

Decent work conditions and Nigerian nurse emigration: The role of burnout and commitment

Deborah Onaopemipo Ajayi^{a,*}, Cem Tanova^{a,*}, Steven Bayighomog^{b,*},
Akinwuyi Stephen Akinwande^{a,*}

^a Faculty of Economics and Administrative Sciences, Cyprus International University, Nicosia, via Mersin 10, Turkey

^b Department of People & Organisations, Bournemouth University, Poole, United Kingdom

ARTICLE INFO

Keywords:

COR theory
Decent work
Intention to emigrate
Job burnout
Nurses

ABSTRACT

Background: While migration is a historical and universal phenomenon and has benefits for both receiving and sending countries, emigration of healthcare professionals poses significant challenges for the sending nations. Many sending nations, such as Nigeria, are characterised by insufficient vital expertise and depleted healthcare systems. This creates a vicious spiral of worsening conditions for nurses, increasing the effort to leave. To address these trends, relying on the Conservation of Resources theory, we investigated the decent work-emigration intention relationship coupled with the underlying mechanisms.

Methods: Using convenience sampling, we used a self-administered questionnaire to collect responses from 280 registered nurses working in government hospitals in three States in Southwest Nigeria. Data collected was analysed using Structural Equation Modeling-Partial Least Squares to examine the convergent validity and reliability of the studied variables and the Hayes Process Macro to identify the direct effects and the indirect effects of each mediator.

Results: The majority of the nurses reported inadequate decent work conditions (75 %), low affective commitment (89.5 %), a high prevalence of job burnout (70.6 %), and a strong intention to emigrate (89.3 %). Our findings suggest that decent work negatively relates with emigration intention, while job burnout and affective commitment independently and serially mediated this relationship.

Conclusion: The results indicated that nurses with access to decent work conditions are inclined to experience low job burnout and high affective commitment, contributing to reduced emigration intention. Results suggest the need to focus more on interventions essential for resource retention devoted to transforming workplaces into environments of professional fulfilment.

1. Introduction

The migration of skilled Nigerian professionals has reached crisis levels, and people have colloquially referred to this trend as “Japa”, which means “to flee” in Yoruba (Alabi, 2024). The pervasive desire for emigration has been reported to affect various professions; university lecturers now opt for foreign institutions, doctors and pharmacists move en masse to the West, engineers pursue opportunities abroad, and students see overseas education as their ticket to long-term emigration from Nigeria (Okunade & Awosusi, 2023). A substantial majority view Nigeria as a nation incompatible with dignified living because of economic instability, political corruption, unemployment, and failing

infrastructure and security systems (Alabi & Olajide, 2023; Braimah et al., 2024; Okeke-Ihejirika & Odimegwu, 2022). The current situation in Nigeria presents little or no benefits to those who choose to remain because the educated ones are paid low wages, exposed to dangerous work environments and have limited opportunities for decent work (Onah et al., 2022; Otache & Inekwe, 2021). The brain drain in Nigeria represents a critical social issue because it deprives Nigeria of the essential talent required to stop its downward trajectory (Imraan, 2025).

The brain drain of healthcare workers, especially nurses, endangers the survival of Nigeria's failing healthcare system. It is important to emphasise that the Nigerian healthcare system operates in an abridged state (Al-Mustapha et al., 2021; Eze et al., 2021), and its vulnerability is

* Corresponding author.

E-mail addresses: deborahakinwande9@gmail.com (D.O. Ajayi), ctanova@ciu.edu.tr (C. Tanova), sbayig@bournemouth.ac.uk (S. Bayighomog), akinwandeakinwuyi0068@gmail.com (A.S. Akinwande).

<https://doi.org/10.1016/j.actpsy.2025.105294>

Received 26 April 2025; Received in revised form 25 June 2025; Accepted 11 July 2025

Available online 17 July 2025

0001-6918/© 2025 The Authors. Published by Elsevier B.V. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

deepened by the emigration of nurses to the Global North (Giwa, 2024; Khalil-Babatunde & Panichelli-Batalla, 2023). While emigration has opened a doorway to economic growth and improved development in the healthcare industry of destination, it is important to re-emphasise that source nations, especially the low-income nations, are losing their professionals, ultimately reducing the needed skills, knowledge and energy to meet the healthcare demands of its populace. Between 2021 and 2022, about 4390 Nigerian nurses emigrated to the UK (World Health Organization, 2020), leaving the Nigerian healthcare system (ratio of 8.8 nurses per 10,000 people (Olujobi, 2024)) to fall below the recommended benchmark value of 27.4 nurses per 10,000 people (Su et al., 2025). This poses a substantial obstacle to achieving Universal Health Coverage and meeting the Sustainable Development Goals (SDGs) related to health. This situation is dire in rural areas, where severely understaffed healthcare resources have given rise to an increasing deprivation of access to essential healthcare services (Nwankwo et al., 2022). This scarcity paradox in the thick of abundance is made conspicuous because a lot of qualified nurses have been unemployed (Adejoro, 2024; Nwankwo et al., 2022), overworked (Katuta & Nuuyoma, 2023), misrepresented or meagrely compensated (Badru et al., 2024). This systemic dereliction is typical of resource allocation and governance flaws (Adeloye et al., 2017; Akokuwebe & Idemudia, 2023). Recurrent poor funding of the healthcare sector intensifies the crisis in this sector (Ajoseh et al., 2024). Despite the 2001 Abuja Declaration, which set an enviable aim of appropriating 15 % of gross government expenditure to healthcare, Nigeria has perpetually fallen behind, hitting its highest percentage in 2025 at 5.18 % (Nigeria Health Watch, 2024). This consistent budgetary shortfall has left the healthcare sector incapable of retaining its labour force or meeting the rising needs of the fast-enlarging population (Abubakar et al., 2022). However, nurses suffer the consequences of this neglect, bearing overwhelming workloads (Ijabadeniyi & Fasae, 2023; Sani et al., 2024), meagre income (Lateef & Mhlongo, 2022; Nwankwo et al., 2022), and limited avenues for professional growth (Ajoseh et al., 2024). These challenges, heightened by the absence of organisational support, may have resulted in prevalent job burnout (Alabi et al., 2021) and diminished commitment. For many nurses, emigration seems to be one of the imminent alternatives to being a victim of the deplorable state of the Nigerian healthcare system.

In order to reduce the attrition of nurses due to emigration, the Nigerian government has vowed to train more nurses. Ironically, without tackling fundamental factors that fuel their emigration, this move is believed to be advantageous to the global north, the destination country that receives these trained nurses. The active field of sociology and organisation provides insights into tackling the challenges of the emigration of nurses. One promising sociological and organisational construct is decent work, a concept enshrined in Sustainable Development Goal 8, which emphasises the need for employees to receive fair wages, experience safe working conditions, and enjoy avenues for career advancement (Frey & MacNaughton, 2016; Soundararajan et al., 2021; Yan et al., 2023; Zheng et al., 2024). With the provision and accessibility to decent work, emigration stands to become a positive force for both the source and destination countries. Previous studies in different service industries have indicated that access to decent work conditions, such as fair compensation, reasonable workload, and a safe work environment, are negatively associated with emigrating (Boafo, 2016; Mozolová & Tupá, 2024; Poku et al., 2023). However, whether access to decent work affects the emigration intention of nurses and its underlying negative and positive psychological mechanism is still understudied. Hence, this study is focused on investigating the association between decent work and nurses' intention to emigrate and examining the potential serial mediation mechanism underlying this association. Filling these gaps is crucial for gaining insights regarding the migration phenomenon and developing strategies to retain nurses in under-resourced settings.

Besides, this study holds significant implications for policy and practice. First, it aligns with the global agenda of Sustainable

Development Goal 8, emphasising the importance of decent work in healthcare workforce retention. Second, it introduces a structural model that elucidates the intricate relationships between decent work, burnout, affective commitment, and emigration intentions, offering a comprehensive framework for understanding nurse emigration. Third, the findings will provide actionable insights for healthcare administrators and policymakers, equipping them with evidence-based strategies to enhance working conditions, reduce burnout, and strengthen organisational commitment. By addressing nurse migration, this research contributes to the broader goal of fortifying Nigeria's healthcare system and ensuring equitable access to quality care.

2. Theoretical framework

The investigations in this study relied on the Conservation of Resources (COR) theory to build the supporting arguments. COR focuses on acquiring, retaining and protecting resources (Hobfoll, 1989). Hobfoll (1989) clearly emphasised that resources in the context of COR are perceived to be advantageous to individuals in their attempt to achieve set goals. The loss of these resources is more consequential than when gained, making employees vulnerable to psychological states (Hobfoll, 1989). The depletion of these resources is often avoided when investment is made in them. As a stress and motivational theory, it was applied to show that job burnout and affective commitment can mediate decent work and nurses' intention to emigrate relationship (Bon & Shire, 2022; Uddin, 2023). This study also used this theory to argue that channelling and ensuring accessibility of resources such as decent work will, serially, through job burnout and affective commitment, reduce behavioural outcomes such as the intention to emigrate.

2.1. Decent work and intention to emigrate

COR theory provides a valid framework for understanding how decent work conditions relate to nurses' emigration intentions. COR theory encompasses the framework in which work is performed and is vital to attaining satisfaction (Farkash et al., 2022; Gao et al., 2022; Hobfoll, 2002). Safe working conditions and adequate compensation are resource-conserving conditions that can directly affect an employee's intention to emigrate. The absence of these factors may trigger dissatisfaction, erode professional commitment and push nurses to search for better opportunities abroad. Several studies indicated that safe working conditions reduce emigration intention (Boafo, 2016; Mozolová & Tupá, 2024; Poku et al., 2023). Likewise, unsatisfactory compensation impairs the perceived value of nursing work, reducing motivation and birthing financial strains that push nurses to emigrate in pursuit of high wages (Akinwale & George, 2022; Kim & Choi, 2023; Sull & Sull, 2023). Organisational values complimenting family and individual values align with COR theory as it is a condition that fosters the conservation of emotional and cognitive resources (Edwards & Cable, 2009). Organisational values aligned with family and individual values represent motivators that nurture satisfaction and engagement (Dodd et al., 2019). Without these conditions, nurses may experience professional stagnation and feel undervalued, causing a loss of resources. While emigration can be a resource-seeking strategy (Adepoju, 1995), nurses may be motivated to consider opportunities abroad where there may be a fit between personal and organisational values (Dodd et al., 2019; Lam & Liu, 2014). For Nigerian nurses, the inadequacy of these decent work conditions may compromise their well-being and accelerate the "push" factors that sponsor emigration. COR theory highlights the importance of resource conservation in creating a resource-rich ecosystem (Anasori et al., 2019; Asadullah et al., 2024). Consequently, this can reduce dissatisfaction, enhance professional well-being, retain nurses, and nurture a resilient and sustainable healthcare system for the country. Based on this, it is hypothesised that:

H1. There is a negative relationship between decent work and the

intention to emigrate.

