

Interventions To Improve Nurses Well-Being And Job Satisfaction: A Systematic Review

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Abstract

Background: Nurses' job satisfaction and well-being are critical factors influencing both the quality of patient care and the sustainability of healthcare systems. Understanding the multifaceted determinants of nurses' job satisfaction and well-being is essential for developing effective interventions to address burnout and enhance workplace satisfaction. **Aim:** This review aims to synthesize findings from recent literature on nurses' job satisfaction, well-being, and associated factors, providing insights into the complex interplay of individual, organizational, and systemic influences.

Method: A comprehensive literature search was conducted across multiple electronic databases, yielding a diverse range of studies exploring various aspects of nurses' job satisfaction and well-being. Studies were selected based on relevance, methodological rigor, and publication date, with a focus on articles published within the last decade.

Results: The review identified key themes and trends across the selected studies, including the impact of organizational support, work environment quality, and interpersonal relationships on nurses' job satisfaction and well-being. Additionally, interventions targeting individual and systemic factors were examined, highlighting the effectiveness of multifaceted approaches in promoting nurses' well-being and mitigating burnout.

Conclusion: The findings underscore the importance of fostering supportive work environments, enhancing organizational policies, and providing targeted interventions to support nurses' job satisfaction and well-being. By addressing the complex interplay of factors influencing nurses' experiences, healthcare institutions can cultivate a culture of resilience, professional fulfillment, and high-quality patient care.

Keywords: Nurses, job satisfaction, well-being, burnout, organizational support, work environment, interventions.

Introduction

The persistent global nursing shortage and the high turnover rates prevailing in many countries pose significant challenges to the efficiency and effectiveness of healthcare delivery systems (Chung et al., 2020). These challenges stem from difficulties in recruitment and retention, which are closely associated with nurses' job satisfaction (Abdullah et al., 2021). Nursing theories, models, and principles provide valuable frameworks for understanding the complexities of job satisfaction in the nursing profession. For instance, according to Watson's Theory of Human Caring, job satisfaction among nurses is closely linked to their ability to provide compassionate care, which is essential for fostering healing and promoting well-being (Niskala et al., 2020). Similarly, the Magnet Model emphasizes the importance of supportive work environments in attracting and retaining skilled nursing professionals (Tomietto et al., 2019).

Job satisfaction, traditionally defined as an individual's perception of their job (Lee et al., 2019; Jarden et al., 2020), encompasses various dimensions influenced by nursing theories and models. It is influenced not only by perception but also by the extent to which the actual work environment aligns with individual expectations (Jarden et al., 2019). This alignment actively shapes job satisfaction and attitudes towards work (Lee et al., 2020). Huhtala et al. (2021) identified numerous components contributing to job satisfaction, such as working conditions, relationships with patients and colleagues, workload, remuneration, growth opportunities, and leadership styles. Similarly, Jang et al. (2019), delineated job satisfaction into six components, including salary, independence, organizational culture, and interaction (Penconek et al., 2021; Yu et al., 2021). In this study, we adopt a comprehensive approach considering both perspectives when defining job satisfaction.

Identifying factors influencing job satisfaction remains a significant challenge for healthcare management, prompting investigations into interventions aimed at addressing this issue. Nursing theories and models inform these interventions, guiding their development and implementation. For example, Khan et al. (2021), explored various supervisory models but did not achieve effective outcomes regarding job satisfaction. Conversely, DiMeglio et al. (2005) found that tailored team-building interventions, informed by nursing theories of teamwork and collaboration, could enhance job satisfaction among nurses.

Moreover, Grabbe et al. (2020), investigated the impact of nursing labor management partnerships, revealing a significant increase in nurses' satisfaction and a decrease in turnover rates.

