Occupational Stress, Work Engagement and Work Environment as Predictors of Job Satisfaction among Primary School Teachers in Ebonyi State, Nigeria

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Abstract

This study investigated occupational stress, work engagement and work environment as predictors of job satisfaction among 300 primary school teachers in Ebonyi State, Nigeria. Data were collected from volunteers through occupational stress scale, work engagement, work environment scale and job satisfaction scale. Consistent with the three hypotheses stated, the results of regression analyses showed that occupational stress,work engagement and work environment were all significantly and positively related to job satisfaction. It has implications for ministries of education, organisations, and individuals to view job satisfaction as key to high productivity. Organisations should encourage and train workers in other to achieve optimal performance. The study concluded that ministries of education need to understand the importance of negative impact of occupational stress, work engagement and work environment in other to maximize job satisfaction of their teachers.

Keywords: Occupational stress, work engagement, work environment, job satisfaction, Primary School Teachers.

1. Introduction

Organisations lack the ability on the negative effect of occupational stress, work engagement, work environment on their workers' job satisfaction. Workers are significant component in the process of achieving optimal productivity in organizations. To meet the goals and objectives, organisations and employees need reduced occupational stress, work engagement and good working environment that allow the workers freely without issues that may restrain them from performing up to the level of their

full potentials (Oginyi, Ofoke & Francis 2016). The objective of this study, therefore is to examineoccupational stress, work engagement and work environment as predictors of job satisfaction among primary school teachers in Ebonyi State, Nigeria. Papoutsis, Labiris and Niakas (2014) view job satisfaction as the level of contentment workers feel towards their jobs, and it is enhanced by different factors, including availability of resources, teamwork, supervisors, follow-up and personal attitudes. Job satisfaction is the effective orientation of individuals towards work roles that they are currently occupying (Clark, 2006). Evan (2001) described job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job related needs as being met. Blum, Robbin and Judge (2011) expressed it as an individual's general attitude towards his/her job. One of the psychological variables under which job satisfaction could be discussed is occupational stress.

Occupational stress is defined as a disruption of the emotional stability of the individual that induces a state of disorganization in personality and behaviour (Nwadiani, 2006). Occupational stressor may be defined as any demand made by the internal or external environment that upsets a person's balance and for which restoration is needed (Larson, 2004; Bridger, Kilminster, & Slaven, 2007). Occupational stress can be defined as the experience of unpleasant, negative emotions that may lead to tension, anxiety, frustration, anger and depression resulting from aspects of work (Oginyi, Ofoke & Francis 2016; Salami, 2003; Henry & Evans, 2008).Baizer, Smith, Parra, and Ironson (2001) defined job stress as something in the work environment that is perceived as threatening or demanding, or is something in the work place which may characterize an individual's work experience, which may also induce feelings of being overwhelmed or nerve-wacked. Higher levels of work related stress can lead to organizational problems, such as low productivity, increased absenteeism and low turnover, as well as individual employee problems such as alcohol and drug abuse, and ill-being (Mostert, Rothmann, Mostert, Nell, 2008).

Empirical evidences to support the significance of occupational stress on job satisfaction are quite substantial. Ahsan, Abdullah, Fie and Alam (2009) investigated the relationship between job stress and job satisfaction among public university academics from Klang valley area in Malaysia. The results show that there is a significant relationship between four of the constructs tested and a significant negative relationship between stress and job satisfaction. Mescol (2011) investigated the relationship between stress and job satisfaction among 70 Romanian academics, stress was indicated by the levels of depression and anxiety. The results indicated that: (a) there is a negative correlation between stress and job satisfaction; (b) women reported a high level of anxiety and depression and a low levels of job satisfaction and found to be significantly different on male counterpart. Elena (2013) examined the relationship between occupational stress, job satisfaction and work engagement. Three psychometric instruments were used in order to examine the association between the variables and the predictive values of occupational stress. It also determined the moderating effect played by demographic variables of the 238 participants included in the research. Statistical analysis highlighted the negative, medium and low correlations between the sub-scales of the independent variables and that of dependent variables and that certain occupational stress sources are predictors of the dimensions specific to job satisfaction and work engagement. The results obtained from the moderating analysis showed that five demographic variables had a moderating effect on the relationship between occupational stress and job satisfaction subscales.