2.2. Decent work, job burnout and intention to emigrate

Studies on decent work in the healthcare industry are essential due to the demanding nature, high stress level, and resource-intensiveness in service delivery, of which nurses are the backbone (Rathert et al., 2022). Applying the COR Theory (Hobfoll, 1989), safe working conditions (Brunetto et al., 2021; Rathert et al., 2022) and adequate compensation (Sayre, 2022) represent critical resources for nurses in highly intense clinical settings. COR theory affirms that the paucity of key resources contributes to the depletion of resources, inducing job burnout (which is the state of being depleted emotionally and cognitively and losing physical energy resources (Chen et al., 2024; Osei et al., 2022; Ramírez-Elvira et al., 2021)). Unsafe working conditions, such as personnel shortages, limited set of protection equipment, and fatigue can hold back nurses' potential to deliver quality care, draining their resilience physically and mentally (Delgado et al., 2022; Goudarzian et al., 2024; Jiang et al., 2022; Olaleye et al., 2022). Meanwhile, inadequate compensation undermines their professional contributions (Leong et al., 2021), plummeting their ability to recover resources and sustain personal and family living standards (Sibuea et al., 2024). Empirical research supports this relationship, confirming that discouraging nursing environments (Dordunoo et al., 2021) and inadequate compensation (McGarry & O'Connor, 2023) significantly heighten burnout. These resource-depleting situations impair psychological well-being (Li et al., 2024; Raun et al., 2024), hampering nurses' motivation (Sun et al., 2023), job satisfaction (Van Bogaert et al., 2013) and elevating prolonged stress (Kohnen et al., 2023). Accordingly, the inability to access decent work may translate professional environments into burnout cells, further heightening poor retention and emigration tendencies.

Job burnout is a pivotal determinant of nurses' intention to emigrate (Badru et al., 2024; Dall'Ora et al., 2020). According to this theory, individuals going through extended resource loss become more inclined to dissociate from environments where the revival of this loss is unrealistic (Hobfoll, 2010), thereby looking for opportunities that guarantee resource recovery. For nurses, job burnout seems to be the consequence of unrelenting stress caused by excessive workloads (Murali et al., 2023; Navas-Jiménez et al., 2025; Yao et al., 2024) and limited professional recognition (Andina-Díaz et al., 2025), all of which result in an immense desire to exit their current environment (Konlan et al., 2023). Past research has empirically demonstrated that burned-out nurses are significantly more apt to emigrate (Almansour et al., 2023), pulled by promises of simple job entry requirements, better working conditions, and reasonable reward packages (Almansour et al., 2023; Laari et al., 2024; Murali et al., 2023). This migration is a coping mechanism and a premeditated response to evade resource-draining work environments and appropriate physical, emotional, and professional revival. Burnout thereby plays the role of the bridge between unsafe practice conditions and brain drain in the nursing profession. From the foregoing argument, job burnout may mediate the relationship between decent work and the intention to emigrate by giving insight into how the lack of critical resources translates into migration intentions. COR Theory brings to the fore that resource loss prompts a worsening loop, enabling nurses in environments devoid of safe working conditions and adequate compensation to suffer from surging stress and emotional depletion (Chen et al., 2024; Hobfoll & Ford, 2007; Maisonneuve et al., 2025; Prapanjaroensin et al., 2017). This continuous burnout reduces their organisational commitment (Setti et al., 2018) and can overblow the evaluation of alternative opportunities, making emigration a delightful option. Empirical research reveals that nurses who feel burnt out are less committed to their organisations and actively seek evasive options to fetch their depleted resources (Roczniowska & Bakker, 2021). Nevertheless, modest improvements in working conditions could lessen resource depletion, ease burnout, and considerably reduce emigration

intentions. Hence, it is hypothesised that:

H2a. There is a negative relationship between decent work and job burnout.

H2b. There is a positive relationship between job burnout and the intention to emigrate.

H2c. Decent work will decrease emigration intention by reducing the experience of job burnout.

2.3. Decent work, affective commitment and intention to emigrate

Access to safe working conditions (Huang et al., 2021), adequate compensation (Jayasingam & Yong, 2013), and organisational values aligned with family and social values (Meyer et al., 2006) may function as anchors of enhancing affective commitment (which is the emotional bond, identification and involvement with the organisation (Rhoades et al., 2001; Vandenberghe et al., 2004) among nurses. COR theory is invoked to understand the decent work relationship with affective commitment, which points out that the availability of valuable resources brings about continuous resource gain. That is, acquiring resources enables accumulating more resources (Halbesleben et al., 2014). Access to safe working conditions (being free from physical and psychological hazards) cultivates an environment where nurses feel valued and secure. This foundational resource ensures continuous gain, enabling nurses to invest in their roles emotionally (Boudreau & Rhéaume, 2024; Tadesse et al., 2023). Likewise, adequate compensation, beyond its monetary advantage, indicates a high quotient of respect for and recognition of the employees, giving them stability and safety (Sawicka & Karlińska, 2021) and enhancing their sense of worth and reciprocity (Upenieks, 2002; Zhang et al., 2024). Organisational values aligned with family and individual values increase shared sense of values, satisfying employees' need for self-actualisation and intensifying their identification with the organisation (Howell et al., 2012; Maunz & Glaser, 2022). Empirical evidence reveals that nurses with access to decent work report higher job satisfaction (Sönmez et al., 2022) and commitment (Huang et al., 2021).

Thus, decent work goes beyond transactional arrangements, and it is more of a psychological contract (Guest, 2004) which cultivates affective commitment - a psychological resource (Uddin, 2023), embedding the nurses in their organisations. As specified by COR theory, employees often endeavour to protect and conserve their psychological resources, which may lessen their intention to leave an organisation (Farkash et al., 2022; Gao et al., 2022; Hobfoll, 2002). COR theory also posits that protecting and conserving this psychological resource may elicit nurses' psychological well-being and sense of belonging (Gao et al., 2022; Jiang et al., 2023). This further implies that employees who are affectively committed to their organisation may not want to endanger their gained resources through turnover regardless of external "pull" forces (Hobfoll, 1989). Some studies demonstrated a negative relationship between affective commitment and turnover intention (Parmar et al., 2022; Serhan et al., 2022; Wang et al., 2022). Nevertheless, it is essential to emphasise that a percentage of employees with turnover intention may have the desire to emigrate (Lansiquot et al., 2012). However, a limited number of studies, such as Bagraim (2013), have revealed that affective commitment is negatively related to emigration intentions. Even though access to decent work may directly reduce the intention to emigrate, it is further argued that it may minimise the intention to emigrate by increasing the experience of affective commitment among nurses. COR theory identified safe working conditions, adequate compensation, and organisational values, complementing family and individual values as concepts that provide objective and condition resources to employees (Alvaro et al., 2010). The absence and/or inability to access these resources set up situations threatening employees' resources, thereby reducing their affective commitment. COR theory further posits that employees would seek efforts to protect and replenish their remaining

valuable resources when the fear of losing these resources is perceived (Chen et al., 2024; Halbesleben et al., 2014). In the efforts to do this, employees consider emigration as a strategic response to regain these depleted resources. Conversely, in the presence of decent work, affective commitment is heightened, triggering an emotional bond that mitigates the intention to emigrate. Thus, it is hypothesised that:

- H3a.** There is a positive relationship between decent work and affective commitment to the organisation.
- H3b.** There is a negative relationship between affective commitment to the organisation and the intention to emigrate.
- H3c.** Decent work will reduce the intention to emigrate by increasing the experience of affective commitment.

2.4. Serial mediation of job burnout and affective commitment to the organisation

There is a high prevalence of job burnout in the healthcare industry (Galanis et al., 2023; Taranu et al., 2022), suggestive of the reason why employees have fewer resources to reward their organisation with affective commitment, ultimately strengthening long-term employee-organisation bonds. Access to decent work may grant these employees the resources to recover from job burnout. COR theory provides a ground to understand this serial mediation. This theory states that as employees attempt to achieve resource protection, they also seek to gain more resources to generate excess resources to compensate for future losses (Meng & Choi, 2021). As explained above, decent work components can act as shields that reduce resource-depleting psychological states like job burnout. Nurses' emotional and psychological resources are replenished with lower job burnout, making them more bonded with the organisation. Not just in the healthcare industry (Setti et al., 2018) but even in the hospitality (Koo et al., 2019) and education industry (Li, 2014; Parmar et al., 2022), research generally has supported the negative relationship between job burnout and affective commitment. Thence, affective commitment becomes a fortifying buffer that mitigates the intention to emigrate. This implies that affective commitment may transform decent work consequences into a strategy to retain nurses. Hence, it is proposed that:

- H4.** Job burnout and affective commitment serially mediate the negative relationship between decent work and the intention to emigrate.

Based on the proposed hypotheses, this study proposes a research model (see Fig. 1).

3. Methodology

3.1. Research design

A hospital-based cross-sectional design was used to examine the decent work-emigration intention relationship coupled with the underlying mechanisms. The respondents of this study were registered nurses recruited from government hospitals in the southwest region of Nigeria. Within six weeks, and using a structured questionnaire, the data of this study was collected.

3.2. Study settings

Government hospitals are among the leading employers of registered nurses in Nigeria, and empirical evidence has shown that decent work issues are common in Nigerian government public hospitals (Akinwale & George, 2022). Besides, burnout (Alabi et al., 2021), a precursor of affective commitment, and emigration (Ashinze, 2024) are common among nurses in Nigerian hospitals. Hence, using government public hospitals as the setting of this study is appropriate. In addition, almost every registered nurse in the government public hospitals is a card-carrying member of the National Association of Nigeria Nurses and Midwives (NANNM). This non-governmental and non-profit association has been permitted to foster the organisation of trained, registered, and licensed nurses to provide healthcare services nationwide at the three tiers of the sector (NANNM, 2025).