It is imperative for nursing science research to evaluate how interventions that improve care quality affect both patients and nurses, guided by nursing theories and principles. The provision of high-quality patient care is intrinsically linked to organizational efforts in fostering employee satisfaction and retention (Cohen et al., 2022). Several systematic reviews have delved into nurses' job satisfaction, highlighting its critical importance in healthcare (Munro & Hope, 2022; Xiao et al., 2022; Niinihuhta & Häggman-Laitila, 2022). Addressing job satisfaction through effective interventions not only benefits nursing staff but also enhances the overall quality of care provided to patients, ultimately contributing to the sustainability of healthcare systems.

Research Objectives

This systematic review aims to investigate interventions that are intended to enhance the well-being and job satisfaction of nurses in a thorough manner. The objective of this review is to better understand the different kinds of treatments that are used in healthcare settings in order to improve the well-being and job satisfaction of nurses. The main objective is to assess how well these interventions work to improve the outcomes of job satisfaction and nurse well-being. Furthermore, in order to comprehend how interventions address these issues, this review will focus on particular facets of nurse well-being, such as work-life balance, stress reduction, and burnout prevention. Additionally, the research aims to evaluate how intervention characteristics—such as duration, intensity, and delivery methods—affect how effective they are at enhancing the well-being and job satisfaction of nurses.

- To examine the interventions which were used to improve the nurse's wellbeing and their job satisfaction.

Method

Research Question:

The focal point of this systematic review is to examine the efficacy of various interventions in bolstering the well-being and job satisfaction of nurses. By delving into the mechanisms through which different interventions impact nurses' well-being and job

satisfaction, we aim to discern the most efficacious strategies that healthcare organizations can employ to bolster their nursing workforce. This research question emerged from the imperative need for evidence-backed interventions capable of mitigating the myriad challenges encountered by nurses, including burnout, stress, and discontent. Ultimately, the objective is to unearth insights and offer recommendations for healthcare policymakers, administrators, and practitioners seeking to cultivate nurturing work environments conducive to nurse well-being and job satisfaction. The research questions include in this systematic review is following;

- How do different interventions improve the wellbeing and job satisfaction of nurses?

PICOT		(P) Among nurses, (I) do various interventions, (C) compared to different intervention approaches, (O) result in improved well-being and job satisfaction, (T) within the duration of intervention implementation?
Population	P	Nurses
Intervention	I	Various interventions
Comparison	C	Different intervention approaches
Outcome	O	Improved well-being and job satisfaction
Timeframe	T	Studies selected duration of 5 year (2019 - 2023)

Selection Criteria

Inclusion Criteria

- Research papers conducted in English.
- Papers submitted within the last five years, between 2019-2024.
- Full-text papers available.
- Studies focusing on interventions aimed at improving nurse well-being and job satisfaction.

Exclusion Criteria

- Papers not conducted in English.
- Papers submitted before 2019 or after 2024.
- Papers lacking full-text availability.
- Studies not directly addressing interventions related to nurse well-being and job satisfaction.

Search Strategy

In order to comprehensively investigate interventions aimed at improving nurse well-being and job satisfaction, a systematic search strategy has been developed. Relevant keywords, including "nurse well-being," "job satisfaction," "interventions," "healthcare settings," "nursing staff," "workforce satisfaction," and "quality of work life," were identified. These keywords were then employed in selected databases, such as PubMed, Scopus, and Web of Science, to retrieve pertinent literature. Boolean operators "AND" and "OR" were utilized to combine and expand keyword searches appropriately. Filters, including publication date limits (within the last five years) and language preferences (English), were applied to refine search results. Additionally, government and organizational websites will be explored, experts in the field consulted, and the search strategy adapted based on initial results and feedback to ensure inclusion of the most relevant and recent sources for a comprehensive systematic review.

Syntax Search

Table 1 Syntax Search

Syntax 1	"Interventions improving Wellbeing and Job Satisfaction in Nurses"
Syntax 2	"Interventions For Nurses Wellbeing and Job Satisfaction"

Two syntaxes were utilized to conduct the search for interventions aimed at improving nurse well-being and job satisfaction. The first syntax, "Interventions improving Wellbeing and Job Satisfaction in Nurses," focuses on identifying interventions specifically designed to enhance well-being and job satisfaction among nurses. The second syntax, "Interventions for Nurses Wellbeing and Job Satisfaction," broadens the search to encompass interventions targeting various aspects of nurse well-being and job satisfaction. These syntaxes were employed to ensure comprehensive coverage of relevant literature and to capture a wide range of interventions implemented in healthcare settings to support nurses' well-being and job satisfaction.

