



Motivational Factors as Correlates of Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District, Nigeria

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Abstract

This study examined the motivational factors as correlates of the job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District. The study was guided by three objectives, three research questions, and three hypotheses. A correlational research design was adopted for the study. The target population for this study comprised all licensed and auxiliary nurses working in registered private hospitals in Akwa Ibom Northeast Senatorial District. A sample size of 196 nurses was selected for this study from a population of 400 nurses using the Krejcie and Morgan (1970) technique for determining sample size. A researcher-developed instrument titled "Motivational Factors and Nurses' Job Performance Questionnaire (MFNJPQ)" was used for data collection. The instrument was face validated by three experts, two from the Department of Human Kinetics and Health Education and one from the Department of Psychological Foundations of Education, University of Uyo. The reliability of the instrument was calculated using Cronbach's Alpha statistical tool, which yielded a reliability coefficient of 0.76. The collated data was analyzed using Pearson Product Moment Correlation (PPMC) statistics to answer research questions, while the p-value associated with the r-coefficient was used to test the null hypotheses at the .05 level of significance. The findings revealed that promotion opportunities, working environment, and professional development opportunities have a significant relationship with the job

performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District. Based on the findings, it was concluded that promotion opportunities, working environment, and professional development opportunities collectively relate to nurses' ability to deliver quality care. It was recommended hospital management should develop and implement clear promotion policies and career advancement pathways to provide nurses with tangible opportunities for professional growth.

Keywords: Motivational Factors, Job Performance, Promotion Opportunities, Working Environment, Professional Development Opportunities

Introduction

The job performance of nurses is a cornerstone of effective healthcare delivery worldwide. Job performance among nurses refers to the extent to which they efficiently and effectively execute their clinical and administrative responsibilities, adhere to professional standards, and contribute to positive health outcomes. High levels of job performance are associated with better patient care, increased patient satisfaction, and overall improved health system efficiency. It encompasses various facets such as clinical competence, adherence to protocols, communication skills, and professional attitude. Nurses are often regarded as the backbone of health systems because they provide continuous patient care, coordinate treatment plans, and serve as the primary point of contact for patients and families. Therefore, their job performance directly influences the quality and safety of healthcare services delivered.

In the context of private hospitals, nurses occupy a critical role as frontline health workers responsible for delivering quality care and ensuring patient satisfaction. These private healthcare facilities are increasingly serving a growing segment of the population, often attracting patients seeking specialized or expedited services. Despite their importance, nurses working in private hospitals face numerous challenges that can impede optimal performance. Globally, private healthcare providers grapple with issues such as resource management, high patient expectations, and workload pressures, which may affect nurses' ability to deliver consistent, high-quality care (World Health Organization (WHO), 2020). Many nurses in private hospitals operate under stressful conditions, including high patient loads, limited resources, and the need to meet performance standards, leading to fatigue, job dissatisfaction, and turnover. These challenges not only impact on the well-being of nurses but also threaten the quality of patient care and the overall reputation of private healthcare services.

In Nigeria, the situation is compounded by systemic issues within the healthcare sector. Chronic underfunding, infrastructural deficits, and poor management strategies have



created a challenging environment for nurses. Many nurses working under private hospitals are likely to face the problem of irregular and low salary payments and limited career advancement opportunities (Adebayo et al., 2021). These factors may contribute to low morale, diminished motivation, and consequently, poor job performance. The high attrition rate among nurses in private hospitals underscores the critical need to understand what motivates nurses in private hospitals and how their motivation influences their performance. Despite efforts to improve the healthcare system, these systemic challenges persist, affecting the quality of nursing services nationwide.

Focusing specifically on Akwa Ibom State, the challenges faced by nurses in private hospitals are reflective of the national issues but also possess unique local nuances. The private healthcare facilities in Akwa Ibom State and Akwa Ibom Northeast Senatorial District often struggle with inadequate funding, poor infrastructure, and shortages of essential medical supplies, creating an environment that hampers nurses' ability to perform optimally (Udo et al., 2022). Nurses in these settings may frequently report dissatisfaction with their working environment, lack of recognition, and concerns over job security. Their motivation levels may be influenced by various factors, including promotion opportunities, working environment, professional development opportunities, job security, salary, and patient-nurse ratio (Eze et al., 2023).

