The Impact of nurses' work environment on job satisfaction and job resignation: A literature review

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Abstract---This literature review investigates the impact of nurses' work environment on their job satisfaction and likelihood of resignation, with a specific focus on psychology nurses. It examines the relationship between various factors within the work environment, including work atmosphere, interpersonal relationships, workload, stress, training, autonomy, organizational culture, leadership, and support systems, and their influence on nurses' job satisfaction and intention to leave. The review highlights the importance of a supportive and well-organized work environment in promoting job satisfaction and reducing turnover rates. It emphasizes the need for interventions aimed at improving communication, collaboration, decision-making processes, staffing levels, recognition programs, and

leadership development. Additionally, addressing workload issues and providing adequate training and support are crucial strategies. The study contributes to the existing knowledge by providing a comprehensive understanding of the complex dynamics of the nursing profession and the unique challenges faced by psychology nurses. It identifies specific factors that significantly influence nurses' job satisfaction and likelihood of resigning, offering insights for organizations to improve their work environment and promote job satisfaction, ultimately leading to better patient care.

Keywords---Nurses, Work environment, Job satisfaction, Job resignation, Retention.

Introduction

The nursing profession is influenced by various factors that affect job satisfaction, including societal and patient perceptions, subordination, workload, and social dynamics. Nurses also face challenges such as condescension, lack of trust, and under-recognition of their knowledge. These factors contribute to job dissatisfaction, leading to reduced productivity. Nursing involves significant physical and mental strain, as nurses often face situations where they can't provide support. Nursing comprises the majority of healthcare workers and involves complex relationships that impact job satisfaction. Higher job satisfaction translates to better performance, contribution, and success [1]

Satisfaction encompasses various interpretations, including the fulfilment of desires or tastes, the confidence or security of the mind, and the action and effect of being satisfied [2]. These definitions emphasize the connection between meeting human needs and the resulting satisfaction, which can be influenced by actions, responses, feelings, emotions, and perceptions. When referring to "job satisfaction," we can draw upon these definitions, including Locke's perspective, to understand the implications and factors that contribute to one's satisfaction with their work [3]

Job satisfaction refers to the sense of fulfilment an employee derives from their job, reflecting a positive emotional response based on their self-assessment of their work experience. It serves as an indicator of how much employees enjoy their jobs [4]. When job satisfaction is high, it has a direct and positive impact on various aspects, including self-esteem, self-efficacy, morale, performance, and effectiveness. Additionally, it helps reduce levels of illness, stress, tension, anxiety, complaints, absenteeism, and turnover [9]. Job satisfaction is the experience of a pleasurable emotional state that arises when individuals are aware of their motivations in the workplace. Those who have high job satisfaction typically exhibit positive emotions, while those who are dissatisfied are more likely to experience negative emotions and may even develop mental health symptoms over time, such as anxiety and depression [10].

Numerous research studies have been carried out to examine how the work environment affects nurses' job satisfaction and their likelihood of resigning. [11]

focused on analysing the job satisfaction levels of nurses working in primary health care facilities. [12] investigated the job satisfaction and burnout levels among psychiatric nurses, as well as the potential moderating effect of family support, specifically during the COVID-19 pandemic in China. Additionally, [13] explored the potential connections between various factors of the practical work environment (such as participation in facility affairs, nursing foundations for quality of care, manager leadership, staff and resource adequacy, and collegial relations) and job satisfaction, in relation to the subjective well-being of elderly caregivers.

The aim of the research study is to investigate the relationship between the work environment of nurses and their job satisfaction levels, as well as the tendency to resign from their positions. The study would aim to explore various elements of the work environment, such as the physical work setting, the relationships with colleagues and superiors, workload, job demands, and autonomy, among others, to determine the factors that significantly influence nurses' job satisfaction and likelihood of resigning. The findings from the study would help identify potential areas for improvement in nurses' work environment, which could lead to increased job satisfaction and reduced employee turnover rates. Thus, this review aimed to collect a comprehensive update review about the impact of the work environment on nurses' satisfaction and Job resignation.

Impact of Work Environment on Job Satisfaction

Nurses who work in an environment that is supportive, well-organized, and free from stress are more likely to be satisfied with their job and are less likely to resign. Work atmosphere, interpersonal relationships, workload, stress, training, and autonomy are amongst the factors affecting job satisfaction for nurses [10].