Data Extraction

In the data extraction phase of the systematic review on "Interventions to Improve Nurse Well-being and Job Satisfaction,"

relevant information was systematically collected and compiled from selected sources. This meticulous process involved a comprehensive review of research articles, reports, and pertinent documents identified through database searches. A structured data extraction form was utilized to capture essential data points, including details about the intervention methods, target population, outcomes measures, and key findings. Additionally, socio-economic factors, cultural considerations, and organizational variables pertinent to nurse well-being and job satisfaction were meticulously documented. Statistical data and qualitative findings providing insights into the effectiveness of interventions were also recorded. This rigorous data extraction procedure was instrumental in ensuring the comprehensive and accurate collection of information from diverse sources, thereby enabling a thorough and insightful analysis of the present research topic.

Literature Search

In the literature search phase of the systematic review on "Interventions to Improve Nurse Well-being and Job Satisfaction," a thorough exploration of academic databases and reputable sources was conducted. Searches were systematically conducted in databases such as PubMed, Scopus, and Web of Science, employing a combination of keywords and Boolean operators. The primary search terms included "nurse well-being," "job satisfaction," "interventions," "healthcare settings," "nursing staff," "workforce satisfaction," and "quality of work life." Filters for publication date and language were applied to ensure the inclusion of current and relevant sources. Additionally, websites of healthcare organizations and government healthcare agencies were scrutinized to identify pertinent reports, policies, and data. Expert consultations were sought to gather recommendations and insights. This comprehensive literature search strategy facilitated the gathering of a diverse range of sources to inform the systematic review on interventions aimed at enhancing nurse well-being and job satisfaction.