Promotion opportunities are a critical motivational factor for nurses, as they provide a pathway for career advancement, recognition, and professional growth, thereby enhancing job satisfaction and performance. When nurses perceive that their efforts and dedication will be rewarded through timely and transparent promotions, they are more likely to exhibit increased commitment and motivation to perform their duties effectively. Conversely, lack of clear promotion pathways or perceived favoritism can lead to frustration, decreased morale, and reduced productivity, which ultimately impacts the quality of patient care (Udo et al., 2023). Limited or opaque promotion pathways can lead to frustration, decreased motivation, and reduced performance (Oladele & Akinyemi, 2022).

Working environment is another important factor that plays a crucial role; safe and well-equipped environments enable nurses to execute their duties effectively. Safe, well-maintained, and adequately equipped work environments enable nurses to perform their duties efficiently, reduce occupational hazards, and foster a sense of safety and well-being (Eze et al., 2023). Conversely, poor working environments, such as inadequate supplies, high patient-to-nurse ratios, unsanitary environments, and insufficient safety measures, may lead to stress, burnout, and decreased motivation, which may negatively affect the quality of patient care. Oladele and Akinyemi (2022) opined that improving the working environment through proper resource allocation, infrastructure development, and safety protocols directly correlates with enhanced nurse performance. Therefore, addressing these environmental



factors is vital for fostering a motivated nursing workforce capable of delivering high-quality healthcare services.

Apart from promotion opportunities and working environment, professional development opportunities are another important variable considered in this study. Professional development opportunities are essential for maintaining nurses' competence and motivation. Access to training, workshops, and further education may enable nurses to stay current with medical advancements, improve their clinical skills, and feel valued within their profession. When such opportunities are scarce, nurses may feel stagnated and undervalued, which may diminish their motivation and adversely affect their job performance (Eze et al., 2023). Access to continuous education, specialized training, and participation in conferences may not only improve clinical competence but also foster a sense of achievement and value among nurses (Oladele & Akinyemi, 2022). Eze et al. (2024) opined that healthcare organizations that prioritize professional development see increased job satisfaction and improved patient outcomes. Moreover, providing clear pathways for career advancement through mentorship programs and advanced certifications encourages nurses to remain committed and engaged in their roles. Consequently, investing in professional development is essential for cultivating a motivated nursing workforce capable of adapting to evolving healthcare demands.

The decision to focus on nurses working within private hospitals in Akwa Ibom Northeast Senatorial District is driven by several important considerations. Private hospitals in this region are increasingly becoming key providers of healthcare services, especially for middle- and upper-income populations, and their performance may directly influence the quality of care and patient outcomes. Additionally, nurses in these private facilities are likely to encounter unique challenges, such as maintaining high standards of service amidst resource constraints, managing patient expectations, and coping with workload pressures, which require focused examination. Despite the expanding role of private hospitals, there is limited research on the factors influencing nurses' motivation and performance within this sector in Akwa Ibom Northeast Senatorial District, creating a knowledge gap that needs to be addressed to improve healthcare delivery and workforce sustainability in these private settings. The researcher's motivation to undertake this study is driven by a desire to contribute to evidence-based policies that could enhance nurses' motivation and job performance in private, ultimately improving healthcare delivery in the region. Furthermore, the researcher is motivated by a personal interest in healthcare improvement and a conviction that understanding the motivational aspects influencing nurses' performance can lead to practical interventions. From this background, the researcher sees the need to conduct this study to examine the motivational factors as correlates of the job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District.



Statement of the Problem

In an ideal scenario, nurses in private hospitals would be highly motivated by fair compensation, opportunities for career development, and a supportive work environment, which would result in optimal job performance and the delivery of quality healthcare services. Such motivation may foster commitment, reduce absenteeism, and enhance patient satisfaction, ultimately contributing to the overall effectiveness of private healthcare providers. When nurses are motivated, they are more likely to perform their duties diligently, leading to better health outcomes and increased trust from patients.

However, the current situation in Akwa Ibom Northeast District deviates significantly from this ideal. According to Udo et al. (2022), many nurses in private hospitals may experience low motivation due to inadequate salaries, lack of recognition, poor working environments, and limited opportunities for professional growth. These factors may be linked to decreased job performance, high turnover rates, and a decline in the quality of patient care. The persistent motivational challenges suggest that existing measures have not fully addressed the root causes affecting nurses' performance, thereby compromising the efficiency and reputation of private hospitals in Akwa Ibom Northeast District.