Abdul (2012) examined the relationship between occupational stress and job satisfaction, the case of Pakistan, Universities. The result indicated no significant relationship found between job satisfaction and overall occupational stress; inverse relationship was found between the occupational stress and overall job satisfaction in faculty members of private universities. No relationship between the occupational stress and overall job satisfaction in case of both male and female faculty members of universities; young age university teachers were more sensitive to the occupational stress and job satisfaction; and no significant relationship was found between the occupational stress and overall job satisfaction in faculty members of universities across the nature of jobas regard to visiting, contract and

permanent staff. Research has identified work engagement as a variable related to several organizational and individual job satisfaction.

Work engagement according to (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002; Ugwu& Onyishi, 2017) is the positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Catteeuw, Flynn, and Vonderhorst (2007) defined work engagement as the extent to which workers are satisfied with their jobs, feel valued, and experience collaboration and trust. Catlette and Hadden (2001), employee engagement refers to the positive, effective psychological work-related state of mindthat leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance. Engaged workers will stay with the organization longer, and continually, find smarter, more effective ways to add value to the organization (Seijts & Crim, 2006; Harter, Schmidt & Hayes, 2002). Engaged employees also tend to feel that their work actually positively affect their physical and psychological well-being (Seijts & Crim, 2006).Researchers commonly describe engaged employees as individuals who are highly energized and resilient in performing their job; put their heart into their jobs with persistence and willingness to invest effort; exhibit strong work involvement along with experiencing feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from their work; and fully concentrate and immerse themselves in their work without noticing that time passes (Schaufeli & Bakker, 2004).

Employee engagements are associated with customer satisfaction, retention, loyalty and good relationship with co-workers (Harter, Schmidt & Hayes, 2002). Employee engagement has become an overnight sensation in the business consulting world for its statistical relationship with variables such as job involvement, job satisfaction, organizational citizenship behavior and employee commitment (Little & Little, 2006) and in turn affect productivity and profitability (Lockwood,2007). Managers want to improve staff engagement because this tends to lead to staff performance, reduces labour turnover and improves the well-being of employees (Wright & Cropanzano, 2000). The concept of employee engagement is currently in its early stage hence the need for more rigorous studies to unearth its theoretical underpinnings and practical application, along with its antecedents and consequences (Saks, 2006). However, very little is known about the relationship between employee work engagement and commitment. They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers (Vance, 2006). Kamalanabhan, Prakash, and Duggirala (2009) found that employee engagement had a significant and positive correlation with job satisfaction.Thakur (2014) investigated the effect of employee engagement on job satisfaction in information technology sector, using primary as well as secondary data. The findings identified that among the former, work motivation could be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions were significantly associated with job satisfaction.

Agyemang and Ofei (2013) investigated employee work engagement and organizational commitment using a comparative approach of private and public sector employees in Ghana. A total of 105 employees of three public and three private organizations with analogous characteristics in the Accra Metropolis of Ghana were purposively sampled. Result of Pearson product-moment correlation and independent t-test revealed a significant positive relationship between employee engagement and employee commitment. Employees of private organizations had a higher level of employee engagement and organizational commitment than employees in public organizations, and long-tenured and short- tenured employees did not differ in commitment levels.

Imam and Shafique (2014) examined the impact of employee engagement in increasing job satisfaction and commitment of employees and also the moderating relationship of job stress between employee engagement and job satisfaction and organizational commitment. Similarly, a mediating relationship of both job satisfaction and organizational commitment between employee engagement and turnover intention were also examined. Finding shows that the mediating relationship of job satisfaction exist between the employee engagement and turnover intentions of employees. This means

that the more employee engagement do increase the job satisfaction among the employees but based on this work engagement they tend to show more turnover intentions. Mediating relationship of organizational commitment between work engagement and turnover intentions of employees does not exist. Moreover, moderating relationship of job stress has also been found insignificant.

