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# Organizational Climate and Workplace Stress as Correlates of Job Satisfaction among Nurses in University of Port Harcourt Teaching Hospital

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## *Abstract*

Organizational climate and workplace stress have been identified as important factors influencing job satisfaction in high-demand professions such as nursing. This study examined the extent to which organizational climate and workplace stress predicted job satisfaction among nurses in the University of Port Harcourt Teaching Hospital. A total of 95 nurses participated in the study using purposive and systematic sampling techniques. Three standardized instruments were used: the Organizational Climate Questionnaire, Workplace Stress Scale, and Job Satisfaction Survey. Descriptive statistics, Pearson correlation, and factorial ANOVA were used for data analysis. Results revealed that there was significant influence of organizational climate on job satisfaction t(93) = -4.79; p<.05), also there was significant influence of workplace safety on job satisfaction t(93) = -4.44 p<.05), and finally there was no interaction joint effect of workplace safety and organizational climate on job satisfaction F(1, 91) = 3.09, p>.05.. These findings highlight the need for improving hospital environments and addressing stressors to enhance job satisfaction and retention among nurses.

**Keywords:** Organizational climate, workplace stress, job satisfaction, nurses, hospital work environment

## Introduction

Job satisfaction among nurses is a critical issue in health care systems due to its implications for service quality, patient safety, and employee retention. Satisfied nurses are more likely to provide efficient care, remain in the profession, and maintain emotional and physical well-being. In contrast, dissatisfaction among nurses can contribute to burnout, high turnover rates, and poorer healthcare outcomes.

Organizational climate refers to shared perceptions of the work environment, including leadership style, communication patterns, reward systems, and team relationships. A

positive organizational climate has been associated with increased motivation, commitment, and satisfaction among staff in various sectors, including health care. When nurses perceive their work environment as supportive, cooperative, and fair, they are more likely to experience higher job satisfaction.
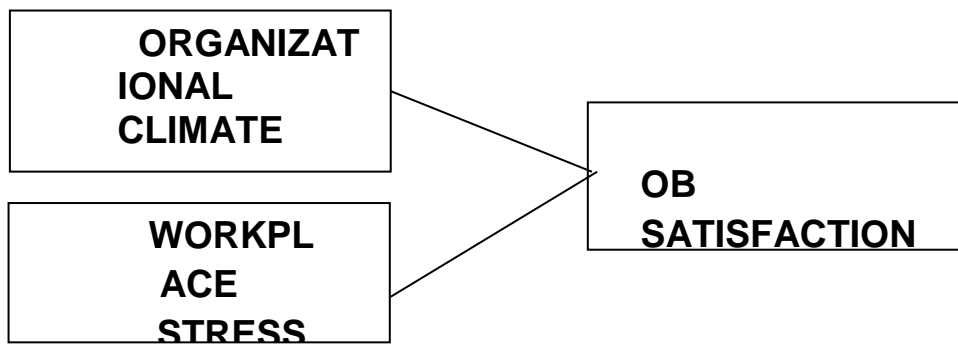
Workplace stress occurs when work-related demands exceed an individual's capacity to cope. In nursing, stress is frequently triggered by high patient loads, limited resources, emotional strain, administrative pressure, and irregular work hours. Prolonged exposure to these stressors can result in reduced satisfaction, fatigue, and even psychological distress.

A proper understanding of organizational climate, workplace stress and their relationship with job satisfaction can address the gap in nursing jobs. It is important to note that the benefits of job satisfaction are not limited to individuals alone, but also to organizations, both public and private and coworkers as well. Satisfaction with the job would stimulate the employees' commitment and motivation to improve the quality of their performance. Researchers in organizational behaviour have long been interested in understanding employees' perception of work environment and how this perception influences individual work-related attitudes and behaviours. Early researchers suggested that the social climate or atmosphere created in a workplace had significant consequences employees' perceptions of the work context, purportedly influenced the extent to which people were satisfied and performed up to their potential, which in turn was predicted to influence organizational productivity (Katz & Kahn 2014; Likert, 1997, MC Gregor, 2000).