Impact of Work Environment on Job Resignation

Nurses' work environments can significantly influence employee turnover rates at the organizational level. A negative work atmosphere increases workplace dissatisfaction, which can boost the frequency of resignation. Nurses who operate in a supportive environment with positive job satisfaction are less likely to quit their jobs than those who do not [11].

Job satisfaction and intent to leave

The level of job enjoyment an employee experiences, known as job satisfaction, is significant because it is closely linked to their intention to leave the job. Simply put, the greater their job satisfaction, the less likely they are to consider leaving. Turnover intention, a mental state triggered when an employee is highly dissatisfied, is a reliable predictor of employee turnover behaviour. This concept was explained by Porter and Steers and is widely accepted as such [12].

Several studies have focused on determining the job satisfaction level of nurses in China, as well as the factors contributing to job satisfaction, intention to leave, and job turnover. Researchers have primarily collected quantitative data from self-administered survey questionnaires to examine these factors. In Shanghai

and Shandong Province, nurses' job satisfaction was examined in order to develop intervention strategies to reduce turnover intention. These studies found that nurses working in ICUs were significantly less satisfied with their jobs than those in other hospital units. Younger ICU nurses with lower levels of education, less time on the job, lower professional rank, and lower overall job satisfaction were reported by Zhang and colleagues [13].

Significance of the study

It is essential to collect a comprehensive update review about the impact of the work environment on nurses' retention at the hospital because more than half of the nurses working in Saudi hospitals indicated that they are planning to leave the hospital within five years due to different reasons such as low salary, low nurse/patient ratio and lack of support from administration [14]. Therefore, the purpose of this research is to collect a comprehensive update review about the impact of the work environment on nursing retention.

Objectives of the Study

The primary objectives of this research study are as follows:
1. To examine the relationship between the work environment of psychiatric nurses and their levels of job satisfaction.
2. To investigate the association between the work environment of psychiatric nurses and their propensity to resign from their positions.
3. To identify the specific factors within the work environment that contribute to job satisfaction or dissatisfaction among psychiatric nurses, including organizational culture, leadership, workload, and support systems.
4. To provide evidence-based recommendations for enhancing psychiatric nurses' work environments, promoting job satisfaction, and ultimately reducing turnover rates and improving the quality of patient care.

Research Methodology

Research Design

The research study utilizes a literature review approach to examine the impact of nurses' work environment on job satisfaction and job resignation among psychiatric nurses. A literature review involves systematically reviewing and analysing existing research studies, articles, and publications related to the topic of interest. It allows for the synthesis and interpretation of existing knowledge and findings to gain insights and draw conclusions.

Data Collection Instrument

The data collection instrument for this study is the comprehensive review of published literature in 2021 -2022. The researchers searched and reviewed relevant academic journals, articles, books, and reports that focused on the relationship between nurses' work environment, job satisfaction, and job resignation. The inclusion criteria for selecting the literature may include relevance to the research topic, publication date, and the quality of the research.

Data Analysis

The data analysis process involves a systematic examination and synthesis of the collected literature. The researchers will organize and categorize the findings from the reviewed studies based on themes and relevant factors related to the nurses' work environment, job satisfaction, and job resignation. They will identify patterns, similarities, and discrepancies in the literature to gain a comprehensive understanding of the topic.

Expected Outcomes

The anticipated outcomes of this literature review are twofold. Firstly, it seeks to offer a comprehensive comprehension of how nurses' work environment affects their job satisfaction and likelihood of job resignation among psychology nurses. By synthesizing existing literature, the study will identify and analyse the significant factors within the work environment that have a notable impact on nurses' job satisfaction and propensity to resign. This will contribute to the existing knowledge by highlighting specific organizational, cultural, and interpersonal elements that play a role in the job satisfaction and retention of nurses. Secondly, the study aims to provide evidence-based recommendations for enhancing the work environments of psychology nurses. Through the identification of factors that contribute to job satisfaction and job resignation, the study can inform interventions and strategies aimed at improving the work environment and fostering job satisfaction among psychology nurses. These recommendations may encompass changes in organizational policies, leadership practices, workload management, and support systems.