3.3. Study population

The population is comprised of registered nurses who are working in government hospitals in southwest Nigeria. This region has six States: Lagos, Ondo, Osun, Ekiti, Ogun, and Oyo. To increase the generalizability and accuracy of this study, the G*power analysis program was employed to determine the sample size (Shoaib et al., 2022). This program determined a sample size of 250 at 7 % effect size, 5 % alpha, 95 % power and three predictors (Faul et al., 2009). Hard copies of the questionnaire were administered for this study using the convenience sampling technique to recruit respondents willing to participate. To reduce redundancy and enhance statistical power, 400 copies of the

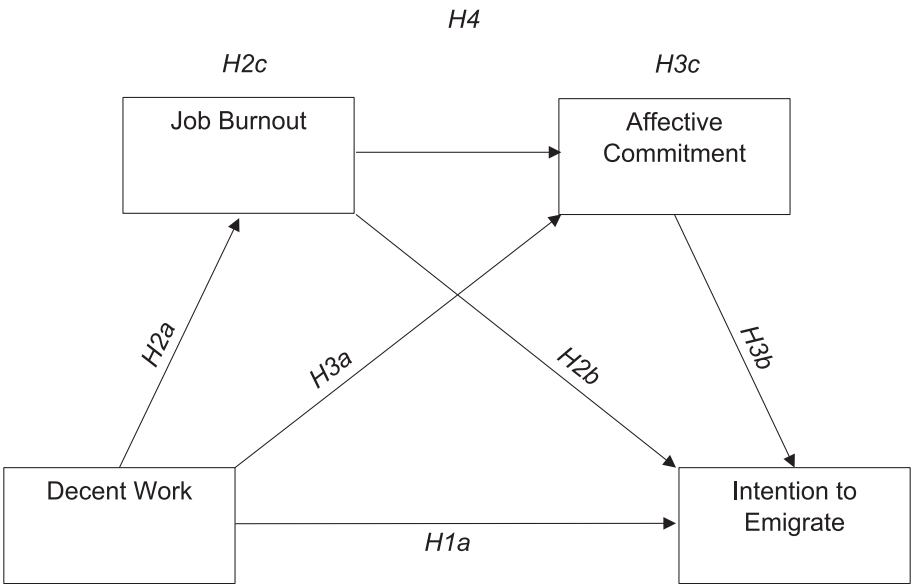


Fig. 1. Research model.

questionnaire were administered. About 312 responses were collected, 280 were usable for data analysis, and 32 were unusable due to uniform responses, >50 % incomplete responses, and patterned answering.

3.4. Sampling

We draw our sample from 29 government hospitals in Nigeria, the southwest region. We employed a purposive sampling technique to select the 29 government hospitals from three States (Osun State, Ekiti State and Oyo State) in southwest Nigeria. We used nine, eight and twelve primary and secondary healthcare facilities in Osun State, Ekiti State and Oyo State, respectively. Using the convenience sampling technique and with the assistance of the Heads of the Units, we distributed the questionnaires to the registered nurses in the selected government hospitals.

3.5. Data collection procedure

Approval was obtained for the survey questionnaire of this study from the researcher's University Ethical Committee. These copies were administered to registered nurses with a minimum of 12 months' experience in the clinical area (Kelley et al., 2021). There were no restrictions on nurses' gender, age, marital status or educational level. The researcher ensured strict measures were taken to circumvent the nurses' work schedule interruptions at the data collection point. Therefore, the questionnaire copies were administered at the end of the working hour so potential respondents could fill it in their leisure time. Each questionnaire copy had a cover letter declaring readiness for the questionnaire data to be used only for research. The cover letter also laid out the purpose of the survey, researchers' adherence to the rules of confidentiality and anonymity, and the freedom of respondents to engage in the survey or otherwise. It was believed that anyone who filled out the questionnaire voluntarily agreed to participate in the survey.

3.6. Research instrument and measures

Independent Variable - Decent work. The scale of this variable was adopted from Duffy et al. (2017). Nine items were adopted, which are divided into three subscales. Subscale 1 (items 1–3) indicates safe working conditions, subscale 2 (items 4–6) indicates adequate compensation, and subscale 3 (7–9) indicates organisation, family and social values. Items 4 and 5 are reverse coded. The sample item is “I am rewarded adequately for my work.” The total score of decent work is the composite score of the nine items. The scale revealed an excellent Cronbach's alpha of 0.948.

Mediator one - Job burnout. This scale was adopted from Rink et al. (2023) and included five items measuring emotional exhaustion. Among the three dimensions of burnout, emotional exhaustion has been confirmed to have a distinct impact on migration intention (Györfi et al., 2018). A sample item is “I feel frustrated by my job.” The total score of this scale is the composite score of the five items. The Cronbach's alpha of the scale was 0.929, which is excellent.

Mediator two - Affective commitment. Among the three components of organisational commitment, previous research has demonstrated that affective commitment is related to retention (Serhan et al., 2022). Hence, this study explored the affective commitment component of organisational commitment with three items adopted from Ferreira et al. (2018). A sample item is “My organisation means a lot to me.” Item three is reverse-coded. The total score of this scale is the composite score of the three items. The Cronbach alpha was 0.826, which is good.

Criterion Variable - Intention to emigrate. This scale was adapted from Hoong and Soon (2011). It has three items, including a sample item: “I often think about searching for better job prospects abroad.” The total score of this scale is the composite score of the three items. The scale revealed an excellent Cronbach's alpha of 0.953.

Demographic profiles. The respondents' profiles were collected by

asking questions related to gender, age, marital status, number of children, education, presence of relatives or friends abroad, years of service in the same hospital and overall.

We measured all constructs using a 5-point Likert scale: “strongly disagree”, representing 1, to “strongly agree”, representing 5. The nurses' self-reports were obtained for all these variables. However, the reason behind using self-reports was that respondents' affective commitment, job burnout experience, and intention to emigrate might not be easily measured by another source. In the assertion of O'Boyle et al. (2011), it can be deduced that the careful usage of self-reports is a convenient alternative for accurately reflecting employees' emotions in the workplace.

3.7. Statistical analysis

The dataset of this study was analysed using SPSS, SmartPLS and Hayes PROCESS Model. By applying SPSS, descriptive statistics, such as the frequency, percentage, mean and standard deviation, were calculated to describe the characteristics of the respondents. It was also used to assess the normal distribution of the dataset by calculating the skewness and kurtosis values. We used the skewness and kurtosis range of normality, $[-2, +2]$ and $[-7, +7]$, respectively, as recommended by Byrne (2013). To be sure unstable estimates and inflated standard errors do not threaten the regression model of this study, a multicollinearity check was carried out using variance inflation factors (VIF). Values below 5.0 are the acceptable threshold. Common method variance (CMV) was accessed with the Harman one-factor test using the limit of 50 % recommended by Podsakoff et al. (2012). Also, Pearson correlation analysis was calculated to understand the relationships between the constructs. By applying SmartPLS, this study examined the convergent validity and reliability of the studied variables. The criteria Henseler et al. (2009) recommended were used to explore the outer model. The threshold of 0.5 was the determining value of the factor loadings for each item. Also, 0.5 was the threshold for the Average Variance explained (AVE). Values less than this indicate inadequate convergent validity. The Fornell-Larcker criteria were used to evaluate the discriminant validity. According to Fornell and Larcker (1981), for a construct's AVE, its calculated square root has to be higher than the correlation between the construct and all remaining constructs in the model. For the reliability of the constructs, this study used the Cronbach alpha coefficient and composite reliability. The threshold of 0.7 was the satisfactory value recommended for Cronbach's alpha and composite reliability. We used the Hayes PROCESS Model to identify the direct effects and the indirect effects of each mediator—job burnout and affective commitment and to examine their sequential mediation effects. Hayes (2013) has proposed a technique for mediation analysis that goes beyond conventional approaches by using bootstrapping to estimate indirect effects more accurately. This approach solves some of the limitations of the Sobel test (van Jaarsveld et al., 2010) and improves the reliability of mediation interpretations. The PROCESS Model 6 was applied at 97.5 % confidence intervals using bias-corrected percentile bootstrapping of 5000 resamples. Significance is determined if both the lower and upper limits confidence interval values $\neq 0$.

4. Results

Regarding the socio-demographic characteristics of the 280 respondents, 31.8 % were male, and 68.2 % were female respondents. The majority of the respondents are within the age bracket of 31–40 years (35.4 %) and 41–50 years (41.8 %). More than half of the respondents are married (57.5 %), whereas those with 0–2 children dominated the survey, 80.7 %. About three-fourths of the respondents (75 %) have a BSc as their highest level of education. There are 62.9 % and 37.1 % respondents who respectively indicated that they have and do not have relatives or relatives abroad. Among the 280 respondents, 61.1 % have worked in their current hospital within the last 10 years; about 75.8 %

have a maximum of 20 years of total work experience.

4.1. Testing for normality assessment, multicollinearity, common method variance

In assessing the normality in this study, the results presented in Table 1 showed that skewness values fall within the range of -0.464 and 0.205 , while for kurtosis, -0.898 and 0.161 . These ranges are above the recommended threshold, thus indicating that the dataset is normally distributed. Collinearity diagnostics revealed that the VIF values for decent work, job burnout, and affective commitment ranged from 1.219 to 1.615 , Table 1. These values are below the cut-off point of 5 , suggesting that multicollinearity might not be an issue in this study. We checked for the presence of CMV in the dataset using the Harman one-factor test. Total variance explained by the single factor contributed to 48.4% , below the limit of 50% , indicating no CMV threat.

4.2. Pearson's correlation analysis

The mean scores for each variable were computed in Table 1. Higher values indicate a high level of each construct. Most respondents (75%) reported inadequate decent work conditions ($M = 2.047$, $SD = 0.362$). A majority, 70.6% , reported a high prevalence of job burnout ($M = 3.827$, $SD = 0.787$). About 89.5% of the respondents reported a low affective commitment ($M = 1.764$, $SD = 0.535$) and about 89.3% reported a strong intention to emigrate ($M = 4.402$, $SD = 0.668$). A bivariate analysis was carried out, as shown in Table 2. The correlation results showed no demographic variables related to the intention to emigrate. Besides, decent work ($r = -0.470$, $p < 0.01$) and affective commitment ($r = -0.589$, $p < 0.01$) were significantly negatively related with the intention to emigrate. Moreover, job burnout was significantly positively related with the intention to emigrate ($r = 0.472$, $p < 0.01$).

4.3. Reliability and validity of survey items

The reliability was examined using Cronbach's alpha values. With no removal of items, all four constructs have there Cronbach's alpha value between 0.826 and 0.953 , which are within the acceptable range as shown in Table 3. The convergent validity and composite reliability have been captured in Table 3. All the factor loadings for the four constructs range from 0.787 to 0.959 , revealing that the model is fit. All the composite reliability and AVE values range from 0.848 to 0.962 and from 0.708 to 0.914 , which are above 0.7 and depict sufficient validity.

Using the square root of the AVEs to compare with the inter-construct correlations, discriminant validity was checked. Table 4 shows that the values of the square root of the AVE for each construct exceeded the absolute correlation between constructs, a sign of sufficient discriminant validity.

4.4. Serial mediation analysis

The regression Table 5 and Fig. 2 showed the direct effects of this study. Hypothesis 1 projected a negative relationship between decent work and the intention to emigrate. The result of this study supported this hypothesis, given that the beta value was negatively significant ($\beta =$

-0.135 , $SE = 0.062$, $p = 0.017$). The result of hypothesis 2a, which states that there is a negative relationship between decent work and job burnout, was supported, given that the beta value was negatively significant ($\beta = -0.399$, $SE = 0.072$, $p < 0.001$). For hypothesis 2b, given that the beta value was positively significant ($\beta = 0.265$, $SE = 0.043$, $p < 0.001$), the result supported the proposed relationship that there is a positive relationship between job burnout and the intention to emigrate. Hypothesis 3a established that there is a positive relationship between decent work and affective commitment to the organisation. According to the result, which showed that the beta value was positively significant ($\beta = 0.475$, $SE = 0.048$, $p < 0.001$), this hypothesis was supported. Hypothesis 3b, which states that there is a negative relationship between affective commitment to the organisation and the intention to emigrate, was tested. Given that the beta value was negatively significant, it was supported by the result of this study ($\beta = -0.418$, $SE = 0.069$, $p < 0.001$).

