. To this effect, she would like to request appropriate data from your organisation.

Agatha is undertaking a research paper on **"EFFECTS OF WORK ENVIRONMENT ON NURSES' JOB SATISFACTION IN PRIVATE HOSPITALS IN NAIROBI, KENYA"** The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MBA-HCM Programme seeks to establish links with industry, and one way of doing so is directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and practical value to your organization.

We appreciate your support and will be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri

Manager – Graduate Programmes.

Association of African
Business Schools



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