Literature Review

The literature review of the present study aims to explore the relationship between healthy work environments (HWEs), job satisfaction, and nurse turnover. The American Association of Critical-Care Nurses (AACN) recognizes the crucial role of HWEs in enabling nurses to provide optimal patient care [15]. To support this, the AACN published the AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence in 2005, outlining six fundamental standards that serve as the foundation for HWE development. These standards, namely Skilled Communication, True Collaboration, Effective Decision-making, Appropriate Staffing, Meaningful Recognition, and Authentic Leadership, have been further supported by evidence since their initial release and were reaffirmed in 2016 [16]. In addition to HWEs, job satisfaction plays a critical role in predicting nurse turnover and contributes to staff shortages. Job satisfaction is defined as the level of positivity or negativity individuals associate with their job and can be influenced by factors such as task attitudes, workplace environment, motivation, and the fulfilment of basic psychological needs [17,18,19]

Previous studies have examined the relationship between job satisfaction and various factors among healthcare workers, including workload. For instance, [20] conducted quantitative study explored how workload influences job satisfaction among nurses in adult inpatient units. The study found a significant negative

relationship between workload and job satisfaction, indicating that higher workload is associated with lower levels of job satisfaction. Based on these findings, it is recommended that healthcare organizations address workload issues to enhance job satisfaction among psychology nurses. [21] focused on the impact of psychological capital on health occupation and job satisfaction among healthcare workers, specifically in the context of managing clinical psychological stressors during the COVID-19 era. The study aimed to understand how psychological capital influences job satisfaction and the management of stressors among healthcare workers. Using a quantitative approach, the researchers collected data from healthcare workers and assessed their psychological capital, health occupation, job satisfaction, and ability to manage clinical psychological stressors. The study found that psychological capital had a significant positive impact on both health occupation and job satisfaction among healthcare workers. Additionally, psychological capital was found to play a crucial role in the effective management of clinical psychological stressors.

[22] examined the levels of stress, burnout, and job satisfaction among mental healthcare professionals in Jeddah City, Saudi Arabia were assessed. The cross-sectional study included 107 participants and utilized the Perceived Stress Scale-14 (PSS-14), Maslach Burnout Inventory (MBI), and Job Satisfaction Scale (JSS) to measure stress, burnout, and job satisfaction levels. The findings revealed a prevalence of stress among mental healthcare professionals in Jeddah at 56.1%. Additionally, 38.3% of respondents exhibited high levels of emotional exhaustion and 24.3% experienced depersonalization. Furthermore, 57% of participants reported low personal accomplishment. Regarding job satisfaction, only 23.4% expressed satisfaction, while 69.2% were indecisive. Similarly, job satisfaction among primary health care nurses was examined by [23]. The objective was to assess the level of job satisfaction in this specific setting. The study identified key factors influencing job satisfaction among primary health care nurses, emphasizing the need for interventions to improve their work environment and job satisfaction levels. The insights from this study contribute to the literature review on the impact of nurses' work environment on job satisfaction and job resignation among psychology nurses.

Additionally, [24] aimed to investigate the impact of the COVID-19 pandemic on the mental health, work satisfaction, and quality of life of healthcare professionals (HCPs) in Indonesia. The researchers employed a cross-sectional approach and collected data from 200 HCPs in the West Java province using purposive sampling techniques and an online survey conducted from May to September 2020. The survey included measures of mental health, work satisfaction, and quality of life. Data analysis involved descriptive statistics, Pearson's correlation coefficient, multivariate regression analysis, and thematic analysis of open-ended questions. The findings suggested that increased mental health symptoms among HCPs were associated with decreased health status and self-perceived health. Additionally, serving patients with COVID-19 was related to lower health status.

More studies provide valuable insights into the factors influencing job satisfaction among healthcare professionals. The studies highlight the importance of optimism, work-family conflict, family support, burnout, and work engagement in shaping job satisfaction. Understanding these relationships can inform

interventions and strategies aimed at improving job satisfaction and well-being among healthcare professionals. [25] conducted a study focusing on optimism, work-family conflict, and work satisfaction among nurses. Their research proposed a mediation model, with work-family conflict mediating the relationship between optimism and work satisfaction. The study collected data from nurses using self-report measures and found that optimism has a direct positive effect on work satisfaction among nurses.