Previous studies have identified both organizational climate and workplace stress as separate predictors of job satisfaction. However, limited empirical attention has been given to how these variables operate jointly among Nigerian nurses. Given the vital role of nurses in healthcare delivery and the stressors inherent in their roles, understanding the influence of both organizational climate and stress is essential for hospital management and health policymakers.

The present study aims to examine whether organizational climate and workplace stress significantly predict job satisfaction among nurses in the University of Port Harcourt Teaching Hospital. The study is anchored on Frederick Herzberg's Two Factor Theory (also known as Motivation Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory posits that satisfaction and dissatisfaction are driven by distinct factors, respectively, and cannot be reliably measured on the same continuum. He noted that an employee's motivation to work is continually related to the job satisfaction of a subordinate. Herzberg considered two factors that can increase or reduce an employee's job satisfaction, and he termed them as "Motivation and Hygiene factors". He stated that motivation can be seen as an inner force that drives individuals to attain personal and organizations goals, they are aspects of a job that makes people want to perform and provide people with satisfaction, for example; Achievement in work, recognition, promotion, opportunities, advancement, the work itself, responsibility (Alshmemri et al., 2017) are certain motivating factors that are considered to be intrinsic to the job, or the work carried out.

He stated that the Hygiene factors include aspects of the working environment, such as pay, company policies, supervisory practices, Interpersonal relations and other working conditions are extrinsic to the job and they function in " the need to avoid unpleasantness"(Herzberg 1966). He also stated that these factors can either improve or reduce job satisfaction.

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This theory offers a reasonable starting point by creating an environment that promotes job satisfaction as you develop. While there is no right way to manage people, all of whom have different needs, background and expectations, Herzberg's employees who are motivated, productive and fulfilled. This in turn will continue to contribute to a more motivated employee.

## Hypothesis

There will be significant relationships between organizational climate, workplace stress, and job satisfaction among nurses in the University of Port Harcourt Teaching Hospital.

## Method

### Participants and Procedure

One hundred fifteen questionnaires were distributed, but only 95 were filled out correctly. The sample consisted of 95 registered nurses working at the University of Port Harcourt Teaching Hospital in Rivers State. Participants were selected using purposive and systematic sampling methods to ensure representation across multiple wards and units, including medical, surgical, maternity, and emergency departments. The inclusion criteria required that participants be full-time employees with at least one year of work experience at the institution.

Permission was obtained from hospital authorities, and ethical considerations were observed throughout the process. Questionnaires were distributed and retrieved over a four-week period. Participation was voluntary, and respondents were assured of confidentiality and anonymity. Completed questionnaires were manually sorted and checked for completeness before analysis.

### Instruments

Organizational Climate Questionnaire: This instrument assessed perceptions of the organizational environment, including leadership, communication, participation in decision-making, and team cohesion. Items were scored using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). A reliability coefficient of .86 was recorded in this study.

Workplace Stress Scale:

Workplace stress was measured using a standardized scale designed to assess physical, emotional, and psychological stressors in the work environment. Items addressed issues such as workload, conflict, emotional exhaustion, and staffing adequacy. Responses were

recorded on a five-point frequency scale (1 = Never, 5 = Always). The scale had a Cronbach's alpha reliability of .82 in this study.

Job Satisfaction Survey (JSS): Job satisfaction was assessed using the Job Satisfaction Survey developed by Spector (1997). The instrument measured satisfaction across nine domains, including supervision, promotion, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, communication, and pay. Responses were scored on a five-point Likert scale. The scale yielded a reliability coefficient of .88 in this study.