In addition to the variables that could be related to job satisfaction is work environment. Literature on work environment tend to serve as good platform for examining what an organization can do to promote job satisfaction of her workers. Work environmentis defined as all the aspects which act and react on the body and mind of workers (Jain & Kaur, 2014). If the working environment is congenial, fatigue, monitory and boredom are minimized and work performance can be maximized. Work environment is one of the comprehensive concepts of an organization because it includes aspects of physical, psychological and social working conditions. The work environment can have a positive or negative effect on psychological well-being of employees. Organizations with high job demands and high pressures tend to increase employees job stress. Therefore, organizations seek to eliminate the negative aspects of the work environment so that employees are satisfied with their work (Jain & Kaur, 2014)

In the same vein, Mehbood and Bhutto (2012) posit that the concept of work environment is a comprehensive one including the physical, psychological and social aspects that mark up the work conditions. Also, work environment involves all the aspects which act and react on the body and mind of an employee. They also described work environment as the environment in which people are working and a wide category that incorporates the physical scenery (e.g moise, equipment, heat), fundamentals of the job itself (e.g. work load, task, complexity),extensive business features (e.g, culture, history) and even extra business background (e.g. industry setting, workers relation).Abdul and Raheela (2015) stated that work environment consists of two broader dimensions such as work and context. Workenvironment includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities, training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Different factors within the work environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect job satisfaction (Lane, Esser, Hotte,& Anne, 2010).

Jain and Kaur (2014) in their studies proved that good work condition, refreshment& recreation facility, health and safety facility, fun at workplace increase the degree of job satisfaction. On the other hand, workload, stress, overtime, fatigue, boredom are some factors that increase job dissatisfaction.Sunday, Omoloba and Mayowa (2013) investigated job satisfaction and work environment of primary health care nurses in Ekiti State, Nigeria: An exploratory study. A total of 216 nurses were recruited but only 161 nurses responded to the instrument administered. Data analysis was done using descriptive and inferential statistics. Findings from the study revealed that there was a significant positive strong correlation between, overall work environment and the general job satisfaction of the nurses (r=0.55, P<0.01).

Ending and Truma (2014) examined the effect of work environment, job satisfaction, organization commitment on OCB of internet auditors. About 162 copies of questionnaires were distributed by using in person and email. The data were processed using path analysis. The results showed that the work environment is an antecedent of job satisfaction and organizational commitment of internal auditors. Job satisfaction and organizational commitment significantly affect organizational citizenship behaviour of internal auditors. They concluded that good work environment lead to job satisfaction and organizational commitment of employees in organizations.Twoodman, Sawyaer, and Griffin (1993) examined two work environment characteristics in organization (1) group characteristics include norms, consistency in group, problem solving approaches using in the group; (2) organizational characteristics including rewards, recognition, strategy, structure, resources, organizational culture and technology. Both characteristics have the potential to encourage innovation and creativity.

Bakotic and Babic (2013) showed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and workers who work in

difficult working conditions. Workers who work in normal working conditions are more satisfied with working conditions than workers who work under difficult working conditions. Roclofsen (2002) according to the results of his study, showed that work environment affects job satisfaction. Comfortable working environment reduce complaints and the level of absence for employees satisfied with their job. Organizations must be able to create a conducive working environment so as to improve or enhance job satisfaction and performance.Abdul and Raheela (2015) examined the impact of working environment on job satisfaction. Using 210 participants from educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan using simple random sampling technique. The results indicated a positive relationship between working environment and employee job satisfaction.

