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Perception of Nurses on Association between Healthy Workplace Environment and Nurse Retention at Federal Medical Center, Idi-Aba, Abeokuta, Ogun State, Nigeria.

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Abstract

Low nurse retention is often attributed to unhealthy conditions within the workplace. A healthy workplace environment is a significant factor in retaining nurses within the workplace. This study assessed the perception of nurses on the association between healthy workplace environment and nurse retention at the Federal Medical Center, Idi-Aba, Abeokuta, Ogun State, Nigeria. A non-experimental descriptive survey method was used,

sample size of 209 was determined using Cochran's formula. A validated structured questionnaire with Cronbach's alpha reliability ranged from 0.685 to 0.988. Data were analyzed using descriptive statistics and inferential chi-square for the hypotheses.

Findings from this study revealed that 76(38.4%) of the respondents were within the age range of 25 to 35 years, 175 (88.4%) were female, 138 (69.7%) had first degree, 80 (40.4%) were below 5years as registered nurses and 123 (62.1%) had worked for below 5 years in Federal Medical Center, Abeokuta. Nurses perceptions were positive on nurse participation 110 (55.6%), staffing adequacy 141 (71.2%) with significant relationships between perception of nurses on nurse participation ($p<0.039$, $\chi^2=4.275$) and rate of nurse retention (89.8%); perception on staffing adequacy ($p<0.000$ $\chi^2=12.712$) and rate of nurse retention (89.8%).

In conclusion, a healthy workplace environment is essential for retaining nurses. It is recommended that robust staff adequacy and participation of nurses in hospital affairs be enhanced by the institution's management to increase nurse retention.

Keywords: Healthy Workplace Environment, Nurse Participation, Nurse Retention, Perception of Nurses, Staffing Adequacy

Introduction

A healthy workplace environment has become a concern among nurses in many countries of the world and Nigeria is not an exception, as low nurse retention is often attributed to unhealthy conditions within the workplace (Okafor & Chimereze, 2020), hence, the need to look into sustainable measures of retaining nurses within the workplace. A healthy workplace environment is a productive working condition characterized by effective nurse participation in hospital policy affairs and robust staffing adequacy capable of influencing nurse retention. Nurses deserve to work in a safe environment, empowering and aiding professional progression with job satisfaction, as those who feel empowered tend to perform their duties better, have higher morale and are less likely to leave their jobs (Travers et al., 2020). The increased turnover experienced in Nigeria has placed a high demand on the few available nurses currently working in the country resulting in increased burnouts and reduced desire for retention (Hanson et al., 2017). Inadequate staffing capacity can hinder the ability to provide optimal care and may increase the risk of adverse outcomes (Bernstein, 2021). As many nurses owe their patients a duty of care, so also do their employers owe them a duty of care to consider ways to retain, sustain and improve a healthy workplace environment for them to deliver effectively to promote nurses retention (Rangachari, 2020).

Sue (2019) affirmed that nurses have poor and negative perceptions about their involvement when they are not adequately involved in the decision making process in the organization. According to Omoragbon (2022) in a newspaper report lamented on the dearth of nurse participation in hospital policy being the bane for nursing development in Nigeria, which is why other professionals within the health sector are deciding what nurses should or should not get. Nurses have the potential to lead the way in improving health and health care for all but to realize that potential, they must operate in an environment that is perceived to be safe,

empowering, where their voice could be heard, with availability of modern equipment to work and adequate staffing. Kanter's theory of structural empowerment was applied to this study as it is focused on structures enhancing nurse retention within a healthy workplace environment. Retention of nurses is highly essential for a sustainable health care system and effective service delivery. It is therefore on this basis that this study was undertaken to determine the perception of nurses on association between healthy workplace environment and nurse retention at the Federal Medical Center, Idi – Aba, Abeokuta, Ogun State, Nigeria. The specific objectives were;

1. To determine the percentage of nurse retention at Federal Medical Centre Idi-Ada, Abeokuta, Ogun State. (Perception was removed as data gathered were from the facility documentation and not the questionnaire).
2. To determine the perception of nurses on nurse participation in hospital affairs at Federal Medical Centre Idi-Ada, Abeokuta, Ogun State
3. To determine nurses' perception of staffing adequacy in Federal Medical Centre Idi-Ada, Abeokuta, Ogun State

Research Questions

1. What is the perception of nurses on nurse participation in hospital affairs at Federal Medical Centre Idi-Ada, Abeokuta, Ogun State?
2. What is perception of nurses on staffing adequacy in Federal Medical Centre Idi-Ada, Abeokuta, Ogun State?