4.5. Bootstrap test of mediating effect

To test hypotheses 2c, 3c and 4, the statistical significance of the indirect effects was examined with the bootstrap test with 5000 bias-corrected bootstrapping samples. The result was reported in Table 6 and Fig. 2. In hypothesis 2c, which states that decent work will decrease emigration intention by reducing the experience of job burnout, and hypothesis 3c which states that decent work will reduce the intention to emigrate by increasing the experience of affective commitment, it was observed that job burnout and affective commitment partially mediated the relationship between decent work and intention to emigrate, with a total indirect effect of 0.334 , accounting for 64.4% of the total effect. To be precise, decent work indirectly and significantly affected intention to emigrate through job burnout (effect = -0.106 , $SE = 0.025$, 95% CI [-0.155 , -0.054]), accounting for 20.4% of the total effect and affective commitment (effect = -0.199 , $SE = 0.036$, 95% CI [0.275 , -0.132]), accounting for 38.3% of the total effect. In hypothesis 4, which is about job burnout and affective commitment serially mediating the negative relationship between decent work and the intention to emigrate, decent work indirectly and significantly affected intention to emigrate through the serial mediators (effect = -0.030 , $SE = 0.012$, 95% CI [-0.056 , -0.010]), which accounted for 5.8% of the total effect. The serial mediation model of this study accounted for 43.5% of the variance in intention to emigrate among the nurses ($F = 70.848$, $p < 0.001$). Thus, hypotheses 2c, 3c and 4 were confirmed. Additionally, since all effects in the paths from decent work to intention to emigrate have the same signs, concluding that this study has a consistent mediation is comfortable. As shown in Table 6, the direct and indirect effects have the same (negative) direction, coupled with a small absolute value for the direct effect (-0.150).

5. Discussion

This study represents a unique investigation into healthcare professional migration by involving COR theory in a serial mediation model. This study investigates the interaction between decent work and the intention to emigrate while examining the mediating role of job burnout and affective commitment. The analysis reveals that Nigerian nurses face poor, decent work conditions and high job burnout. These do not signify promising prospects for them, which also suggests why the respondents reported a very low affective commitment and a high level of intention to emigrate. Eight hypotheses were tested in this current study. Exploring the direct relationship between decent work and intention to emigrate (hypothesis 1) found empirical support consistent with Onah et al. (2022), who showed that poor remuneration and inadequate diagnostic facilities are the leading predictors of intention to emigrate. Similarly, Roth et al. (2022) also revealed that the intention to leave the nursing profession can be linked to inadequate remuneration. The more access nurses have to decent work, the less the intention to emigrate.

Table 1
Descriptive statistics, multicollinearity check, reliability.

Constructs	Mean	SD	Skewness	Kurtosis	VIF
1. DW	2.047	0.362	-0.595	0.014	1.615
2. JB	3.827	0.787	0.012	-0.51	1.263
3. AC	1.764	0.535	-0.464	0.161	1.219
4. IE	4.402	0.668	0.205	-0.898	

Abbreviations: DW, Decent work, JB, job burnout, AC, affective commitment, IE, intention to emigrate.

Table 2Bivariate analysis of the study variables ($N = 280$).

	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	1											
2. Age	−0.087	1										
3. Marital status	−0.004	0.324**	1									
4. No of children	0.025	0.309**	0.160**	1								
5. Education	−0.043	0.106	−0.041	0.057	1							
6. R/FA	0.301**	−0.070	0.098	0.144*	−0.254**	1						
7. OTH	0.041	0.670**	0.291**	0.345**	−0.109	0.281**	1					
8. YTWE	0.025	0.769**	0.330**	0.335**	−0.041	0.161**	0.834**	1				
9. DW	0.057	−0.052	0.033	0.020	−0.028	0.053	−0.016	−0.041	1			
10. JB	−0.140*	0.052	−0.038	−0.035	−0.021	−0.007	−0.019	0.014	−0.399**	1		
11. AC	0.091	−0.090	0.011	0.041	−0.030	0.002	−0.074	−0.058	0.546**	−0.367**	1	
12. IE	−0.014	0.033	−0.020	−0.065	−0.060	0.054	0.064	0.043	−0.470**	0.472**	−0.589**	1

Note: Gender (1 = male, 2 = female).

Abbreviations: R/FA, Relatives or friends who are living in another country; OTH, Organisational tenure in the same hospital; YTWE, Years of total work experience; DW, Decent work; JB, job burnout; AC, affective commitment; IE, intention to emigrate.

** $P < 0.001$ (2-tailed).* $P < 0.05$ level (2-tailed).**Table 3**

Evaluation of reflective measurement model of the second-order constructs.

Measurement Items	Factor Loading	α	CR	AVE
Decent Work		0.948	0.962	0.708
1. I feel emotionally safe interacting with people at work	0.787			
2. At work, I feel safe from emotional or verbal abuse of any kind	0.746			
3. I feel physically safe interacting with people at work	0.885			
4. I am not properly paid for my work. (r)	0.899			
5. I do not feel I am paid enough based on my qualifications and experience. (r)	0.907			
6. I am rewarded adequately for my work	0.803			
7. The values of my organisation match my family values.	0.871			
8. My organisation's values align with my family values.	0.841			
9. The values of my organisation match the values within my community.	0.821			
Job Burnout		0.929	0.945	0.778
1. I feel fatigued when I get up in the morning and have to face another day on the job.	0.813			
2. I feel burned out from my work.	0.855			
3. I feel frustrated by my job.	0.896			
4. I feel I am working too hard on my job.	0.913			
5. Events at work affect my life in an emotionally unhealthy way	0.928			
Affective Commitment		0.826	0.848	0.740
1. I am proud to say that I work for my organisation	0.810			
2. My organisation means a lot to me	0.880			
3. I don't like working for my organisation (r)	0.889			
Intention to Emigrate		0.953	0.956	0.914
1. I often think about immigrating to another country to live there permanently	0.958			
2. I often think about working and living in another country for an extended period of time	0.951			
3. I often think about searching for better job prospects abroad	0.959			

According to the COR theory, employees expect to have access to key resources that decent work conditions offer so that they can perform at their best. However, its absence may deprive them of what a good job promises, forming the justification for emigration intention. It is well-

Table 4

Discriminant validity: findings of Fornell-Larcker criterion.

	DW	JB	AC	IE
DW	0.842			
JB	−0.424	0.882		
AC	0.577	−0.383	0.860	
IE	−0.495	0.480	−0.603	0.956

The square root of AVE of each construct is bold and italicised.

Abbreviations: DW, Decent work, JB, job burnout, AC, affective commitment, IE, intention to emigrate.

documented that emigration intention leads to brain drain (Konlan et al., 2023) and significantly reduces productivity and economic growth (Lanati & Thiele, 2020). Hence, healthcare industry stakeholders need to pay attention to decent work conditions, as this can reduce the intention to emigrate.

This study further confirmed that decent work has a relationship with job burnout (hypothesis 2a) and affective commitment (hypothesis 3a). On one hand, decent work conditions might mitigate job burnout experience due to the gaining of resources that help employees to manage their energy and reduce or cope with stress. This finding was in line with the study of Dordunoo et al. (2021) and McGarry and O'Connor (2023), who respectively emphasised that decent work conditions which offer a favourable work environment and adequate compensation lower burnout rates. Additionally, this suggests that an average nurse aspiring to make a significant impact in healthcare service delivery can get strained by the absence of decent work. While navigating these conditions, stress accumulates, eroding job satisfaction and leading to burnout. On the other hand, decent work conditions may strengthen affective commitment as these conditions create a friendly environment that enables employees to tie their identity to their workplace willingly, live to work and make meaningful impacts in the workplace. Consistent with Jayasingam and Yong (2013), decent work conditions, such as adequate compensation, correlate considerably with affective commitment. Similarly, Meyer et al. (2006) emphasised that if employees believe that organisational values are in harmony with their own, they tend to have a stronger emotional orientation towards the organisation.

Specifically, it was discovered that job burnout positively correlated with the intention to emigrate (hypothesis 2b). This finding is consistent with the study of Anduaga-Beramendi et al. (2019), Györfy et al. (2018) and Nwosu et al. (2020). These studies identified economic instability, lack of resources and career options as factors that develop job burnout, and they are the prominent reasons for increasing emigration intentions. According to the COR theory, burnout can elicit an intention to emigrate, especially when there is a mismatch between available

Table 5
Regression-based results in the serial mediation analysis (N = 280).

Criterion	Predictors	R	R ²	F	β	SE	t	95 % CI	
JB	DW	0.399	0.160	52.773	−0.399***	0.072	−7.264	−0.660	−0.379
AC	DW	0.570	0.325	66.672	0.475***	0.048	8.829	0.327	0.514
	JB				−0.178***	0.037	−3.296	−0.193	−0.049
IE	DW	0.660	0.435	70.848	−0.135*	0.062	−2.423	−0.271	−0.028
	JB				0.265***	0.043	5.261	0.141	0.309
	AC				−0.418***	0.069	−7.594	−0.658	−0.387

Abbreviations: DW, Decent work, JB, job burnout, AC, affective commitment, IE, intention to emigrate.
*** P < 0.001 (2-tailed).
* P < 0.05 level (2-tailed).

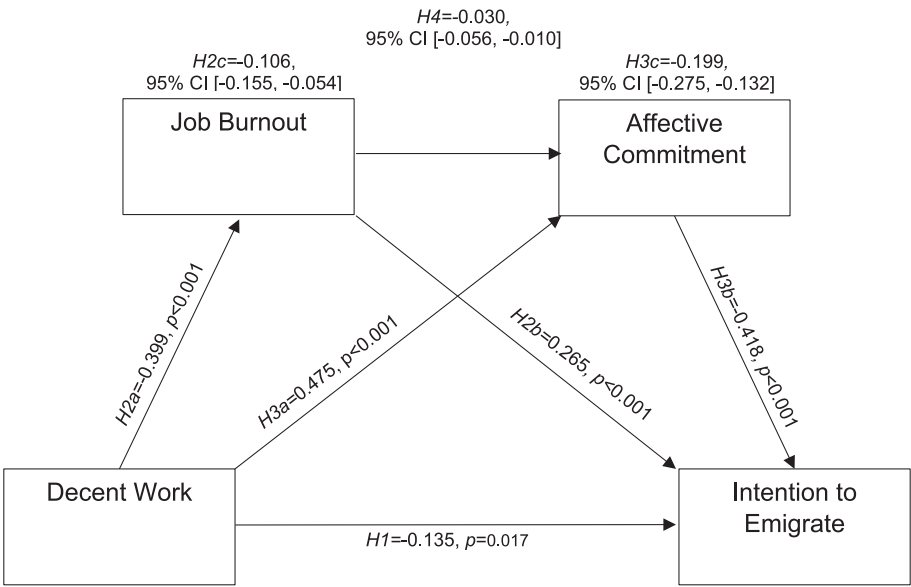


Fig. 2. The serial mediation model of job burnout and affective commitment in the relationship between decent work and intention to emigrate.