Although some efforts have been made to improve healthcare delivery, such as policy reforms and staff training programs by the government, these have not sufficiently targeted the motivational issues faced by nurses in private hospitals. Recognizing this gap, the researcher was motivated to embark on this study by the desire to understand the motivational factors that affect job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District. The researcher aims to examine the motivational factors as correlates of the job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District.

Objectives of the Study

The purpose of this study was to examine the motivational factors as correlates of the job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District. Specifically, the objectives of this study include the following:

- i. To ascertain the relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.
- ii. To determine the relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.
- iii. To assess the relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Research Questions

The following research questions were raised to guide the study:

- i. What is the relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?
- ii. What is the relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?
- iii. What is the relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?

Research Hypotheses

The following hypotheses were tested at the 0.05 level of significance:

- i. There is no significant relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.
- ii. There is no significant relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.
- iii. There is no significant relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District

Research Method

A correlational research design was adopted for this study. This design is a type of non-experimental study that examines the relationship or association between two or more variables. It enables the researcher to establish the magnitude and direction of the relationship between the independent variable and the dependent variable. The purpose of this design is to ascertain the extent to which the status of one variable can be predicted from the status of another variable. According to Creswell and Creswell (2020), correlational research design is useful for identifying patterns and associations between independent and dependent variables. This design was considered suitable for this study, as it measured variables as they naturally occur and analyzed the degree to which they vary together, often using statistical techniques such as correlation coefficients.

The study area was Akwa Ibom Northeast Senatorial District, Nigeria. It lies between latitudes 4°49' and 5°22' North and longitude 7°48' and 8°14' East, covering approximately 2,045,109 km² with a population of 784,736, representing 28.2 percent and 33.3 percent of the state's total land area and population, respectively. The senatorial district headquarters is

Uyo Local Government Area, which also serves as the capital of Akwa Ibom State. The district comprises nine Local Government Areas: Etinan, Ibesikpo Asutan, Ibiono Ibom, Itu, Nsit Atai, Nsit Ibom, Nsit Ubium, Uruan, and Uyo. The people are predominantly Ibibio extraction. The district is bounded in the north by Abak and Ikono Local Government Areas, in the south by Onna, Esit Eket, Eket, and Okobo Local Government Areas, in the west by Oruk Anam and Mkpato Enin Local Government Areas, and in the east by Cross River State. It features both urban and rural settlements with several infrastructural amenities, including good road networks, hospitals, and schools.

The area has many private healthcare facilities, with Uyo Local Government Area having the highest number of private hospitals. There are 100 private hospitals located in the nine Local Government Areas, according to data obtained from hospitalbook.com and rentechdigital.com. These hospitals are found across the Local Government Areas as follows: Etinan (0), Ibesikpo Asutan (13), Ibiono Ibom (3), Itu (8), Nsit Atai (1), Nsit Ibom (2), Nsit Ubium (1), Uruan (3), and Uyo (69). This area is suitable for the study because of the high population of private hospitals in the area as compared to other senatorial districts in Akwa Ibom State.

The population of the study comprised all nurses in private hospitals in Akwa Ibom North-East Senatorial District, Nigeria. There are 100 private hospitals located in the nine Local Government Areas, according to data obtained from hospitalbook.com and rentechdigital.com. For the purpose of determining the study population, a staffing framework of four nurses per hospital was used, comprising three nurses providing coverage across the three duty shifts and one nurse providing standby and administrative coverage. Based on this staffing framework, the population was determined as follows: 100 private hospitals $\times$ 4 nurses = 400 nurses. The target population for the study was 400 nurses across the registered private hospitals in Akwa Ibom North-East Senatorial District.

A sample size of 179 nurses was selected for this study from a population of 400 nurses using the Krejcie and Morgan (1970) sample size determination technique. The Krejcie and Morgan technique provides a scientifically determined sample size that is representative of a given population, thereby ensuring adequate generalization of findings. This technique was adopted because it reduces the difficulty associated with studying the entire population while still maintaining accuracy and reliability of results. It also ensures that the selected sample is sufficient to reflect the characteristics of the population. Therefore, the use of this technique enabled effective data collection and analysis while minimizing sampling errors. Moreover, the simple random sampling technique was used to select the respondents across 28 private hospitals.