Hypotheses

H₀1: There is no significant relationship between nurses' perception of nurse participation in hospital affairs and the rate of nurse retention at the Federal Medical Centre, Abeokuta

H₀2: There is no significant relationship between perception of nurses on staffing adequacy and the rate of nurse retention at Federal Medical Center, Abeokuta.

Methodology

Research Design

A non-experimental descriptive research design was used for the study using the survey method; the design enabled the researcher to collect data directly from the respondents to form an opinion. It described the characteristics of the population, the perception of nurses on the association between healthy workplace environment and nurse retention in Federal Medical Centre, Abeokuta, Ogun state.

Research Setting

This study was conducted among nurses working at Federal Medical Centre, Idi- Aba, Abeokuta, Ogun State, Nigeria. The hospital is furnished with different units of health

professionals in various specializations, it has about 300 bedded wards in use with more buildings under construction and serves as a training centre for nurses, doctors etc.

Population of the study

The target population for this study were registered nurses working at Federal Medical Centre, Idi-Aba, Abeokuta, Ogun State. The research setting has 370 nurses of different specialities.

Sample Size and Sampling Technique

The sampling size was determined using Cochran's formula for sample size determination.

$no = Z^2PQ/e^2$, No=sample size; Z=critical value (95%) =1.96; P=Estimated proportion (0.5)

$q = 1-p$, e =level of precision (0.05). Therefore; Sample size [SS] = $(1.96)^2(0.5)(1-0.5)/(0.05) = 384$

For a finite population;

$SS = no/(1+(no-1)/N) = 384/(1+(384-1)/370) = 188$, Using an attrition rate of 10%

Actual sample size = calculated sample size $\times 10/10-1 = 188 \times 10/(10-1) = 209.15 = 209$

A total of 209 nurses were sampled. All the units in the hospital were first stratified into sections and a convenience sampling technique was used to select the respondents based on the bi-shift practised in the hospital.

Instrumentation

The Nursing Work Index-Practice Environment Scale (PES-NWI) by Pauline et al. (2017) was adapted into this study which was used. The instrument consists of 23 itemized questions relating to the objectives of the study which were categorized into 6 sections and the likert scale points were used for the categorization.

Reliability of the Instrument

The reliability of the instrument was determined through pre-testing of the instrument using Cronbach Alpha and yielded a reliability coefficient index ranging from 0.685 to 0.988.

Validity of the Instrument

The research instrument was submitted and corrected by the researcher's supervisor and other experts who made necessary modifications to the questions to ensure face and content validity. Comments, suggestions and modifications were used to improve the validity of the

instrument in relation to the main objective, specific objectives and hypotheses of the study. Pearson correlation significance was at 0.01 level (2-tailed).

Method of Data Collection

The researcher introduced herself to the respondents, explained the purpose of the research study, assured them of anonymity and confidentiality of information given, training of two research assistants was done to assist in carrying out the study, and then, the structured questionnaire were administered to the respondents, same retrieved as soon as the forms were filled. The response rate was 94.7%.

Method of Data Analysis

Data collected were coded and analysed using percentages and frequency counts, mean and standard deviation while the hypotheses were analysed inferentially using Chi-square.

Ethical Consideration

Consent was sought from the ethical review committee of the facility where the research was conducted and authorization was given. Consent gained from the respondents and confidentiality of information ensured. Participants were made known that they have the right to decline their involvement in the study at any point of the study. The following ethical principles were considered during the study; respect for autonomy, non-maleficence, beneficence, justice and fidelity.

Results

The instrument was administered to 209 respondents, 198 questionnaires were filled and returned back for analysis while 11 were not returned, achieved a response rate of 94.7%.

Table 1. Demographic characteristics of the respondents (N=198)

| S/N | Variables | Frequency | Percentage (%) |
|-----|--------------------|------------|----------------|
| 1. | Age (years) | | |
| | <25 | 44 | 22.2 |
| | 25-35 | 76 | 38.4 |
| | 35-45 | 61 | 30.8 |
| | >45 | 17 | 8.6 |
| | | Mean =32.5 | |
| 2. | Gender | | |
| | Female | 175 | 88.4 |
| | Male | 23 | 11.6 |
| 3. | Marital Status | | |
| | Single | 81 | 40.9 |
| | Married | 116 | 58.6 |
| | Separated | 1 | 0.5 |
| 4. | Level of Education | | |
| | Diploma | 43 | 21.7 |
| | First Degree | 138 | 69.7 |