Examining the relationship between job satisfaction, burnout, and family support among psychiatric nurses during the COVID-19 pandemic, [26] investigated whether family support moderates the impact of job satisfaction on burnout. Data were collected through self-report questionnaires, assessing job satisfaction, burnout, and perceived family support. The findings indicated a negative association between job satisfaction and burnout among psychiatric nurses. Moreover, family support was found to moderate this relationship, highlighting that higher levels of family support can buffer the negative impact of low job satisfaction on burnout.

In a meta-analysis [27] examined the relationship between work engagement and job satisfaction among healthcare workers during the COVID-19 pandemic. The study involved a comprehensive literature search, identification of relevant studies, and data collection. Statistical techniques were applied to analyse and combine the findings. The meta-analysis revealed a significant positive relationship between work engagement and job satisfaction among healthcare workers during the pandemic. This suggests that higher levels of work engagement correspond to increased job satisfaction among healthcare professionals.

The relationships between burnout, professional self-efficacy, life satisfaction, work engagement, and job performance among healthcare workers were examined by [28]. The researchers collected data from healthcare workers through self-report questionnaires, measuring burnout, professional self-efficacy, life satisfaction, work engagement, and job performance. Statistical analysis techniques, including mediation analysis, were used to analyze the data. The findings indicated that burnout was negatively associated with job performance, while professional self-efficacy and life satisfaction were positively associated with job performance. Furthermore, work engagement was found to partially mediate these relationships, mediating the negative impact of burnout on job performance and the positive effects of professional self-efficacy and life satisfaction on job performance.

[29] examined the quality of nursing work life among nurses in Saudi Arabia. The study utilized a descriptive cross-sectional design and collected data through a self-administered questionnaire from nurses in Saudi Arabia. The questionnaire covered aspects such as workload, work schedule, job control, work-life balance, and organizational support. Descriptive statistics were used to analyse the data, revealing challenges faced by nurses in Saudi Arabia, including high workload, demanding work schedules, limited job control, and difficulties in achieving work-life balance. The study emphasized the importance of organizational support in improving the quality of nursing work life.

[30] investigated the relationship between workplace violence, bullying, burnout, job satisfaction, and depression among nurses in Bangladesh during the COVID-19 pandemic. The study employed a cross-sectional survey design, collecting data through a self-administered questionnaire from nurses in Bangladesh. Statistical analysis, including correlation analysis, was conducted to explore the relationships between these variables. The findings indicated the prevalence of workplace violence and bullying among nurses in Bangladesh, and significant correlations were found between workplace violence, bullying, burnout, job satisfaction, and depression.

[31] conducted a systematic review to analyze work-related factors, behavior, well-being outcomes, and job satisfaction among workers of the Emergency Medical Service (EMS). The study involved a comprehensive literature search, identification of relevant studies, and analysis of the data. The systematic review revealed work-related factors that impact the well-being and job satisfaction of EMS workers, including high workload, shift work, exposure to traumatic events, organizational support, and teamwork. Besides, the professional quality of life among physicians and nurses working in Portuguese hospitals during the third wave of the COVID-19 pandemic was investigated by [32]. Data was collected through self-administered questionnaires measuring professional quality of life, including compassion satisfaction, burnout, and secondary traumatic stress. The findings indicated significant challenges to the professional quality of life of healthcare professionals during the third wave of the pandemic, with higher levels of burnout and secondary traumatic stress observed, highlighting the psychological toll of working in a demanding and stressful environment.

Discussion

The present literature review examined the relationship between nurses' work environment, job satisfaction, and job resignation among psychology nurses. The reviewed studies emphasized the significance of a supportive and well-organized work environment in promoting job satisfaction and reducing the likelihood of job resignation [9]. Factors such as work atmosphere, interpersonal relationships, workload, stress, training, and autonomy were identified as influential within the work environment [10]. It was found that nurses who experience positive job satisfaction are less likely to resign from their positions [11].

The study also explored the relationship between job satisfaction and intent to leave, revealing that higher job satisfaction is associated with a reduced intention to leave the job [12]. This highlights the importance of job satisfaction as a predictive factor for employee turnover. Additionally, specific factors within the work environment, including organizational culture, leadership, workload, and support systems, were identified as contributors to job satisfaction or dissatisfaction among psychiatric nurses [13].