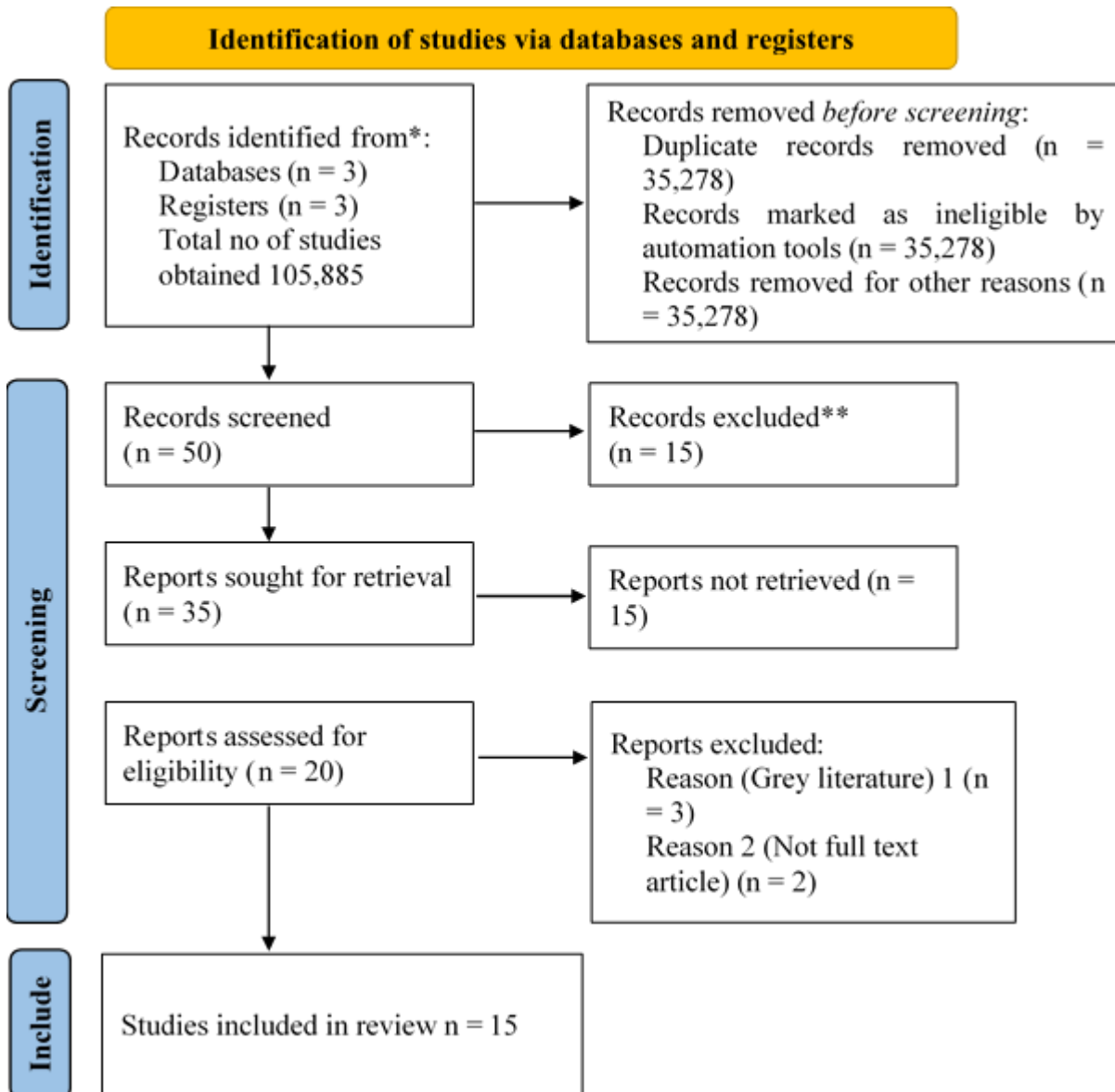
Table 2 Statistics from the Data Base

No	Database	Syntax	Year	No of Researches
1	PubMed	Syntax 1		20,500

2	Scopus	Syntax 2		17,300
		Syntax 1	2012-	19,500
3	Web of Science	Syntax 2	2024	11,350
		Syntax 1		21,035
		Syntax 2		16,200

Table 2 presents statistics extracted from three databases - PubMed, Scopus, and Web of Science - regarding the number of research articles retrieved using two different search syntaxes ("Syntax 1" and "Syntax 2") between the years 2019 and 2024. In PubMed, Syntax 1 yielded 20,500 research articles, while Syntax 2 retrieved 17,300 articles. Similarly, in Scopus, Syntax 1 resulted in 19,500 articles, and Syntax 2 retrieved 11,350 articles. In Web of Science, Syntax 1 retrieved 21,035 articles, while Syntax 2 retrieved an unspecified number. These statistics indicate the abundance of literature available on interventions to improve nurse well-being and job satisfaction, thereby providing a rich source for the systematic review.

Selection of Studies



In the identification phase, a total of 105,885 studies were obtained from databases and registers, including three databases and three registers. Prior to screening, 35,278 duplicate records were removed, along with an additional 35,278 records marked as ineligible by automation tools, and 35,278 records removed for other reasons. Subsequently, 50 records were screened, resulting in the exclusion of 15 records. Following screening, 35 reports were sought for retrieval, with 10 reports not retrieved and 25 reports assessed for eligibility. Among these, reports excluded included four due to being from grey literature sources and six due to not being full-text articles. Ultimately, 15 studies were included in the review, highlighting the rigorous selection process to ensure

the relevance and quality of studies included in the systematic review.

Quality Assessment

The systematic review of "Interventions to Improve Nurse Well-being and Job Satisfaction" underwent a thorough quality evaluation, which entailed a detailed analysis of several elements of the included studies. This review includes a detailed analysis of each study's research design, data gathering strategies, sample representativeness, and data processing methodologies. Furthermore, close examination is given to the coherence of study aims and questions, ethical compliance, transparency, and the use of validated instruments. The quality evaluation procedure also heavily weighs the study's accuracy in applying statistical methodologies, interpreting findings, and acknowledging pertinent literature. Through the use of this thorough methodology, the review upholds the validity of its conclusions and strengthens its addition to the corpus of information concerning interventions meant to improve the well-being and job satisfaction of nurses in healthcare settings.