Skalli; Theodossions, and Vasileious (2008) showed that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Buhai, Cottini, and Nielseny (2008) finds that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity. Catillo and Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would increase.Sell and Bryan (2011) developed a model on job satisfaction by integrating economic variables and work envornment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and lo monetary benefits. The study showed that different psychosocial and work environment variables like workplace, social support has direct impact on job satisfaction and that increases in rewards does not improve the dissatisfaction level among employees.

Chandraskar (2011) argued that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money, whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era. Lee and brand (2005) argued that job satisfaction is increased by conducive work environment. Siwalankerto (2014) examined the impact of working environment towards employee job satisfaction, a case study in PT. X. The result revealed that simultaneously work environment factor is significant towards the employee job satisfaction and performance.

Parvin (2011) conducted a research on the factors affecting employee job satisfaction of pharmaceutical sector. The result of his research showed that working environment factor is one of the major influence of employee job satisfaction.Noah and Steve (2012) research aims on assessing the relationship of work environment towards the job attitude and organizational commitment of employees in Nigeria settings.The result showed that work environment give significant influence towards employee job satisfaction and performance.

2. Review of Related Literature
2.1 Theoretical Underpinnings

Lawler's theory of Fulfillment (1973), postulated that the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. Workers are satisfied if their demands are totally provided. Namely, the more a worker earns, the more he is satisfied and the less a worker earns, the less he is satisfied. A higher rank job or an interesting job can satisfy them too.

Two-factor theory (Herzberg, 1959) focuses on outcomes of satisfaction and dissatisfaction of an employees. The theory posits that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he argued that the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction (Herzberg, 2003). This theory affirm that job satisfaction and dissatisfaction are a products of different

factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like: working conditions, interpersonal matters, organizational policies that make employees to be satisfied in his or her work (Hackman & Oldham, 1976).

Affective Event Theory (Thompson & Phua, 2001) clarifies how emotions and moods affect job satisfaction. The theory explains the connections between employees' internal influences - cognitions, emotions, mental states etc and their responses to incidents that arise in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment.

Job characteristic theory (Hackman & Oldham 1976) states that there are a number of core job characteristics that impact on job outcomes. These are: Skill Variety (the degree to which a job requires a variety of different activities in carrying out the work and involves the use of different skills and talents of the individual), Task Identity (the degree to which the job requires completion of a 'whole' and identifiable piece of work – that is, one that involves doing a job from beginning to end with a visible outcome), Task Significance (the degree to which the job has substantial impact on the lives or work of people in other departments in the organization or in the external environment). Job Autonomy (the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out) and Job Feedback (the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information on the results of his performance). These core job characteristics impact three critical psychological states - experienced meaningfulness, experienced responsibility for outcomes of the work and knowledge of actual results of the work activities which in turn influence work outcomes (job satisfaction, absenteeism, work motivation and so on). The theory also recognizes that the core characteristics do not affect all employees in the same way. They affect more those in growth-need strength, that is, the employee's desire to achieve a sense of psychological growth in his work.

From the literature reviewed so far, evidences and gaps indicated that little research had been done on occupational stress,work engagement and work environment as predictors of job satisfaction among primary school teachers in Ebonyi State, Nigeria. The objective of this study, therefore, is to investigate occupational stress, work engagement and work environment as predictors of job satisfaction among primary school teachers. In view of this, the following statement to the problem are stated: Does occupational stress, work engagement and work environment have significant relation on job satisfaction? Accordingly, the following hypotheses were postulated and tested: (I). Occupational stress will be positively related to job satisfaction.(2).Work engagement will be positively related to job satisfaction.(3). Work environment will be positively related to job satisfaction.