A researcher-developed instrument titled "Motivational Factors and Nurses' Job Performance Questionnaire (MFNJPQ)" was used for data collection. The MFNJPQ contained 49 items in two sections. Section A contained 35 items on the independent

variables, namely promotion opportunities, working environment, professional development opportunities, job security, salary, and patient–nurse ratio, with each variable consisting of 7 items. The instrument was structured on a four-point scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD), weighed 4, 3, 2, and 1, respectively. Section B consisted of 14 items on the dependent variable (nurses' job performance). The instrument was structured on a four-point scale of always, often, sometimes, and never, weighted 4, 3, 2, and 1, respectively. Respondents are required to place a tick (✓) as it applies to them based on their level of agreement with each item.

The instrument was subjected to face validity by three experts in the Faculty of Education, University of Uyo. These included two lecturers from the Department of Human Kinetics and Health Education and one lecturer from the Department of Psychological Foundation of Education. The choice of three experts was to ensure a balanced and comprehensive evaluation of the instrument, as multiple experts helped to minimize individual bias, enhance objectivity, and improve the overall credibility and reliability of the validation process. The experts were requested to assess the instrument to determine whether the items are cleared, relevant, and capable of eliciting the required data. They also examined the extent to which the instrument aligns with the objectives, research questions, and hypotheses, as well as whether it adequately measured the constructs it intended to measure. Items identified as unclear or inappropriate were modified before being incorporated into the final version of the questionnaire. The revised instrument was then submitted to the research supervisor for final approval before field work.

To ascertain the internal consistency reliability of the instrument, a trial study was conducted among 30 nurses in Akwa Ibom Northeast Senatorial District who were within the study area but did not participate in the main study. Data obtained from the trial study was analyzed using Cronbach's Alpha statistical tool to determine the reliability coefficient of the instrument, which yielded a reliability coefficient of 0.76. This reliability coefficient was considered suitable for the study.

With a letter of introduction, the researcher visited the selected 28 private hospitals to obtain permission to conduct the study. After permission was obtained, the researcher established rapport with the respondents to gain their consent. The questionnaire, which served as the main instrument for data collection, was administered personally by the researcher with the assistance of two research assistants. Appropriate information and orientation were given to the research assistants and respondents on how to complete the questionnaire in relation to the purpose of the study. The questionnaires were then distributed to the respondents, and the completed copies were collected on the spot with the help of the research assistants. Out of 196 copies of the questionnaire administered, 179 copies were valid and used for data analysis, which resulted in a 91 percent return rate.

The data collected for the study were analyzed using Pearson Product Moment Correlation. The research questions and hypotheses were tested using Pearson product moment correlation analysis. Pearson Product Moment Correlation was used because it is appropriate for determining the extent to which two or more independent variables jointly and independently predict a dependent variable (Tabachnick & Fidell, 2019). This technique enabled the researcher to determine the relative contribution of each motivational factor (promotion opportunities, work environment, professional development opportunities, job security, salary, and patient–nurse ratio) to job performance of nurses. All hypotheses were tested at a 0.05 level of significance, and decisions were made based on whether the calculated p-value is less than or greater than the alpha level.

Results

Research Question One: What is the relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?

Table 1: Summary of Pearson Product Moment Correlation of Coefficient between Promotion Opportunities and Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	Decision
Promotion Opportunities	3361	57853	118357	.722	Strong Relationship
Job Performance of Nurses	7224	214314			

Source: Field Survey, 2026

The entries in Table 1 reveal the type and strength of the relationship between promotion opportunities and job performance of nurses. The results reveal that the r-value of .722 is strong and positive. Therefore, the result implies that there is a strong and positive relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Research Question Two: What is the relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?

Table 2: Summary of Pearson Product Moment Correlation of Coefficient between Working Environment and Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	Decision
Working Environment	3273	57211	113009	.801	Very Strong Relationship
Job Performance of Nurses	7224	214314			

Source: Field Survey, 2026

The entries in Table 2 reveal the type and strength of the relationship between the working environment and the job performance of nurses. The results reveal that the r-value of .801 is very strong and positive. Therefore, the result implies that there is a very strong and positive relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Research Question Three: What is the relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District?