Table 6
Decent work and intention to emigrate in the mediation effect analysis (N = 280).

Effect	Effect Size	SE	95 % CI	
			LLCI	ULCI
Total effects	−0.519	0.059	−0.634	−0.404
Direct effect	−0.150	0.062	−0.271	−0.028
Total indirect effect	−0.334	0.043	−0.454	−0.285
DW → JB → IE	−0.106	0.025	−0.155	−0.054
DW → AC → IE	−0.199	0.036	−0.275	−0.132
DW → JB → AC → IE	−0.030	0.012	−0.056	−0.010

Note: Based on 5000 bootstrap samples, Total, direct, and indirect effects of decent work (DW) on intention to emigrate (IE) through job burnout (JB) and affective commitment (AC).

resources and job demands. Interestingly, the nurses' perceptions in this study depict the healthcare work environment as resource-poor. Under these conditions, nurses may want to consider emigrating to regain lost resources in a resource-poor work environment. Besides, this study also validated the negative relationship between affective commitment to the organisation and intention to emigrate (hypothesis 3b). Thus, referencing COR theory, nurses' affective commitment is a resource buffer that reduces their vulnerability. Guzeller and Celiker (2019) and Lo et al. (2024) noted that heightened commitment increases loyalty and reduces the need to open up to external alternatives. Consequently, the intention to migrate may become subtler because nurses would be emotionally attached to their current organisation. Healthcare managers must recognise and esteem affective commitment as a potential pull

factor by ensuring nurses experience a positive organisational culture and support (Shan et al., 2023).

The findings of this study also revealed that decent work will reduce emigration intention by reducing the experience of job burnout (hypothesis 2c), and it will also reduce intention to emigrate by increasing the experience of affective commitment (hypothesis 3c). While there are insufficient investigations into the decent work-intention to emigrate relationship, with job burnout and affective commitment as mediators, the finding of this study is in tandem with studies that considered turnover intention as an outcome instead of intention to emigrate and studies that separately investigated these variables. For example, Xue et al. (2024) significantly established the mediation role of job burnout in the relationship between decent work and turnover intention. While burnout has been described as the most significant predictor of turnover intention in the study by Meese et al. (2024), Bagraim (2013) highlighted the negative relationship affective commitment has with the intention to emigrate. Considering the high level of burnout and low level of affective commitment experienced and demonstrated by the nurses, it is unsurprising that decent work and intention to emigrate were partially mediated. The results showed the importance of ensuring decent work conditions are provided for the nurses. Notably, these decent work conditions may be influenced by inadequate government funding, weak healthcare policies, ineffective leadership, etc. Since decent work conditions are tied to nurses' improved well-being, the findings of this study indicate that low job burnout and high affective commitment are essential mediators for nurses to convert access to decent work conditions to low intention to emigrate. Consistent with the COR theory, this study shows that nurses

may consider emigration as an agreeable alternative if they experience resource loss, suggesting the need for healthcare stakeholders to improve labour policies and invest in healthcare infrastructure and equipment.

In addition to confirming the independent mediating roles of job burnout and affective commitment, this study further established a serial mediating role in the decent work-intention to emigrate relationship (hypothesis 4). This is a crucial aspect to be picked up from the findings of this study. It can be deduced that an increase in decent work conditions will first decrease job burnout, increase affective commitment, and consequently reduce nurses' intention to emigrate. As stated earlier, there is a dearth of studies on the serial mediating effect of job burnout and affective commitment. Meese et al. (2024) observed that job burnout negatively affects turnover intention, while Bagraim (2013) provided evidence that a high level of affective commitment would reduce the intention to quit the organisation. Moreover, Setti et al. (2018), Koo et al. (2019), Li (2014) and Parmar et al. (2022) found that job burnout negatively affects affective commitment. This finding extends the COR theory by showing that loss of resources (via job burnout) and gain of resources (via affective commitment) serially mediate decent work-emigration intentions relationship. This highlights the key role of resource conservation as a framework to achieve the retention of nurses.

6. Conclusion

The study addresses a meaningful and relevant issue in the healthcare industry: nurses' intention to emigrate. The intention of nurses to emigrate results in workforce shortages leading to understaffed facilities with increased patient mortality and morbidity because of deficient medical attention. The remaining nurses experience excessive workloads, decreasing care quality and deepening burnout and turnover, thus undermining hospitals. This makes this study highly valuable as insights and reasons behind emigration intentions have been identified. This identification is a step to developing or reworking retention policies that will suitably address the complex phenomenon of nurse emigration. This study showed that decent work was related with the intention to emigrate. This relationship was strengthened by job burnout and affective commitment. Specifically, decent work reduces the intention to emigrate through the mediating effects of job burnout and affective commitment, respectively, coupled with the serial mediating effects of low levels of job burnout and high levels of affective commitment. This suggests that healthcare industry stakeholders should prioritise material resources (i.e. sufficient workforce balances, modern medical facilities, and competitive wages) and psychological resources (i.e. work-life balance, time and stress management training) to reduce job burnout and improve the affective commitment of nurses. Healthcare organisations can also develop interventions targeting resource retention, transforming workplaces into environments of professional fulfilment rather than gateways to global emigration.

Notwithstanding the strengths of this study, it is acknowledged that it is not without limitations. One limitation is that the data were collected via self-reports, which implies that the results obtained are at risk of being affected by biases. This study acknowledged that its focus was on emigration intention among registered nurses. Actually, not only this group of employees in the healthcare industry are faced with emigration challenges. Doctors, dentists, and laboratory scientists are also emigrating, meaning future studies should involve these healthcare employees to have generalised findings for the whole healthcare industry. Another limitation is the reliance on the convenience sampling method, which could lead to self-selection bias issues. Thus, it is important to interpret the results of this study with precaution due to this issue and their applicability to the nursing population. Although the demographic variables were intended to be controlled but showed no significant relationship with the outcome variable, this study was devoid of control variables, which may hamper how broadly its results can be

applied. A potent reason for not including control variables was to keep the questionnaires succinct and brief. That means that, even though we can show that decent work predicts intention to emigrate directly and indirectly, this study cannot carefully conclude what causes what. In addition, work attitudes like job embeddedness should be studied in relation to the intention to emigrate. Evidence shows this factor can serve as boundary conditions for workplace behaviour and work outcomes such as turnover intention (Peltokorpi & Allen, 2023). Although we maintain in the serial mediation, for instance, that low levels of job burnout may bring about increased patterns of affective commitment, it can be argued that it is the degree of affective commitment that gives employees the thick skin to cope with burnout prevalent in healthcare settings of low-income countries. It is believed that experimental research could potentially address issues like this by testing causality.

CRedit authorship contribution statement

Deborah Onaopemipo Ajayi: Writing – review & editing, Writing – original draft, Validation, Software, Methodology, Investigation, Formal analysis, Conceptualization. **Cem Tanova:** Writing – review & editing, Validation, Supervision, Formal analysis. **Steven Bayighomog:** Writing – review & editing, Validation, Supervision, Software, Methodology. **Akinwuyi Stephen Akinwande:** Writing – review & editing, Software, Methodology, Conceptualization.

Declaration of competing interest

The authors have no competing interests to declare that are relevant to the content of this article.

Data availability

Data will be made available on request.

References

- Abubakar, I., Dalglish, S. L., Angell, B., Sanuade, O., Abimbola, S., Adamu, A. L., ... Gadanya, M. A. (2022). The lancet Nigeria commission: Investing in health and the future of the nation. *The Lancet*, 399(10330), 1155–1200. [https://doi.org/10.1016/S0140-6736\(21\)02488-0](https://doi.org/10.1016/S0140-6736(21)02488-0)
- Adejoro, L. (2024). 10,000 nurses unemployed despite health workforce shortage. *Punchng.com*. <https://punchng.com/10000-nurses-unemployed-despite-health-workforce-shortage/>.
- Adeloye, D., David, R. A., Olaogun, A. A., Auta, A., Adesokan, A., Gadanya, M., ... Iseolorunkanmi, A. (2017). Health workforce and governance: The crisis in Nigeria. *Human Resources for Health*, 15(1). <https://doi.org/10.1186/s12960-017-0205-4>
- Adepoju, A. (1995). Emigration dynamics in Sub-Saharan Africa. *International Migration*, 33(3–4), 313–390. <https://doi.org/10.1111/j.1468-2435.1995.tb00032.x>
- Ajoseh, S., Langer, A., Amoniyani, O., & Uyah, U.-A. (2024). Navigating brain drain: Understanding public discourse on legislation to retain medical professionals in Nigeria. *Globalization and Health*, 20(1). <https://doi.org/10.1186/s12992-024-01077-1>
- Akinwale, O. E., & George, O. J. (2022). Personnel brain-drain syndrome and quality healthcare delivery among public healthcare workforce in Nigeria. *Arab Gulf Journal of Scientific Research*, 41(1), 18–39. <https://doi.org/10.1108/agjsr-04-2022-0022>
- Akokuwebe, M. E., & Idemudia, E. S. (2023). Fraud within the Nigerian health system, a double threat for resilience of a health system and the response to the COVID-19 pandemic: A review. *Pan African Medical Journal*, 45, 116. <https://doi.org/10.11604/pamj.2023.45.116.36979>
- Alabi, M. A., Ishola, A. G., Onibokun, A. C., & Lasebikan, V. O. (2021). Burnout and quality of life among nurses working in selected mental health institutions in south West Nigeria. *African Health Sciences*, 21(3), 1428–1439. <https://doi.org/10.4314/ahs.v21i3.54>
- Alabi, T. (2024). "I thought i was coming to paradise": Expectation–reality discrepancy among Nigerian migrants. *South African Review of Sociology*, 54(2), 1–22. <https://doi.org/10.1080/21528586.2024.2382952>
- Alabi, T., & Olajide, B. (2023). Who wants to go where? Regional variations in emigration intention in Nigeria. *African Human Mobility Review*, 9(1), 77–101. <https://doi.org/10.14426/ahmr.v9i1.1204>
- Almansour, H., Aldossary, A., Holmes, S., & Alderaan, T. (2023). Migration of nurses and doctors: Pull factors to work in Saudi Arabia. *Human Resources for Health*, 21, 25. <https://doi.org/10.1186/s12960-023-00809-5>
- Al-Mustapha, A. I., Tijani, A. A., Oyewo, M., Ibrahim, A., Elelu, N., Ogundijo, O. A., ... Adetunji, V. O. (2021). Nigeria's race to zero COVID-19 cases: True disease burden