3. Method
3.1 Participants and Procedure

The sample for this present study consisted of 300 primary school teachers in Ebonyi State, South-Eastern Nigeria. The ages of the participants ranged from 21 to 50 with average age of 32.05years.The sample consisted of 88 males and 212 females. During data collection, there was no inclusion or exclusion criteria, as all the workers were asked to participate voluntarily. First, the researchers and his assistants contacted the headmasters and headmistresses in the various schools to seek approval for the

conduct of the study. In all, the researchers and his assistantsvisited the various schools to explain the purpose of the study, and in every occasion they were asked to drop specific copies of questionnaire to the headmasters' and headmistresses' office. The questionnaire were dropped with a debriefing, asking them that participation is voluntary and that they should distribute the questionnaire randomly to the workers in their various classrooms. On the whole, 315 copies of the questionnaire were administered, out of which 9 was not returned leaving the number of completed copies at 306 with return rate of 94.06%. Out of this,6 copies of questionnaire were discarded for improper completion and 300copies only were used for data analyses.

3.2 Instruments/Measures

Occupational Stress Scale: Occupational stress were assessed using 50-item questionnaire developed by Salami (2003). The scale is a 5-point Likert-type response format that ranged from strongly disagree (1) to strongly agree (5). The coefficient of internal consistency (Cronbach's alpha) of the scale was r = 0.85.

Work Engagement Scale: Work engagement was assessed using 17 item questionnaire developed by Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002). The scale is a 7-point frequency rating scale ranging from 0 (never) to 6 (always). The scale had three dimensions: Vigor (6 items), dedication (5 items), and absorption (6 items).Sample items include: "At my job, I feel strong and vigorous" (vigor), "I am proud of the work that I do" (dedication), "It is difficult to detach myself from my job" (absorption).The Cronbach's alpha was 0.80. Ugwu and Onyishi found the Cronbach's alpha of work engagement to be. 81 using Nigerian Samples.

Work Environment Scale: Work environment was assessed using 90 items questionnaire developed by Moos, 1994). The scale is a true (1) and false (0) questionnaire. The WES measures 3 dimensions of the work environment: personal growth/goal orientation, relationships, and system maintenance/ system change.The samples items includes: "Overall, my organization treats me with respect", I have positive working relationship with my coworkers", "I am contented with my working hours".TheCronbach's alpha of the scale was 0.85. Oginyi, Ofoke and Joeseph (2016) found acronbach´s alpha reliability of the scale to be 0.86 using Nigerian samples.

Job Satisfaction Scale: Job satisfaction was measured using 20 items questionnaire developed by Weiss, Dawis &Lofquist (1967) and revalidated by Omoluaba (2000) using Nigerian sample.The scale is a 4 point Likert type with response format ranging from5) =Very Satisfied to 1) = Very Dissatisfied. The samples items includes: "my job is very interesting enough to keep me from getting bored, " I considered my job rather unpleasant", "I like my job better than the average worker does" "my job provides varieties for me". The scale had internal consistencies between alpha.75 and .90.

3.3 Design/Statistics

The design of the study wascross-sectional survey. The result of the study was analysed using regression analysis.

4. Results
4.1

Table 1: Show Means and Standard Deviation of Job satisfaction, Occupational Stress, Work Engagement and Work Environment on Job Satisfaction

Variables	Means	Standard Deviation
Occupational Stress	58.08	9.17
Work Engagement	63.45	11.57
Work Environment	70.80	7.60

Note: N = 300

Results of mean in table 1 above show occupational stress obtained (M= 58.08, SD= 9.17), work engagement (M= 63.45, SD= 11.57), while work environment obtained (M=70.80, SD= 7.60). This implied that work environment and work engagement had the largest mean compared with the occupational stress on job satisfaction of primary school teachers.

4.2

Table 2: Shows the Regression Analysis for Prediction of Job Satisfaction through Occupational Stress, Work Engagement and Work Environment Variables

Variable	B	β	t	p	SE
Job Satisfaction	4.020	0.000	8.47	0.000	4.08
Occupational Stress	0.070	0.061	0.12	0.000	0.49
Work Engagement	0.230	0.320	1.52	0.000	0.53
Work Environment	0.380	0.410	2.20	0.000	0.09

R= 0.60; R^2= 0.26; Adjusted R^2= 0.18. F (1, 298) = 9.27, P<0.001.