| | | |
|--|----|------|
| Msc | 14 | 7.1 |
| PhD | 3 | 1.5 |
| 5. Number of Years as a Registered nurse | | |
| <5 | 80 | 40.4 |
| 5-10 | 64 | 32.3 |
| 10-15 | 35 | 17.7 |
| >15 | 19 | 9.6 |
| 6. Years of Practice at FMCA | | |
| <5 | 80 | 40.4 |
| 5-10 | 64 | 32.3 |
| 10-15 | 35 | 17.7 |
| >15 | 19 | 9.6 |

The demographic data of the 198 respondents were presented in Table 1. Majority of the respondents 76(38.4%) were between the ages of 25-35 years, 44(22.2%) were less than 25 years, 61(30.8%) were between 35-45 years old, and 17 (8.6%) were above 45 years old. 175 (88.4%) were female, 23 (11.6%) were male, 81(40.9%) were single while 116 (58.6%) were married and 1(0.5%) was separated. 43(21.7%) of the respondents had diploma, 138 (69.7%) had first degree, 14 (7.1%) had master's education and 3 (1.5%) had PhD. 80(40.4%) of the respondents have been registered nurses for below 5 years, 64(32.3%) about 5-10 years, 35(17.7%) about 10-15 years, 19 (9.6%) above 15 years and 123 (62.1%) of the respondents have worked in FMCA for less than 5 years, 35 (17.7%) have worked in the facility for about 5-10 years, 29 (14.6%) for about 10-15 years and 11 (5.6%) above 15 years.

Research Question 1: What is the Percentage of Nurse Retention at Federal Medical Center, Abeokuta?

Table 2: Percentage of Nurse Retention at Federal Medical Center, Abeokuta

| Year | Total No of Nurses | Turnover | Rate of Nurse Retention |
|--------------------|--------------------|----------|---------------------------------|
| 2014 to 2019 | 619 | 72 | $(547/619) \times 100 = 88.4\%$ |
| 2020 to 2022 | $547 - 135 = 412$ | 135 | $(412/547) \times 100 = 75.3\%$ |
| 2023 (MAY) | 370 | 42 | |
| 2020 Till May 2023 | 370 | 177 | $(370/547) \times 100 = 67.6\%$ |

The table revealed the percentage of nurse retention as gathered from the facility statistical record, currently at 67.6% as of May, 2023. With further turnover this year, it has resulted into more nurse shortages within the facility, leading to increased burn outs and further intention to leave the institution.

Research Question 2: What is the Perception of Nurses on Nurse Participation in Hospital Affairs at the Federal Medical Centre Idi-Ada, Abeokuta, Ogun State?

Table 3: Perception of Nurses on Nurse Participation in Hospital Affairs at the Federal Medical Center, Idi-Aba, Abeokuta

| Variables | Strongly Agree | Agree | Disagree | Strongly Disagree |
|--|-----------------------|--------------|-----------------|--------------------------|
| | F (%) | F (%) | F (%) | F (%) |
| Promotion of nurses to the post of board members in the past 5years | 22 (11.1) | 73 (36.9) | 39 (19.7) | 64 (32.3) |
| Nurses occupy many key positions at decision making level | 26 (13.1) | 67 (33.8) | 40 (20.2) | 65 (32.8) |
| Nurses enjoy opportunities for professional advancement | 31 (15.7) | 84 (42.4) | 29 (14.6) | 54 (27.3) |
| Much career opportunities are available for nurses | 36 (18.2) | 98 (49.5) | 26 (13.1) | 38 (19.2) |
| Source: Researcher's Computation, 2023 | | | | |

Table 2 shows that below average 36.9% of the respondents agreed that in the past 5 years there had been promotion of a nurse in their unit to the post of board members, 33.8% agreed that nurses occupy many key positions at the hospital decision making level while 32.8% strongly disagreed; about 42.4% agreed that the nurses enjoy opportunities for professional advancement on regular basis.

Research Question 3: What is the Nurses’ Perception of Staffing Adequacy in Federal Medical Centre Idi-Ada, Abeokuta, Ogun State?