The findings of this literature review have several implications. Firstly, they emphasize the need for interventions aimed at improving the work environment of nurses to enhance job satisfaction and reduce turnover rates [14]. The identified factors can serve as targets for organizational policies and practices that promote a supportive and fulfilling work environment. For example, efforts can be made to

improve communication, collaboration, decision-making processes, staffing levels, recognition programs, and leadership development [15]. Addressing workload issues and providing adequate training and support are also crucial strategies [20].

This study contributes to the existing knowledge by providing a comprehensive understanding of the relationship between the work environment, job satisfaction, and job resignation among psychology nurses. The reviewed literature identifies specific factors that significantly influence nurses' job satisfaction and likelihood of resigning, shedding light on the complex dynamics of the nursing profession [6][8][9]. It also highlights the importance of considering the unique challenges faced by psychiatric nurses and the implications of their work environment on job satisfaction and retention [13].

In conclusion, this literature review underscores the ongoing need to create and sustain healthy work environments for nurses. By addressing the identified factors and implementing evidence-based recommendations, organizations can promote job satisfaction, reduce turnover rates, and ultimately improve the quality of patient care.

Contribution of the Study

This study offers several significant contributions to our understanding of the impact of nurses' work environment on job satisfaction and job resignation among psychology nurses. Firstly, it provides a comprehensive synthesis of existing research studies, articles, and publications, offering a holistic view of the factors influencing job satisfaction and retention in the nursing profession [1][2][3][4][5][5].

Secondly, the study identifies specific factors within the work environment that significantly influence nurses' job satisfaction and likelihood of resigning. These factors include work atmosphere, interpersonal relationships, workload, stress, training, autonomy, organizational culture, leadership, and support systems [6][8][9][10][11][12][13]. By highlighting these factors, the study contributes to the existing knowledge by shedding light on the complex dynamics of the nursing profession and stressing the importance of addressing these factors to promote job satisfaction and reduce turnover rates.

Furthermore, this study provides evidence-based recommendations for enhancing the work environments of psychology nurses. Drawing on the identified factors, organizations can implement interventions and strategies aimed at improving the work environment and fostering job satisfaction among nurses [14][15][20]. These recommendations encompass changes in organizational policies, leadership practices, workload management, and support systems, offering practical guidance for promoting a supportive and fulfilling work environment.

Gaps in the Literature

The paper could benefit from a more in-depth analysis of the specific challenges faced by psychology nurses and how their work environment uniquely impacts their job satisfaction and retention. Further research could explore the effectiveness of different interventions aimed at improving the work environment for nurses and their impact on job satisfaction and turnover rates. The paper could also delve deeper into the role of individual factors, such as personality and coping mechanisms, in influencing nurses' responses to their work environment.

Justification for the Current Research

This research study addresses the identified gaps in the literature by focusing specifically on nurses and exploring the unique challenges they face. It aims to provide evidence-based recommendations for improving their work environment and promoting job satisfaction, ultimately leading to better patient care.

Synthesis of Existing Theories

The paper draws upon a theory related to job satisfaction, turnover intention, and organizational behaviour. The theory is Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory

Herzberg's two-factor theory differentiates between motivators (e.g., achievement, recognition) and hygiene factors (e.g., salary, working conditions) that affect job satisfaction. Introduced in 1959, this theory presents a two-dimensional framework for understanding the factors that influence individuals' attitudes toward work, drawing inspiration from Maslow's hierarchy of needs (Jones, 2011). Widely recognized as a significant content theory in job satisfaction, Herzberg's two-factor theory has been particularly acknowledged in healthcare organizations as an effective model for addressing needs satisfaction [33]

Conclusion

In conclusion, this literature review has highlighted the significant impact of nurses' work environment on their job satisfaction and likelihood of job resignation among psychology nurses. The findings indicate that a supportive, well-organized, and stress-free work environment is crucial in promoting job satisfaction and reducing turnover rates among nurses. Factors such as work atmosphere, interpersonal relationships, workload, stress, training, and autonomy have been identified as key determinants of job satisfaction. Moreover, the study emphasizes the importance of addressing organizational culture, leadership, workload management, and support systems to enhance nurses' work environments. The literature review has also shed light on the relationship between job satisfaction and the intention to leave the job, emphasizing the need for organizations to prioritize job satisfaction as a means to mitigate turnover rates. It is evident that higher job satisfaction leads to better employee retention and improved quality of patient care.

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