## RESULT

Table 1: Respondents' Socio-demographics (N = 95)

| Category | Level | N(%) |
|---|---|---|
| Age | 20-30 years | 24(25.3) |
| | 31-40 years | 34(35.8) |
| | 41-50 years | 26(27.4) |
| | 51-60 years | 11(11.6) |
| Gender | Male | 32(33.7) |
| | Female | 63(66.3) |
| Position/Role | Nurse | 95(100.0) |
| Marital status | Single | 38(40.0) |
| | Married | 56(58.9) |
| | Divorced | 1(1.1) |
| Ethnicity | Yoruba | 3(3.2) |
| | Igbo | 91(95.8) |
| | Hausa | 1(1.1) |

Table 2: Summary of Independent Sample t-test of organizational climate on Job satisfaction

| DV | Organizational climate | N | Mean | Std | df | $t$ | $P$ |
|---|---|---|---|---|---|---|---|
| Job satisfaction | Low | 63 | 64.95 | 11.30 | 93 | -4.79 | <.05 |
| | High | 32 | 77.25 | 12.84 | | | |

Source: Field work (2023)

Table 3: Summary of Independent Sample t-test of workplace safety on Job satisfaction

| DV | Workplace safety | N | Mean | Std | df | *t* | *P* |
|---|---|---|---|---|---|---|---|
| Job satisfaction | Low | 54 | 64.33 | 8.93 | 93 | -4.44 | <.05 |
| | High | 41 | 75.37 | 15.13 | | | |

Source: Field work (2023)

Table 4: A Two-Way Factorial ANOVA testing the effects of workplace safety and organizational climate on job satisfaction

| Source | Type III Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Corrected Model | 4549.387a | 3 | 1516.462 | 11.820 | .05 |
| Intercept | 315526.751 | 1 | 315526.751 | 2459.402 | .05 |
| Workplace safety | 1276.609 | 1 | 1276.609 | 9.951 | .002 |
| Organizational climate | 1018.525 | 1 | 1018.525 | 7.939 | .05 |
| Workplace safety * Organizational climate | 396.522 | 1 | 396.522 | 3.091 | .08 |
| Error | 11674.760 | 91 | 128.294 | | |
| Total | 469762.000 | 95 | | | |
| Corrected Total | 16224.147 | 94 | | | |

a. R Squared = .280 (Adjusted R Squared = .257)

Source: Field work (2023)

## Analysis of Data

The socio-demographics of the participants are presented in Table 1. In terms of age, 25.3% were 20-30 years old, 35.8% were 31-40 years old, 27.4% were 41-50 years old, and 11.6% were 51-60 years old. It can be observed that 33.7% were male, while 66.3% were female. All the respondents (100.0%) were nurses. Based on marital status, 40.0% were single, 58.9% were married, and 1.1% were divorced. By ethnicity, 3.2% were Yoruba, 95.8% were Igbo, and 1.1% were Hausa.

## Hypotheses Testing

**Hypothesis One:** There will be significant influence of organizational climate on job satisfaction of nurses. The hypothesis was tested using a t-test for independent measure and the result is presented in Table 2:

The Table 2 revealed that there was significant influence of organizational climate on job satisfaction $t(93) = -4.79$; $p<.05$). Nurses with high organizational climate reported better job satisfaction (Mean = 77.25; SD = 12.84) compared to nurses with low organizational climate (Mean = 64.95; SD = 11.30) who reported lesser job satisfaction. This implies that nurses with a higher organizational climate reported better job satisfaction. The hypothesis that stated that there will be significant influence of organizational climate on job satisfaction of nurses was accepted.

**Hypothesis Two:** There will be significant influence of workplace safety on job satisfaction of nurses. The hypothesis was tested using t-test for independent measure and the result is presented in Table 3:

The Table 3 revealed that there was significant influence of workplace safety on job satisfaction $t(93) = -4.44$ $p<.05$).This means that nurses with high workplace safety reported better job satisfaction (Mean = 75.37; SD = 15.13) compared to nurses with low workplace safety (Mean = 64.33; SD = 8.93) who reported lesser job satisfaction. The hypothesis that stated that there will be significant influence of workplace safety on job satisfaction of nurses was accepted.