- or testing failure? *Journal of Global Health*, 11, Article 03094. <https://doi.org/10.7189/jogh.11.03094>
- Alvaro, C., Lyons, R. F., Warner, G., Hobfoll, S. E., Martens, P. J., Labonté, R., & Brown, E. R. (2010). Conservation of resources theory and research use in health systems. *Implementation Science*, 5, 1–20. <https://doi.org/10.1186/1748-5908-5-79>
- Anasori, E., Bayighomog, S. W., & Tanova, C. (2019). Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion. *The Service Industries Journal*, 40(1–2), 1–25. <https://doi.org/10.1080/02642069.2019.1589456>
- Andina-Díaz, E., Rodríguez-Puente, Z., Arias-Gundín, O., & Pérez-Rivera, F. J. (2025). Lack of autonomy and professional recognition as major factors for burnout in midwives: A systematic mixed-method review. *Journal of Advanced Nursing*, 81(2), 574–590. <https://doi.org/10.1111/jan.16279>
- Anduaga-Beramendi, A., Beas, R., Maticorena-Quevedo, J., & Mayta-Tristán, P. (2019). Association between burnout and intention to emigrate in Peruvian healthcare workers. *Safety and Health at Work*, 10(1), 80–86. <https://doi.org/10.1016/j.shaw.2018.08.004>
- Asadullah, M. A., Aslam, M., Haq, M. Z. U., Nazir, S., Khan, K. A., & Siddiquei, A. N. (2024). Integrating work and sleep to understand work-life balance among healthcare professionals: A conservation of resources perspective. *Acta Psychologica*, 250, Article 104514. <https://doi.org/10.1016/j.actpsy.2024.104514>
- Ashinze, P. (2024). New certificate verification guidelines for Nigerian nurses. *Lancet*, 403(10432), 1138. [https://doi.org/10.1016/s0140-6736\(24\)00370-2](https://doi.org/10.1016/s0140-6736(24)00370-2)
- Badru, O. A., Alabi, T. A., Okerinde, S. S., Kabir, M. A., Abdulrazaq, A., Adeagbo, O. A., & Badru, F. A. (2024). Investigating the emigration intention of health care workers: A cross-sectional study. *Nursing Open*, 11(5), Article e2170. <https://doi.org/10.1002/nop.2.2170>
- Bagraim, J. J. (2013). Commitment and the emigration intentions of South African professional nurses. *Health SA Gesondheid*, 18(1), 512–519. <https://doi.org/10.4102/hsag.v18i1.512>
- Boafo, I. M. (2016). Ghanaian nurses' emigration intentions: The role of workplace violence. *International Journal of Africa Nursing Sciences*, 5, 29–35. <https://doi.org/10.1016/j.ijans.2016.11.001>
- Bon, A. T., & Shire, A. M. (2022). Review of conservation of resources theory in job demands and resources model. *International Journal of Global Optimization and Its Application*, 1(4), 236–248. <https://doi.org/10.56225/ijgoia.v1i4.102>
- Boudreau, C., & Rhéaume, A. (2024). Impact of the work environment on nurse outcomes: A mediation analysis. *Western Journal of Nursing Research*, 46(3), 210–218. <https://doi.org/10.1177/01939459241230369>
- Braimah, E. S., Gberevbie, D. E., Chidozie, F., & Osimen, G. U. (2024). Drivers and outcomes of international migration for infrastructural development of Edo state, Nigeria. *Journal of Infrastructure, Policy and Development*, 8(8), 5974–5994. <https://doi.org/10.24294/jipd.v8i8.5974>
- Brunetto, Y., Saheli, N., Dick, T., & Nelson, S. (2021). Psychosocial safety climate, psychological capital, healthcare SLBs' wellbeing and innovative behaviour during the COVID 19 pandemic. *Public Performance & Management Review*, 45(4), 1–22. <https://doi.org/10.1080/15309576.2021.1918189>
- Byrne, B. M. (2013). *Structural equation modeling with Mplus*. USA: New York: Routledge.
- Chen, G., Wang, J., Huang, Q., Sang, L., Yan, J., Chen, R., ... Ding, H. (2024). Social support, psychological capital, multidimensional job burnout, and turnover intention of primary medical staff: A path analysis drawing on conservation of resources theory. *Human Resources for Health*, 22, 42. <https://doi.org/10.1186/s12960-024-00915-y>
- Dall'Ora, C., Ball, J., Reinius, M., & Griffiths, P. (2020). Burnout in nursing: A theoretical review. *Human Resources for Health*, 18(1), 1–17. <https://doi.org/10.1186/s12960-020-00469-9>
- Delgado, C., Evans, A., Roche, M., & Foster, K. (2022). Mental health nurses' resilience in the context of emotional labour: An interpretive qualitative study. *International Journal of Mental Health Nursing*, 31, 1260–1275. <https://doi.org/10.1111/inm.13037>
- Dodd, V., Hooley, T., & Burke, C. (2019). Decent work in the UK: Context, conceptualization, and assessment. *Journal of Vocational Behavior*, 112, 270–281. <https://doi.org/10.1016/j.jvb.2019.04.002>
- Dordunoo, D., An, M., Chu, M. S., Yeun, E. J., Hwang, Y. Y., Kim, M., & Lee, Y. (2021). The impact of practice environment and resilience on burnout among clinical nurses in a tertiary hospital setting. *International Journal of Environmental Research and Public Health*, 18(5), 2500. <https://doi.org/10.3390/ijerph18052500>
- Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P., ... Santos, E. J. R. (2017). The development and initial validation of the decent work scale. *Journal of Counseling Psychology*, 64(2), 206–221. <https://doi.org/10.1037/cou0000191>
- Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), 654–677. <https://doi.org/10.1037/a0014891>
- Eze, O. J., Ajah, B. O., Nwonovo, O. S., & Atama, C. S. (2021). Health sector corruption and COVID-19 outbreak: Evidence from Anambra and Enugu states, Nigeria. *Journal of Contemporary African Studies*, 40(1), 34–46. <https://doi.org/10.1080/02589001.2021.1921129>
- Farkash, H. E., Lahad, M., Hobfoll, S. E., Leykin, D., & Aharonson-Daniel, L. (2022). Conservation of resources, psychological distress, and resilience during the COVID-19 pandemic. *International Journal of Public Health*, 67. <https://doi.org/10.3389/ijph.2022.1604567>
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G*power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41(4), 1149–1160. <https://doi.org/10.3758/brm.41.4.1149>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Frey, D. F., & MacNaughton, G. (2016). A human rights lens on full employment and decent work in the 2030 sustainable development agenda. *SAGE Open*, 6(2), Article 215824401664958. <https://doi.org/10.1177/2158244016649580>
- Galanis, P., Moisoglou, I., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., & Kaitelidou, D. (2023). Association between organizational support and turnover intention in nurses: A systematic review and meta-analysis. *Research Square (Research Square)*, 13(3), 1090–1100. <https://doi.org/10.21203/rs.3.rs-3310921/v1>
- Gao, Y., Liu, H., & Sun, Y. (2022). Understanding the link between work-related and non-work-related supervisor-subordinate relationships and affective commitment: The mediating and moderating roles of psychological safety. *Psychology Research and Behavior Management*, 15, 1649–1663. <https://doi.org/10.2147/prbm.s367282>
- Giwa, A. (2024). Trust as foundation: Can Nigeria's new health workforce policy stem the migration tide? *The International Journal of Health Planning and Management*, 00, 1–5. <https://doi.org/10.1002/hpm.3879>
- Goudarzian, A. H., Nasrabadi, A. N., Sharif-Nia, H., Farhadi, B., & Navab, E. (2024). Exploring the concept and management strategies of caring stress among clinical nurses: A scoping review. *Frontiers in Psychiatry*, 15, Article 1337938. <https://doi.org/10.3389/fpsyt.2024.1337938>
- Guest, D. (2004). Flexible employment contracts, the psychological contract and employee outcomes: An analysis and review of the evidence. *International Journal of Management Reviews*, 5–6(1), 1–19. <https://doi.org/10.1111/j.1460-8545.2004.00094.x>
- Guzeller, C. O., & Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102–120. <https://doi.org/10.1108/ijcthr-05-2019-0094>
- Györfi, Z., Dweik, D., & Girasek, E. (2018). Willingness to migrate—A potential effect of burnout? A survey of Hungarian physicians. *Human Resources for Health*, 16, 1–8. <https://doi.org/10.1186/s12960-018-0303-y>
- Halbesleben, J. R. B., Neveu, J.-P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334–1364. <https://doi.org/10.1177/0149206314527130>
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: Guilford Press.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20(20), 277–319.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066x.44.3.513>
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307–324. <https://doi.org/10.1037/1089-2680.6.4.307>
- Hobfoll, S. E. (2010). Conservation of resources theory: Its implication for stress, health, and resilience. In *Oxford Handbooks Online*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780195375343.013.0007>
- Hobfoll, S. E., & Ford, J. S. (2007). Conservation of resources theory. *Encyclopedia of Stress*, 51(4), 562–567. <https://doi.org/10.1016/b978-012373947-6.00093-3>
- Hoong, L. C., & Soon, D. (2011). A study on emigration attitudes of young Singaporeans (2010). In *IPS Working Papers*. Institute of Policy Studies.
- Howell, A., Kirk-Brown, A., & Cooper, B. K. (2012). Does congruence between espoused and enacted organizational values predict affective commitment in Australian organizations? *The International Journal of Human Resource Management*, 23(4), 731–747. <https://doi.org/10.1080/09585192.2011.561251>
- Huang, W., Shen, J., & Yuan, C. (2021). How decent work affects affective commitment among Chinese employees: The roles of psychological safety and labor relations climate. *Journal of Career Assessment*, 30(1), 157–180. <https://doi.org/10.1177/10690727211029673>
- Ijabadeni, O. A., & Fasae, J. K. (2023). Prevalence of low back pain among nurses and the effects on job performance in tertiary health institutions in Ondo State, Nigeria. *International Journal of Africa Nursing Sciences*, 18, Article 100560. <https://doi.org/10.1016/j.ijans.2023.100560>
- Imraan, O. (2025). Nigeria's brain drain crisis: The true cost of Japa in 2025. *SmartPreneur*. <https://smartpreneur.ng/nigerias-brain-drain-crisis/>
- Jayasingam, S., & Yong, J. R. (2013). Affective commitment among knowledge workers: The role of pay satisfaction and organization career management. *The International Journal of Human Resource Management*, 24(20), 3903–3920. <https://doi.org/10.1080/09585192.2013.781520>
- Jiang, J., Liu, Y., Han, P., Zhang, P., Shao, H., Peng, H., & Duan, X. (2022). Psychological resilience of emergency nurses during COVID-19 epidemic in Shanghai: A qualitative study. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.1001615>
- Jiang, L., Xu, X., Zubilevitch, E., & Sibley, C. G. (2023). Gain and loss spirals: Reciprocal relationships between resources and job insecurity. *Journal of Occupational and Organizational Psychology*, 96(3), 646–668. <https://doi.org/10.1111/joop.12440>
- Katuta, M. N., & Nuuyoma, V. (2023). Newly qualified registered nurses' and midwives' experiences from rural health district placement in Namibia. *BMC Nursing*, 22(1), 108. <https://doi.org/10.1186/s12912-023-01272-2>
- Kelley, M. M., Zadvinskis, I. M., Miller, P. S., Montoro, C., Norful, A. A., O'Mathúna, D., ... Chipps, E. (2021). United States nurses' experiences during the COVID-19 pandemic: A grounded theory. *Journal of Clinical Nursing*, 31(15–16), 2167–2180. <https://doi.org/10.1111/jocn.16032>
- Khalil-Babatunde, M., & Panichelli-Batalla, S. (2023). Challenges of cooperation for development: A case-study analysis of Cuban health solidarity programmes in Nigeria. *Journal of International Development*, 35(7), 1833–1851. <https://doi.org/10.1002/jid.3752>