Table 2 above illustrates the regression analysis of occupational stress, work engagement and work environment on job satisfaction. Results showed a statistically significant and positively association withwork environment recording a higher beta value (β=0.41, P<0.001), work engagement (β =0.32, P<0.001) followed by occupational stress (β =0.06, P<0.001). This indicated that work environment had the highest predictive power on job satisfaction, followed by work engagement and occupational stress.

5. Discussions

In the first test of hypothesis, the value indicates a statistically significant and positive association of occupational stress on job satisfaction among primary school teachers was accepted. The finding that occupational stress relate with job satisfaction was supported by Mardhiah and Choi (2015) study that investigated the relationship between occupational stress and job satisfaction among teachers using 386 Malacca teacher. Results showed that there is a significant relationship between occupational stress and job satisfactionamong teachers. Other researchers that supported the research findings are (*Parsa* et.al. 2013; Kayastha & Kayastha, 2012; Kaur, 2011; Klassen et.al. 2010; De Nobile, John & Mc Cormick, 2005)

The second hypothesis sought to investigate that work engagement will be positively related to job satisfaction, which was accepted. As a result, this finding supports the second hypothesis. Work engagement has been linked with job satisfaction (Kamalanabhan, Prakash & Duggirala, 2009; Thakur, 2014; Agyemang & Ofei, 2013)

The third hypothesis which stated that work environment will be positively related to job satisfaction was accepted. This finding was in accordance with the findings of Saeed and Nasir (2016) whoexamined work environment on job Satisfaction with mediating effect of motivation among school teachers in Lahore Pakistan using 300 private school's teachers. Results indicate that there is a positive relationship between work environment and job satisfaction among school teachers. Result showed that there is a significantly positive impact of Work Environment on Motivation and there is also a positive influence of motivation on Job Satisfaction. Results indicate that motivation partially mediates between work environment and job satisfaction of school teachers in Lahore, Pakistan. Other researchers that supported this view include(Omoloba & Mayowa, 2013; Ending& Truma 2014)

5.1 Conclusion

This study aimed at investigating and analyzing the occupational stress, work engagement and work environment as predictors of job satisfaction among primary school teachers in Ebonyi State, Nigeria.

A low occupational stress, normal work engagement and conducive working environment will have a positive and optimism job satisfaction. Employees will feel comfortable and confident with the organization as well as safety on their job. If employees are satisfied with their work, they want to support the goals, objectives and maintain their membership in the organization. Low occupational stress, work engagement and work environment is antecedent of job satisfaction variables.

Employees who are satisfied with the job and organization tend to perform extra roles for the organization's benefit. Low occupational stress, work engagement and work environment and are important factors in job satisfaction among employees.

5.2 Implications of the Study

This study contributes in assessing the variables that increase job satisfaction among primary school teachers. Organizations should enhance job satisfaction through reduced occupational stress, optima engagement and good work environment. There should be regular evaluations of occupational stress, work engagement and work environment to monitor and evaluate physical work condition and how they fit rules and procedures with organizational strategies. This is aimed at enhancing job satisfaction, psychological empowerment and performance of employees. Employees should be sensitized on issues bordering on occupational stress, work engagement and work environment as regard to job satisfaction.

Organization, companies and education ministries should provide necessary facilities, conducive work environment and take necessary actions on employees' welfare to improve job satisfaction. This study has proved that occupational stress, work engagement and work environment can predict teachers' job satisfaction. The findings of this study could contribute maximally on human resources strategies and policy in organizations, companies and workplaces at large.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made: Organisations should introduce awareness campaign to sensitize their employeeson issues concerning occupational stress, work engagement and work environment. There should be a regular evaluation of occupational stress and its negative effects since it leads to job dissatisfaction among employees. Organisations should employ counselling psychologists to counsel employees on how best to cope with occupational stress, high work engagement and poor work environment within and outside the organisational settings.

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