Table 3: Summary of Pearson Product Moment Correlation Coefficient between Professional Development Opportunities and Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	Decision
Professional Development Opportunities	3145	56611	107704	.712	Strong Relationship
Job Performance of Nurses	7224	214314			

Source: Field Survey, 2026

The entries in Table 3 reveal the type and strength of the relationship between professional development opportunities and job performance of nurses. The results reveal that the r-value of .712 is strong and positive. Therefore, the result implies that there is a strong and positive relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Null Hypothesis One: There is no significant relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom North East Senatorial District.

Table 4: Summary of R-value Associated with Pearson Product Moment Correlation between Promotion Opportunities and Job Performance of Nurses in Private Hospitals in Akwa Ibom North East Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	P-Value	Decision
Promotion Opportunities	3361	57853	118357	.722	.000	Significant
Job Performance of Nurses	7224	214314				

df = 177 *P < .05*

The output in Table 4 reports the r-value of .722 with its corresponding p-value of .000, which is less than the 0.05 level of significance with 177 degrees of freedom. The result is significant. Therefore, the null hypothesis, which claims that there is no significant relationship between promotion opportunities and the job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District, is rejected. This result means that there is a significant relationship between promotion opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Null Hypothesis Two: There is no significant relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Table 5: Summary of R-value Associated with Pearson Product Moment Correlation between Working Environment and Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	P-Value	Decision
Working Environment	3273	57211	113009	.801	.001	Significant
Job Performance of Nurses	7224	214314				

df = 177 *P < .05*

The output in Table 5 reports the r-value of .801 with its corresponding p-value of .001, which is less than the 0.05 level of significance with 177 degrees of freedom. The result is significant. Therefore, the null hypothesis, which claims that there is no significant

relationship between working environment and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District, is rejected. This result means that there is a significant relationship between working environment and job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District.

Null Hypothesis Three: There is no significant relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Table 6: Summary of R-value Associated with Pearson Product Moment Correlation between Professional Development Opportunities and Job Performance of Nurses in Private Hospitals in Akwa Ibom Northeast Senatorial District (n = 179)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r	P-Value	Decision
Professional Development Opportunities	3145	56611	107704	.712	.000	Significant
Job Performance of Nurses	7224	214314				

df = 177 *P < .05*

The output in Table 6 reports the r-value of .712 with its corresponding p-value of .000, which is less than the 0.05 level of significance with 177 degrees of freedom. The result is significant. Therefore, the null hypothesis, which claims that there is no significant relationship between professional development opportunities and job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District, is rejected. This result means that there is a significant relationship between professional development opportunities and job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District.

Discussion of Findings

The finding of this study revealed that there is a strong and significant relationship between promotion opportunities and job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District. This finding could be attributed to the fact that promotion opportunities are directly linked to nurses' job performance in private hospitals in Akwa Ibom Northeast Senatorial District. When nurses perceive clear pathways for advancement, they are often motivated to improve their skills, work ethic, and overall performance to meet the criteria for promotion. Enhanced job performance, in turn, increases their visibility and credibility within the organization, making them more likely candidates for promotion.

Furthermore, promotion opportunities serve as a form of recognition and reward for nurses who demonstrate competence, dedication, and high-quality care. Nurses who receive regular opportunities for advancement tend to be more engaged, motivated, and committed to their roles, which positively influences their performance.

The finding is in line with Kamau and Njoroge (2024), which indicated a significant positive correlation, suggesting that enhanced promotion prospects are associated with improved job performance among nurses. The finding also agreed with that of Otieno and Wanjiku (2021), which revealed that healthcare workers who perceived greater promotion prospects were significantly more likely to exhibit higher job performance. The study also found that increased promotion opportunities correlated positively with job satisfaction and organizational commitment. The study is in line with Adebayo and Oladipo (2023), who showed a significant relationship, with 70 percent of nurses who perceived better promotion opportunities reporting high-performance levels. The findings indicated that promotion opportunities motivate nurses to improve their skills, adhere to best practices, and remain committed to their roles.