Table 4: Perception of Nurses on Staffing Adequacy

| VARIABLES | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|-----------------------|--------------|-----------------|--------------------------|
| | F (%) | F (%) | F (%) | F (%) |
| Adequate staffing in my unit will reduce my burnout | 138 (69.7) | 52 (26.3) | 6 (3.0) | 2 (1.0) |
| Enough nurses on the ward will help promote efficient patients care delivery | 158 (79.8) | 33 (16.7) | 6 (3.0) | 1 (0.5) |
| I will feel satisfied with my work if provided with modern equipment to work with | 164 (82.8) | 24 (12.1) | 8 (4.0) | 2 (1.0) |

Result in Table 4 shows that 138 (69.7%) of the respondents strongly agreed that adequate staffing in their unit will reduce burnout, 158 (79.8%) strongly agreed that enough nurses on the ward will help promote delivery of efficient patients/clients care, 82.8% strongly agreed that they will be satisfied with their job if being provided with adequate modern equipment to work with. It can be deduced that adequate staffing positively influence the perception of nurses on the workplace environment.

Test of Hypotheses

Hypothesis 1: There is no significant relationship between nurses' perception of nurse participation in hospital affairs and the rate of nurse retention at Federal Medical Centre, Abeokuta.

Table 5: Chi Square Showing the Relationship between nurse participation in hospital affairs and rate of nurse retention

| Perception on Retention Participation Rate (%) | Perception on Retention | | d.f | X ² –value | p- value | |
|--|-------------------------|-----------|-----|-----------------------|----------|------|
| | Negative | Positive | | | | |
| | F (%) | F (%) | | | F | |
| Negative | 53 (60.2) | 35 (39.8) | 1 | 4.275 | 0.039 | 67.6 |
| Positive | 50 (45.5) | 60 (54.5) | | | | |

Result in Table 5 shows that there is a significant relationship between nurses' perception on level of nurse participation in hospital affairs and the rate of nurse retention at Federal Medical Centre, Abeokuta ($p < 0.039$, $\chi^2 = 4.275$). Therefore, the null hypothesis was rejected.

Hypothesis 2: There is no Significant Relationship between Perception of Nurses on Staffing Adequacy and the Rate of Nurse Retention at Federal Medical Center, Abeokuta

Table 6: Chi Square Showing the Relationship between Staffing Adequacy and Rate of Nurse Retention

| Perception on Staffing Adequacy | Perception on Retention | | d.f | X ² –value | p- value | Retention Rate |
|---------------------------------|-------------------------|-----------|-----|-----------------------|----------|----------------|
| | Negative | Positive | | | | |
| | F (%) | F (%) | | | | F (%) |
| Negative | 41 (71.9) | 16 (28.1) | 1 | 12.712 | 0.000 | 67.6 |
| Positive | 62 (44.0) | 79 (56.0) | | | | |

Result in Table 6 shows that there is a significant relationship between perception of nurses on staffing, resource adequacy and the rate of nurse retention at Federal Medical Center, Abeokuta ($p < 0.000$, $\chi^2 = 12.712$). Hence, the null hypothesis was rejected.

Discussion

The study was conducted to assess the perception of nurses on the association between healthy workplace environment and nurse retention at the Federal Medical Center, Idi-Aba, Abeokuta, Ogun State, Nigeria. The majority of the respondents were mostly female because there are more females in nursing profession. Findings of Chen et al., (2018) on nurse turnover intention and influencing factors in Jiangsu Province, China also confirmed that majority of the respondents were female both at secondary and tertiary hospitals ; study by Toyinbo et al., (2023) in Tokyo on characteristics of nursing practice environment related to creating healthy work environment revealed majority of the participants were female. Findings by Deekshita (2020) also revealed that nursing is mostly populated by females globally, in which Nigeria is not an exemption. The importance of creating a healthy workplace for nurses cannot be underrated considering the place of nurses as the bedrock of any sustainable health institution.

Findings from this study revealed that a little above one-third of the respondents were aged between 25-35 years with a mean age of 32.5, because the age range is a reproductive age; majority were married, more than half had first degree, below average had working experience of 5 years and below as registered nurses while more than half had less than 5 years working experience in FMCA. These findings are in correlation with the study by Chen et al., (2018) that revealed that most of the participants had bachelor's degree and half of them had worked for less than 3 years.