**Hypothesis Three:** There will be a significant influence of workplace safety and organizational climate on the job satisfaction of nurses. The hypothesis was tested using One-way ANOVA and the result is presented in Table 4:

Results of the Factorial ANOVA, as presented in Table 4, showed, there was no interaction joint effect of workplace safety and organizational climate on job satisfaction $F(1, 91) = 3.09$, $p>.05$. The hypothesis which stated that there will be a significant influence of workplace safety and organizational climate on job satisfaction was not accepted.

## Discussion of Findings

The findings indicate that there is a significant relationship between the organizational climate and job satisfaction of nurses. The statistical analysis supports this conclusion, showing a negative t-value ($t(93) = -4.79$; $p<.05$), which means that as the organizational climate improves, job satisfaction among nurses tends to increase.

Nurses who reported experiencing a high organizational climate at their workplace also reported significantly higher levels of job satisfaction (Mean = 77.25) compared to those who perceived a low organizational climate (Mean = 64.95). This suggests that nurses working in a more positive and supportive organizational environment are more satisfied with their jobs.

The study's hypothesis, which anticipated a significant influence of organizational climate on job satisfaction, was confirmed by the findings. This means that the data and analysis supported the initial hypothesis, indicating that the organizational climate does indeed play a significant role in shaping the job satisfaction of nurses. The result corresponded with the findings of Alshammari (1992) that revealed that a significant relationship existed between organizational climate and job satisfaction.

Secondly, the findings suggest that workplace safety plays a significant role in shaping the job satisfaction of nurses. The statistical analysis, which revealed a negative t-value ($t(93) = -4.44$, $p<.05$), indicates that as workplace safety improves, nurses tend to report higher job satisfaction.

Nurses who perceived a high level of workplace safety also reported significantly greater job satisfaction (Mean = 75.37) compared to those who believed that workplace safety was low (Mean = 64.33). This indicates that nurses working in a safer and more secure environment tend to be more content with their jobs. The hypothesis, which predicted a significant influence of workplace safety on job satisfaction, was supported by the findings.

Lastly, the study's findings revealed that the combination of workplace safety and organizational climate did not have a significant impact on the job satisfaction of nurses. In other words, while both workplace safety and organizational climate are important factors individually, when considered together, they did not show a significant influence on how satisfied nurses were with their jobs. This suggests that in the context of this study, these two aspects of the work environment didn't interact in a way that significantly affected nurses' overall job satisfaction.

## Conclusion

The results of the study revealed that both organizational climate and workplace stress significantly influenced job satisfaction among nurses in the University of Port Harcourt Teaching Hospital. Specifically, organizational climate had a positive effect, indicating that when nurses perceived their work environment as supportive and well-structured, they reported higher levels of job satisfaction. This finding is consistent with prior research suggesting that leadership style, communication openness, and participatory decision-making enhance morale and commitment among healthcare workers.

Similarly, workplace stress had a significant negative effect on job satisfaction. Nurses who reported higher levels of stress also reported lower job satisfaction. This supports earlier studies, which established that stress from workload, emotional exhaustion, or inadequate staffing negatively affects the psychological well-being and motivation of nurses. The high-pressure nature of nursing practice, combined with systemic challenges in public healthcare institutions, may contribute to these stress experiences.

However, the interaction effect between organizational climate and workplace stress was not statistically significant. This implies that although both variables independently affect job satisfaction, their combined effect does not produce an additional or synergistic influence. In practical terms, even when workplace stress is high, a positive organizational climate may not fully neutralize its adverse impact on job satisfaction. Conversely, a negative organizational climate may not amplify stress effects beyond their contributions.

The findings support the view that job satisfaction in hospital settings is multi-determined and shaped by both structural and emotional components of the work environment. Given

the central role of nurses in patient care delivery, understanding these factors is crucial for effective hospital management and informed health policy development.

### Implications of the Study

The findings from this study offer several important implications for hospital management, healthcare policymakers, and occupational psychologists.