- Kim, B. J., & Choi, C. (2023). Impact of compensation and willingness to keep same career path on burnout among long-term care workers in Japan. *Human Resources for Health*, 21(1), 64. <https://doi.org/10.1186/s12960-023-00845-1>
- Kohnen, D., DeHansWitte, Schaufeli, W. B., Dello, S. A. W. G., Bruyneel, L., & Sermeus, W. (2023). What makes nurses flourish at work? How the perceived clinical work environment relates to nurse motivation and well-being: A cross-sectional study. *International Journal of Nursing Studies*, 148, Article 104567. <https://doi.org/10.1016/j.ijnurstu.2023.104567>
- Konlan, K. D., Lee, T. W., & Damiran, D. (2023). The factors that are associated with nurse immigration in lower- and middle-income countries: An integrative review. *Nursing Open*, 10(12), 7454–7466. <https://doi.org/10.1002/nop2.2003>
- Koo, B., Yu, J., Chua, B.-L., Lee, S., & Han, H. (2019). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 21(4), 1–31. <https://doi.org/10.1080/1528008x.2019.1663572>
- Laari, C. K., Sapak, J., Wumbei, D., & Salifu, I. (2024). Migration intentions among nursing students in a low-middle-income country. *BMC Nursing*, 23, 492. <https://doi.org/10.1186/s12912-024-02180-9>
- Lam, L. W., & Liu, Y. (2014). The identity-based explanation of affective commitment. *Journal of Managerial Psychology*, 29(3), 321–340. <https://doi.org/10.1108/jmp-02-2012-0036>
- Lanati, M., & Thiele, R. (2020). Aid for health, economic growth, and the emigration of medical workers. *SSRN Electronic Journal*, 33(7), 1112–1140. <https://doi.org/10.2139/ssrn.3763947>
- Lansiquot, B. A., Tullai-McGuinness, S., & Madigan, E. (2012). Turnover intention among hospital-based registered nurses in the eastern Caribbean. *Journal of Nursing Scholarship*, 44(2), 187–193. <https://doi.org/10.1111/j.1547-5069.2012.01441.x>
- Lateef, M. A., & Mhlongo, E. M. (2022). A qualitative study on patient-centered care and perceptions of nurses regarding primary healthcare facilities in Nigeria. *Cost Effectiveness and Resource Allocation*, 20(1), 40–53. <https://doi.org/10.1186/s12962-022-00375-y>
- Leong, S. L., Teoh, S. L., Fun, W. H., & Lee, S. W. H. (2021). Task shifting in primary care to tackle healthcare worker shortages: An umbrella review. *European Journal of General Practice*, 27(1), 198–210.
- Li, M., Zhao, R., Wei, J., Zhou, L., Yang, S., Tian, Y., ... Song, R. (2024). Nurses' perspectives on workplace environment needs associated to resilience: A qualitative descriptive study. *Frontiers in Psychiatry*, 15, Article 1345713. <https://doi.org/10.3389/fpsy.2024.1345713>
- Li, Y. (2014). Building affective commitment to organization among Chinese university teachers: The roles of organizational justice and job burnout. *Educational Assessment, Evaluation and Accountability*, 26(2), 135–152. <https://doi.org/10.1007/s1092-014-9192-3>
- Lo, Y.-C., Lu, C., Chang, Y.-P., & Wu, S.-F. (2024). Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2), Article e24130. <https://doi.org/10.1016/j.heliyon.2024.e24130>
- Maisonneuve, F., Galy, A., Groulx, P., Chênevert, D., Grady, C., & Coderre-Ball, A. (2025). Managing resilience and exhaustion among health care workers through psychological self-care: The impact of job autonomy in interaction with role overload. *Journal of Healthcare Leadership*, 17, 63–73. <https://doi.org/10.2147/jhl.s501193>
- Maunz, L. A., & Glaser, J. (2022). Does being authentic promote self-actualization at work? Examining the links between work-related resources, authenticity at work, and occupational self-actualization. *Journal of Business and Psychology*, 38, 347–367. <https://doi.org/10.1007/s10869-022-09815-1>
- McGarry, E., & O'Connor, L. (2023). Assessing burnout rates and contributing factors in emergency medical services clinicians. *Journal of Workplace Behavioral Health*, 39(3), 288–301. <https://doi.org/10.1080/10555240.2023.2292119>
- Meese, K. A., Boitet, L. M., Sweeney, K. L., Gorman, C. A., Nassetta, L. B., Patel, N., & Rogers, D. A. (2024). Don't go: Examining the relationships between meaning, work environment and turnover intention across the entire healthcare team. *Journal of Multidisciplinary Healthcare*, 17, 353–366. <https://doi.org/10.2147/JMDH.S437816>
- Meng, B., & Choi, K. (2021). Employees' sabotage formation in upscale hotels based on conservation of resources theory (COR): Antecedents and strategies of attachment intervention. *International Journal of Contemporary Hospitality Management*, 33(3), 790–807. <https://doi.org/10.1108/ijchm-08-2020-0859>
- Meyer, J. P., Becker, T. E., & van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27(5), 665–683. <https://doi.org/10.1002/job.383>
- Mozolová, V., & Tupá, M. (2024). Migration intentions of nurses and nursing students from Slovakia: A study on drivers. *Problems and Perspectives in Management/Problems & Perspectives in Management*, 22(1), 534–548. [https://doi.org/10.21511/ppm.22\(1\).2024.43](https://doi.org/10.21511/ppm.22(1).2024.43)
- Murali, K. P., Brody, A. A., & Stimpfel, A. W. (2023). Nurses, psychological distress, and burnout: Is there an app for that? *Annals of the American Thoracic Society*, 20(10), 1404–1405. <https://doi.org/10.1513/annalsats.202307-629ed>
- NANNM. (2025). Our History: How National Association of Nigeria Nurses and Midwives (NANNM) Was Formed. Our history: How National Association of Nigeria nurses and midwives (NANNM) was formed. <https://nannm.com.ng/>
- Navas-Jiménez, M. C., Lagüa, A., Recio, P., García-Guiú, C., Pastor, A., Edú-Valsania, S., ... Moriano, J. A. (2025). The buffering effect of secure base leadership on the relationship between emotional demands and burnout: A multilevel study among military officer cadets. *Acta Psychologica*, 255, Article 104971. <https://doi.org/10.1016/j.actpsy.2025.104971>
- Nigeria Health Watch. (2024). Nigeria's health sector in 2024: Policies, investments, partnerships, and milestones - Nigeria health watch Nigeria Health Watch. <https://articles.nigeriahealthwatch.com/nigerias-health-sector-in-2024-policies-investments-partnerships-and-milestones/>
- Nwankwo, O. N. O., Ugwu, C. I., Nwankwo, G. I., Akpoke, M. A., Anyigor, C., Obi-Nwankwo, U., ... Spicer, N. (2022). A qualitative inquiry of rural-urban inequalities in the distribution and retention of healthcare workers in southern Nigeria. *PLoS One*, 17(3), Article e0266159. <https://doi.org/10.1371/journal.pone.0266159>
- Nwosu, A. D. G., Ossai, E. N., Mba, U. C., Anikwe, I., Ewah, R., Obande, B. O., & Achor, J. U. (2020). Physician burnout in Nigeria: A multicentre, cross-sectional study. *BMC Health Services Research*, 20(863), 863. <https://doi.org/10.1186/s12913-020-05710-8>
- O'Boyle, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5), 788–818. <https://doi.org/10.1002/job.714>
- Okeke-Ihejirika, P., & Odimegwu, I. (2022). Managing the rising tide of Nigerian migrants to the west—A policy vacuum or a structural challenge? *International Migration*, 61, 10–22. <https://doi.org/10.1111/imig.12978>
- Okunade, S. K., & Awosusi, O. E. (2023). The japa syndrome and the migration of Nigerians to the United Kingdom: An empirical analysis. *Comparative Migration Studies*, 11, 27–44. <https://doi.org/10.1186/s40878-023-00351-2>
- Olaleye, T. T., Christianson, T. M., & Hoot, T. J. (2022). Nurse burnout and resiliency in critical care nurses: A scoping review. *International Journal of Africa Nursing Sciences*, 17, Article 100461. <https://doi.org/10.1016/j.ijans.2022.100461>
- Olujobi, B. (2024). UK'S gain, Nigeria's pain as nurses migration hits 9-years high - Businessday NG. Businessday NG. <https://businessday.ng/news/article/uks-gain-nigerias-pain-as-nurses-migration-hits-9-years-high/>
- Onah, C. K., Azuogu, B. N., Ochie, C. N., Akpa, C. O., Okeke, K. C., Okpunwa, A. O., ... Ugwu, G. O. (2022). Physician emigration from Nigeria and the associated factors: The implications to safeguarding the Nigeria health system. *Human Resources for Health*, 20(1), 85–100. <https://doi.org/10.1186/s12960-022-00788-z>
- Osei, H. V., Konadu, I. A., & Osei-Kwame, D. (2022). The relationships between team burnout and team psychological safety and civility among hospital nurses during the COVID-19 pandemic: The mediating role of team thriving. *International Journal of Healthcare Management*, 16(2), 1–12. <https://doi.org/10.1080/20479700.2022.2085847>
- Otache, I., & Inekwe, E.-O. I. (2021). The relationship between job satisfaction, turnover intentions and performance of Nigerian polytechnic lecturers with doctorate degrees. *Journal of Applied Research in Higher Education*, 14(2), 762–783. <https://doi.org/10.1108/jarhe-10-2020-0360>
- Parmar, V., Channar, Z. A., Ahmed, R. R., Streimikiene, D., Pahi, M. H., & Streimikis, J. (2022). Assessing the organizational commitment, subjective vitality and burnout effects on turnover intention in private universities. *Oeconomia Copernicana*, 13(1), 251–286. <https://doi.org/10.24136/oc.2022.008>
- Peltokorpi, V., & Allen, D. G. (2023). Job embeddedness and voluntary turnover in the face of job insecurity. *Journal of Organizational Behavior*, 45(3), 416–433. <https://doi.org/10.1002/job.2728>
- Perreira, T. A., Morin, A. J. S., Hebert, M., Gillet, N., Houle, S. A., & Berta, W. (2018). The short form of the workplace affective commitment multidimensional questionnaire (WACMQ-S): A bifactor-ESEM approach among healthcare professionals. *Journal of Vocational Behavior*, 106, 62–83. <https://doi.org/10.1016/j.jvb.2017.12.004>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Poku, C. A., Abebrese, A. K., Dwumfour, C. K., Okraku, A., Acquah, D., & Bam, V. (2023). Draining the specialized nursing brains, the emigration paradigm of Ghana: A cross-sectional study. *Nursing Open*, 10, 4022–4032. <https://doi.org/10.1002/nop2.1662>
- Prapanjaroen, A., Patrician, P. A., & Vance, D. E. (2017). Conservation of resources theory in nurse burnout and patient safety. *Journal of Advanced Nursing*, 73(11), 2558–2565. <https://doi.org/10.1111/jan.13348>
- Ramírez-Elvira, S., Romero-Béjar, J. L., Suleiman-Martos, N., Gómez-Urquiza, J. L., Monsalve-Reyes, C., Cañadas-De la Fuente, G. A., & Albendín-García, L. (2021). Prevalence, risk factors and burnout levels in intensive care unit nurses: A systematic review and meta-analysis. *International Journal of Environmental Research and Public Health*, 18(21), Article 11432. <https://doi.org/10.3390/ijerph182111432>
- Rathert, C., Ishqadeif, G., & Porter, T. H. (2022). Caring work environments and clinician emotional exhaustion. *Health Care Management Review*, 47(1), 58–65. <https://doi.org/10.1097/hmr.0000000000000294>
- Raun, M., Lassen, A., & Østervang, C. (2024). Psychological well-being among nursing staff in an emergency department: A mixed-methods study. *Journal of Emergency Nursing*. <https://doi.org/10.1016/j.jen.2024.10.021>. In Press.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Rink, L. C., Silva, S. G., Adair, K. C., Oyesanya, T. O., Humphreys, J., & Sexton, J. B. (2023). Characterizing burnout and resilience among nurses: A latent profile analysis of emotional exhaustion, emotional thriving and emotional recovery. *Nursing Open*, 10(11), 7279–7291. <https://doi.org/10.1002/nop2.1980>
- Roczniowska, M., & Bakker, A. B. (2021). Burnout and self-regulation failure: A diary study of self-undermining and job crafting among nurses. *Journal of Advanced Nursing*, 77, 3424–3435. <https://doi.org/10.1111/jan.14872>
- Roth, C., Wensing, M., Breckner, A., Mahler, C., Krug, K., & Berger, S. (2022). Keeping nurses in nursing: A qualitative study of German nurses' perceptions of push and pull factors to leave or stay in the profession. *BMC Nursing*, 21(1), 48. <https://doi.org/10.1186/s12912-022-00822-4>