Percentage of Nurse Retention

This study revealed that current retention rate as of May, 2023 was 67.6%, because the brain drain among the nurses still continues with further reduction in the rate of nurse retention. This indicated a further negative impact on the nurse shortage within the facility characterized by burnouts as perception of flexibility on work schedule was below average. If within 5 months, 42 nurses had left, by the end of the year, more nurses would have left. At Federal Medical Center, Abeokuta, from 2014 to 2019, only 72 nurses left the facility at a retention rate of 88.4%, shortly after Covid19 locked down in 2020, there was a continuous rise in the turnover rate. From 2020 to 2022, about 135 nurses had left, which was alarming as this resulted into high turnover within the hospital. At the end of 2022, there were about 412 nurses. In May, 2023 when the data collection was done, 42 more nurses had left with only 370 nurses remaining, worsening the effects of the nurse shortage on the home nurses resulting in frequent complaints of increase burnouts, backache, stress, job dissatisfaction and more desire to leave the facility.

Perception of Nurses on Nurse Participation in Hospital Affairs

This study revealed that there is positive association between nurse participation in hospital affairs and rate of nurse retention, although at a mean score of 14.81, which indicated a fair perception. The more nurses participate in hospital affairs, the more satisfied they become within the workplace, leading to reduction in nurse turnover and increase in nurse retention; if not allowed to participate strongly in hospital affairs, they will become less satisfied within the workplace, resulting in low nurse retention rate. These findings are in line with the findings by Welsetsadik et al., (2019) on Quality of nursing care and nurses' working environment in Ethiopia: Nurses' and physicians' perception among 105 nurses, findings showed negative perception of the respondents as there was low participation of nurses on opportunity to participate in policy decisions, not involved in the internal governance. Lopes-junior, (2020) indicated that it is imperative to invest in the qualification of nurses to prepare them to deal with health problems worldwide, so that their contributions are properly understood, as well as their potential.

A study conducted by Ogata et al., (2017) among 7434 nurses across 22 hospitals in Tokyo on a study on characteristics of nursing practice environment related to creating healthy

workplace environment for nurses showed a low participation of nurses in hospital affairs resulting in poor perception of the nurse practice environment. In a study on nurse practice environment in Ghana showed moderate perception on nurses' participation in hospital affairs which influenced a high intention of the nurses to leave the hospital and low nurse retention (Poku et al., 2022)

Nurses with active participation in hospital affairs presented positive perception levels of low emotional exhaustion and turnover intention, personal accomplishment and low depersonalization level resulting in increased retention rate (Chen et al., 2018). Therefore, hospital managers should provide additional opportunities for nurses to participate in hospital affairs. Empowering nurses with necessary knowledge needed to carry out their professional responsibilities as well as general information about the organization enables them to perceive their work as being meaningful or significant, with easy access to information, this is essential to performing the duties proficiently, improve nurses morale, job satisfaction and increase desire for retention.

On the contrary, it is worrisome to ignore the numbers of the respondents who rated their perception negative on nurses participation in the hospital affairs, this may be due to lack of placement of nurses being promoted across their various units in the past five years to the post of board members in the hospital, nurses not well represented at many key positions at the hospital decision making level and issues of nursing not receiving prompt attention by the hospital management. It is an indicator that calls for improvement within the workplace. Sue (2019) affirmed that nurses have poor and negative perceptions about their involvement when they are not adequately involved in the decision making process in the organization, it further noted that lack of support, resources, confidence and time as barriers to active involvement of nurses in hospital decision making levels. According to Omoragbon (2022) in a newspaper report lamented on the dearth of nurse politicians being the bane for nursing development in Nigeria, which is why other professionals within the health sector are deciding what nurses should or should not get.

Perception of Nurses on Staffing Adequacy

The results of this study revealed that there is positive association between staffing and resource adequacy and rate of nurse retention. When resources are adequately made available for nurses to work with, it eases their burnouts, reducing intention to leave and thereby increasing rate of nurse retention within the workplace; respondents indicated that resource adequacy will ease their burnouts, promote efficient patients care delivery, increases job satisfaction and enhance higher professionalism. In the research setting, it was observed that there is inadequate staffing to patient ratio across the facility which is worsened at the emergency units, verbal reporting from the children emergency unit stated that averagely there are usually 2 to 3 nurses attending to both inpatients and emergencies; surgical wards where often times, there are one to two nurses on major wound dressings for over three hours and this is the experience mostly on daily basis. The more nurses work in an environment with inadequate human and material resources, the lesser their satisfaction within the practice environment, the higher the turnover and the lower the retention rate. When resources are adequately provided, there will be increase job satisfaction, reduced turnover rate and increase retention rate. A study on Impacts of Nursing Work Environment on Turnover Intentions: The Mediating Role of Burnout in Ghana among 232 nurses revealed a moderate perception on staffing and resource adequacy (Poku et al., 2022). This is in contrast with the findings of Weldestaki et al., (2019) on staffing and resource adequacy, it revealed a low