First, the significant role of organizational climate in predicting job satisfaction suggests that efforts to improve work environments can yield substantial benefits for nurse retention and motivation. Ensuring transparency in communication, recognizing staff contributions, and promoting inclusive leadership practices may foster more positive perceptions of the hospital climate and, in turn, improve staff satisfaction.

Second, the observed negative effect of workplace stress underscores the need for institutional measures aimed at reducing stress. Addressing staff workload, improving shift scheduling, and providing access to mental health resources may help mitigate stress and improve the overall psychological well-being of nurses. Such interventions are especially relevant in high-demand units such as emergency, maternity, and intensive care.

Third, the lack of a significant interaction between organizational climate and workplace stress implies that both factors should be treated as independent targets of intervention. Improving climate alone may not fully protect staff from the harmful effects of stress, and vice versa. Therefore, a dual-focus strategy addressing both environmental structure and psychological strain is likely to be more effective in improving job satisfaction.

In a broader sense, the study underscores the importance of supportive work environments and effective stress management as crucial components of human resource development in the healthcare sector.

### Conclusion

This study examined the predictive roles of organizational climate and workplace stress on job satisfaction among nurses at the University of Port Harcourt Teaching Hospital. The findings revealed that both organizational climate and workplace stress independently influenced job satisfaction, while their interaction effect was not statistically significant. These results suggest that improving the organizational climate and addressing stress-related issues can each enhance nurses' satisfaction with their jobs. However, combining both factors may not yield a compounded effect, highlighting the importance of treating each factor as a distinct area of intervention.

Given the critical role nurses play in patient care and the growing challenges within Nigeria's healthcare system, hospital administrators and policymakers are encouraged to adopt strategies that promote supportive work environments and minimize stressors. Doing so can lead to higher job satisfaction, better staff retention, and ultimately, improved healthcare delivery.

### Recommendations

1. The UPTH management should prioritize efforts to cultivate a positive and supportive organizational climate. This can be achieved by fostering open and effective communication channels, providing leadership support, and creating opportunities for professional growth and development for their nursing staff. Also, by actively assessing the existing organizational climate and addressing areas that require improvement, they can create a workplace environment that

is conducive to higher job satisfaction among nurses. Additionally, recognizing and rewarding exceptional performance can contribute to boosting the morale and job satisfaction of nursing staff, ultimately enhancing the quality of care provided to patients.

2. The UPTH management should prioritize the safety of their nurses by rigorously implementing and enforcing safety protocols and standards, providing regular safety training and educational programs to nurses to increase their awareness of potential hazards and equip them with the knowledge and skills to handle safety-related situations effectively. Additionally, a culture should be created where nurses feel comfortable reporting safety concerns without fear of retaliation, and healthcare institutions must ensure that reported issues are promptly and effectively addressed.

3. Management should conduct assessments to understand the unique dynamics at play within the hospital environment. This recommendation encourages a tailored approach to addressing workplace safety and organizational climate, recognizing that the relationship between these factors may. Hence, further research is essential to gain a more comprehensive understanding of how these factors interact and influence job satisfaction among nurses within the hospital and, consequently, patient care quality.

## Limitations of the Study

Several limitations should be noted when interpreting the findings of this study.

First, the study was conducted in a single public hospital, which limits the generalizability of the results to other healthcare settings, such as private hospitals or rural medical facilities. Different institutional structures or resource availability may influence nurses' experiences differently.

Second, the sample size was relatively small (N = 95), and participants were selected using non-random sampling methods. As a result, the sample may not fully represent the broader population of nurses in Nigeria or even within Rivers State.

Third, all data were collected using self-report questionnaires, which are subject to social desirability bias and may not accurately capture participants' actual experiences or feelings.

Lastly, the study focused only on organizational climate and workplace stress as predictors of job satisfaction. Other potentially relevant variables such as salary, workload, management style, or personal factors were not included in the analysis.

Future studies should consider larger and more diverse samples, use mixed-method designs, and include additional workplace and psychological variables to provide a more comprehensive understanding of job satisfaction among nurses.

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