- Sani, M. M., Jafaru, Y., Ashipala, D. O., & Sahabi, A. K. (2024). Influence of work-related stress on patient safety culture among nurses in a tertiary hospital: A cross-sectional study. *BMC Nursing*, 23(1), 1–12. <https://doi.org/10.1186/s12912-023-01695-x>
- Sawicka, M., & Karlińska, A. (2021). Survival or self-actualization? Meanings of work in contemporary Poland. *Polish Sociological Review*, 214(2), 199–220. <https://doi.org/10.26412/psr214.04>
- Sayre, G. M. (2022). The costs of insecurity: Pay volatility and health outcomes. *Journal of Applied Psychology*, 1–21. <https://doi.org/10.1037/apl0001062>
- Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees. *ISRA International Journal of Islamic Finance*, 14(2), 141–156. <https://doi.org/10.1108/ijif-01-2021-0008>
- Setti, I., Zito, M., Colombo, L., Cortese, C. G., Ghislieri, C., & Argentero, P. (2018). Well-being and affective commitment among ambulance volunteers: A mediational model of job burnout. *Journal of Social Service Research*, 44(2), 236–248. <https://doi.org/10.1080/01488376.2018.1442898>
- Shan, Y., Zhou, X., Zhang, Z., Chen, W., & Chen, R. (2023). Enhancing the work engagement of frontline nurses during the COVID-19 pandemic: The mediating role of affective commitment and perceived organizational support. *BMC Nursing*, 22, 451. <https://doi.org/10.1186/s12912-023-01623-z>
- Shoaib, M., Nawal, A., Zámečník, R., Korsakienė, R., & Rehman, A. U. (2022). Go green! Measuring the factors that influence sustainable performance. *Journal of Cleaner Production*, 366, Article 132959. <https://doi.org/10.1016/j.jclepro.2022.132959>
- Sibuea, Z., Sulastiana, M., & Fitriana, E. (2024). Factor affecting the quality of work life among nurses: A systematic review. *Journal of Multidisciplinary Healthcare*, 17, 491–503. <https://doi.org/10.2147/jmdh.s446459>
- Sönmez, B., Yıldız Keskin, A., İspir Demir, Ö., Emiralioglu, R., & Güngör, S. (2022). Decent work in nursing: Relationship between nursing work environment, job satisfaction, and physical and mental health. *International Nursing Review*, 70, 78–88. <https://doi.org/10.1111/inr.12771>
- Soundararajan, V., Wilhelm, M. M., & Crane, A. (2021). Humanizing research on working conditions in supply chains: Building a path to decent work. *Journal of Supply Chain Management*, 57(2), 3–13. <https://doi.org/10.1111/jscm.12260>
- Su, P. P., Chen, S. M., Chang, F., Feng, H., Feng, X., Wen, L., ... Wu, X. (2025). Latent profile analysis and influence factor study of well-being among nurses in China: A cross-sectional study. *BMJ Open*, 15(5), Article e095858. <https://doi.org/10.1136/bmjopen-2024-095858>
- Sull, D., & Sull, C. (2023). The real issues driving the nursing crisis. *MIT Sloan Management Review*. Retrieved from. <https://sloanreview.mit.edu/article/how-so-lve-nursing-crisis/>.
- Sun, H. S., Baek, O.-J., & Lee, E.-H. (2023). Effects of nursing work environment, need satisfaction, and depression on turnover intention in Korea. *Healthcare*, 11(12), 1698. <https://doi.org/10.3390/healthcare11121698>
- Tadesse, B., Dechasa, A., Ayana, M., & Tura, M. R. (2023). Intention to leave nursing profession and its associated factors among nurses: A facility based cross-sectional study. *The Journal of Health Care Organization, Provision, and Financing*, 60. <https://doi.org/10.1177/00469580231200602>
- Taranu, S. M., Ilie, A. C., Turcu, A.-M., Stefaniu, R., Sandu, I. A., Pislaru, A. I., ... Alexa-Stratulat, T. (2022). Factors associated with burnout in healthcare professionals. *International Journal of Environmental Research and Public Health*, 19(22), Article 14701. <https://doi.org/10.3390/ijerph192214701>
- Uddin, M. (2023). Investigating the impact of perceived social support from supervisors and co-workers on work engagement among nurses in private healthcare sector in Bangladesh: The mediating role of affective commitment. *Journal of Health Management*, (3), 1. <https://doi.org/10.1177/09720634231195162>
- Upenieks, V. V. (2002). Assessing differences in job satisfaction of nurses in magnet and nonmagnet hospitals. *JONA. The Journal of Nursing Administration*, 32(11), 564–576. <https://doi.org/10.1097/00005110-200211000-00004>
- Van Bogaert, P., Clarke, S., Wouters, K., Franck, E., Willems, R., & Mondelaers, M. (2013). Impacts of unit-level nurse practice environment, workload and burnout on nurse-reported outcomes in psychiatric hospitals: A multilevel modelling approach. *International Journal of Nursing Studies*, 50(3), 357–365. <https://doi.org/10.1016/j.ijnurstu.2012.05.006>
- van Jaarsveld, D. D., Walker, D. D., & Skarlicki, D. P. (2010). The role of job demands and emotional exhaustion in the relationship between customer and employee incivility. *Journal of Management*, 36(6), 1486–1504. <https://doi.org/10.1177/0149206310368998>
- Vandenbergh, C., Bentein, K., & Stinglhamer, F. (2004). Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes. *Journal of Vocational Behavior*, 64(1), 47–71. [https://doi.org/10.1016/s0001-8791\(03\)00029-0](https://doi.org/10.1016/s0001-8791(03)00029-0)
- Wang, T., Abrantes, A. C. M., & Liu, Y. (2022). Intensive care units nurses' burnout, organizational commitment, turnover intention and hospital workplace violence: A cross-sectional study. *Nursing Open*, 10, 1102–1115. <https://doi.org/10.1002/nop2.1378>
- World Health Organization. (2020). State of the world's Nursing 2020: Investing in education, Jobs and Leadership. WHO | World Health Organization. <https://www.who.int/publications/i/item/9789240003279>.
- Xue, B., Feng, Y., Hu, Z., Chen, Y., Zhao, Y., Li, X., Yang, Y., Zhang, J., Zhang, Y., & Luo, H. (2024). Assessing the mediation pathways: How decent work affects turnover intention through job satisfaction and burnout in nursing. *International Nursing Review*, 71, 860–867. <https://doi.org/10.1111/inr.12939>
- Yan, Y., Deng, D., Geng, Y., Gao, J., & Lin, E. (2023). The dual influence path of decent work perception on employee innovative behavior. *Frontiers in Psychology*, 14, Article 1302945. <https://doi.org/10.3389/fpsyg.2023.1302945>
- Yao, J., Zhou, X., Xu, D., Liu, T., Gui, Y., & Huang, Y. (2024). Current status and influencing factors of secondary traumatic stress in emergency and intensive care nurses: A cross-sectional analysis. *Psychology Research and Behavior Management*, 17, 567–576. <https://doi.org/10.2147/prbm.s444205>
- Zhang, X., Zhang, L., Xue, B., Li, Y., Yan, M., Luo, H., & Huang, X. (2024). Effort–reward imbalance and well-being among psychiatric nurses: The mediating role of burnout and decent work. *BMC Nursing*, 23, 635. <https://doi.org/10.1186/s12912-024-02301-4>
- Zheng, J., Feng, S., Gao, R., Gong, X., Ji, X., Li, Y., Wang, X., & Xue, B. (2024). The relationship between organizational support, professional quality of life, decent work, and professional well-being among nurses: A cross-sectional study. *BMC Nursing*, 23(1), 425–435. <https://doi.org/10.1186/s12912-024-02114-5>