perception on enough nurses to provide quality of care 39(37.1), enough time and opportunity to discuss patient care problems with other nurses 37(35.2), the workplace environment was rated unfavorable which indirectly contributed to further intention to leave. Nurses' ability to utilize the acquired knowledge independently is perceived to enhance retention in workplace (Kim, 2021). This also agreed with the findings of Al-Maaitah et al., (2018) on nurses' perceptions of their practice environment in acute care hospitals in Sharjah and North Emirates in the United Arab Emirates (UAE) revealed low perception on staffing and resource adequacy, regarded the practice environment as unfavorable. Gayle (2022) states that instead of thinking about how to keep hiring nurses to fill a staff shortage in the hospital, organizations need to think of long-term strategy to retain existing nurses. Staffing ratios create a safer workplace, which leads to nurse retention.

H01 Test of relationship between nurse participation in hospital affairs and rate of retention

The result of the first hypothesis indicated a significant relationship between nurse perception on nurse participation and rate of retention. It indicated that nurses' desire for recognition, autonomy, respect and involvement at decision making level are significantly related to their intention for retention. These findings are in line with findings of Christine & Barbara, (2018) who found out that the participation of nurses in decision making within the organization is significantly related to professional progression, retention and quality health care for the patients. Similarly, Safari et al., (2020) noted that nurses' perception about their participation was positive which further stated that involvement of nurses in the management activities and policies bring about safe and effective as well as low cost services. In support for this finding, Erica (2022) maintained that receiving encouragement to participate in health policy within a working environment can aid retention. Findings from a research study by Ko et al., (2018) on job autonomy, perceptions of organizational policy, and the safety performance of nurses among 290 nurses from nine acute care hospitals in South Korea revealed a statistically significant positive correlations among job autonomy, perceptions of organizational policy, and safety performance, resulting in positive perception of the workplace environment and increase desire for retention. Involvement of nurses in hospital affairs boosts their morale and aid job retention (Kimberly, 2022) and poor knowledge about politics as barriers negatively affect the nurses desire to remain in the working environment.

H02 The relationship between perception of nurses on staffing adequacy and rate of retention

The results of this hypothesis indicated a significant relationship between perception of nurses on staffing adequacy and rate of retention. This denotes that the participants perceived that adequate staffing and provision of modern equipment to work with contribute to their retention in the workplace. It is therefore essential for the hospital management to look into sustainable retention measures through prompt attention on recruitment strategies, provision of adequate modern equipment to reduce stress, burnouts, workplace health hazards and research funding to strengthen nursing professional practice.

In line with the findings of this study, Phale and Randa (2023) in a face to face study conducted among 9 nurse managers on the effects of high nurses' turnover on patient care: Perspectives of unit managers in Critical Care Units in the United States revealed that the high nurses' turnover as a result of inadequate nurse staffing in the critical care units contributed to resignations and absenteeism by critical care nurses, therefore, adequate nurse staffing is significant to improving patients' care and nurse retention. Nurses value having

enough colleagues to collaborate with, share responsibilities, and provide support during challenging situations. Haddad et al., (2021) stated that nurses appreciate having access to necessary resources such as medical supplies, equipment, and technology, adequate resources enable them to deliver care efficiently, respond promptly to patients' needs and provide appropriate interventions. Insufficient resources can hinder the ability to provide optimal care and may increase the risk of adverse outcomes (Bernstein, 2021).

Conclusion

The involvement and participation of nurses in hospital affairs within the facility was low or minimal, also, respondents showed a high perception for staffing adequacy, hence, it is essential for the hospital management to look into sustainable retention measures through prompt attention on recruitment strategies, provision of adequate modern equipment to reduce stress, burnouts, workplace health hazards and research funding to strengthen nursing professional practice within the hospital.

Recommendations

Based on the findings from this study, the researcher recommends the following:

1. Nurses should be fully integrated into the affairs of the hospitals to enhance their participation in the running of the hospital as issues pertaining to nursing can only be better handled by nurses alone.
2. Adequate staffing through sustainable retention measures should be implemented in the hospital to address the issues of high workload, staff shortages and turnover.

Limitation of the Study

Some of the respondents were initially reluctant in participating in the study thinking much of their time will be taken that they needed to attend to their patients but they later agreed to participate.

Conflict of Interest

The authors declared that there is no conflict of interest.

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