The finding of the study also revealed that there is a very strong and significant relationship between the working environment and the job performance of nurses in private hospitals in the Akwa Ibom Northeast Senatorial District. This finding could be attributed to the fundamental role of the working environment in influencing the job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District. A conducive working environment, characterized by adequate resources, proper infrastructure, and supportive management, enables nurses to perform their duties efficiently and effectively. When nurses operate in well-equipped settings with sufficient medical supplies, functional equipment, and comfortable workspaces, they can deliver higher quality patient care, which directly enhances their performance. Furthermore, a positive working environment fosters job satisfaction and motivation among nurses. When the hospital environment promotes teamwork, open communication, and recognition, nurses feel valued and engaged, which boosts their morale and commitment to their roles. Conversely, a poor working environment marked by overcrowding, lack of resources, or workplace conflicts can lead to frustration, burnout, and decreased productivity, thereby negatively impacting their job performance.

This finding aligns with Ochieng and Mwangi (2021), which indicated a significant positive correlation, demonstrating that better working environments are associated with higher job performance. Nurses reporting adequate staffing, manageable workloads, and supportive management were more likely to perform their duties effectively and exhibit higher motivation levels. The finding is also in agreement with Kamau and Wainaina (2022), which indicated a strong positive relationship between favorable working conditions and higher job performance, and nurses who perceived their working environment as supportive and resource-equipped reported higher levels of performance and job satisfaction. This

finding also supported Nwosu and Uche (2022), which indicated that nurses working in environments with sufficient staffing, safety measures, and supportive management were significantly more likely to perform well. The study revealed that poor working conditions, characterized by understaffing and resource shortages, were associated with low motivation and subpar job performance, which could adversely affect patient care.

The finding of the study revealed that there is a strong and significant relationship between professional development opportunities and job performance of nurses in private hospitals in the Akwa Ibom North East Senatorial District. This finding highlighted the significant relationship between professional development opportunities and the job performance of nurses in private hospitals in Akwa Ibom Northeast Senatorial District. This finding suggests that access to continuous professional development (CPD) enables nurses to acquire new skills, update their knowledge, and stay current with the latest advancements in healthcare practices. When nurses are provided with opportunities such as workshops, training sessions, seminars, and certifications, they are better equipped to deliver high-quality patient care, which directly improves their performance. Moreover, professional development fosters a sense of competence, confidence, and motivation among nurses. When nurses see that their organization invests in their growth, they are more likely to feel valued and committed to their roles, leading to increased effort and dedication. This ongoing learning also enhances critical thinking, clinical judgment, and problem-solving skills, which are essential for effective job performance in complex healthcare environments. Furthermore, professional development opportunities can reduce job-related stress and burnout by preparing nurses to handle emerging challenges and complex cases more effectively. It encourages a culture of continuous improvement and adaptability, which can positively influence overall job satisfaction and organizational loyalty. The presence of structured development programs often indicates an organizational commitment to quality care and employee well-being, creating an empowering work environment that motivates nurses to perform at their best.

The finding is in line with Akinyele and Oladele (2021), which indicated that nurses who actively engaged in professional development activities were significantly more likely to perform their duties effectively, with about 70 percent of nurses reporting improved performance after participating in training. This finding agrees with the finding of Nwosu and Chukwuemeka (2022), which revealed that nurses who reported participation in professional development activities also reported higher job performance levels. This finding is also in line with Nwachukwu and Uzo (2022), which showed that nurses with regular participation in professional development activities were significantly more likely to report high-performance levels. The findings suggested that continuous education and skills enhancement positively influence nurses' confidence, clinical competence, and job satisfaction.



Conclusion

From the data analysis, the findings of this study revealed that promotion opportunities, working environment, and professional development opportunities have a significant relationship with the job performance of nurses in private hospitals in the Akwa Ibom North East Senatorial District. Based on the findings, it was concluded that promotion opportunities, working environment, and professional development opportunities collectively relate to nurses' ability to deliver quality care. A positive and supportive work environment, coupled with fair compensation, opportunities for career growth, and optimal staffing levels, enhances nurses' performance and overall healthcare outcomes.

Recommendations

Based on the findings and conclusion of this study, the following are recommended:

- i. Private hospital owners should develop and implement clear promotion policies and career advancement pathways to provide nurses with tangible opportunities for professional growth.
- ii. Private hospitals should invest in improving the working environment by ensuring adequate staffing, safe facilities, and a supportive organizational culture. Creating a positive and conducive work atmosphere can enhance nurses' job performance.
- iii. Healthcare administrators should prioritize continuous professional development programmes, including training workshops, certifications, and skill enhancement initiatives. Supporting nurses' ongoing education can improve their competence and job performance in delivering quality patient care.

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