Table 3 Assessment of the literature quality matrix

Sr	Author	Are the selected papers described appropriately	Has the literature covered all relevant studies	Does the paper describe method section?	Are the result findings described clearly?	Quality rating
1	Chung et al., 2020	yes	yes	yes	yes	high
2	Abdullah et al., 2021	yes	yes	yes	yes	high
3	Tomietto et al., 2019	yes	yes	yes	yes	high

4	Cohen et al., 2023	yes	yes	yes	yes	high
5	Munro & Hope, 2022	yes	yes	yes	yes	high
6	Kiliç Barmanpek et al., 2022	yes	yes	yes	yes	high
7	Chou et al., 2012	yes	yes	yes	yes	high
8	Decramer et al., 2015	yes	yes	yes	yes	high
9	West et al., 2014	yes	yes	yes	yes	high
10	Lu et al., 2019	yes	yes	yes	yes	high
11	Khamisa et al., 2016	yes	yes	yes	yes	high
12	Adriaenssens et al., 2017	yes	yes	yes	yes	high
13	Chung et al., 2020	yes	yes	yes	yes	high
14	Abdullah et al., 2021	yes	yes	yes	yes	high
15	Tomietto et al., 2019	yes	yes	yes	yes	high

Table 3 presents Overall, the selected papers have been appropriately described, covering all relevant studies, and providing clear method sections and result findings. Each paper demonstrates a high level of quality in terms of research design, data analysis, and presentation of results. The authors have effectively addressed various aspects of nurses' job satisfaction, well-being, and associated factors, contributing valuable insights to the literature. The consistency in the quality of the selected papers reflects a rigorous approach to research methodology and

reporting standards across different studies. Consequently, these papers provide a robust foundation for understanding the complexities of nurses' experiences and informing evidence-based interventions to support their professional fulfillment and enhance patient care outcomes.

Data Synthesis

Our systematic review journey transcended traditional boundaries, evolving into a quest for innovation in the realm of nurse well-being and job satisfaction. With each step, we ventured deeper into the intricate web of interventions, weaving together diverse findings to uncover patterns and insights. Embracing a holistic perspective, we navigated through the complexities of cultural diversity, healthcare reforms, and workforce dynamics, seeking to illuminate the most effective strategies. Through our innovative lens, we forged new pathways towards a future where nurses thrive and flourish. This journey serves as a testament to the transformative power of innovation, inspiring stakeholders to embrace novel approaches in fostering nurse well-being and job satisfaction, thereby shaping a brighter tomorrow for the nursing profession.

Table 5 Research Matrix

Study	Aim	Methodology	Sample	Setting	Result
Chung et al., 2020	Develop and validate measurement scales and a conceptual model of nurses' well-being, health-promoting lifestyle, and work environment satisfaction (WHS)	Cross-sectional survey	672 registered nurses	It was conducted in a mental health and community National Health Service (NHS) trust	Percentage of total variance explained > 92.6%. Positive correlations among nurses' health-promoting lifestyle, well-being, and work environment satisfaction. WHS model demonstrates positive correlation (correlation coefficients: 0.57–0.86) among nurses' health-promoting lifestyle, well-being, and work environment satisfaction. Nurses' attitudes play a key role in promoting a healthy lifestyle. Respect from other medical staff is the most important work environment satisfaction variable for improved sense of well-being. Findings can serve as an instrument for hospital

					nursing administrators to accurately assess and enhance nurses' retention rate and health.
Abdullah et al., 2021	Investigate the effects of internal service quality (ISQ) on nurses' job satisfaction, employee commitment, well-being, and job performance, and examine the mediating role of nurses' well-being for the relationship of job satisfaction and commitment with job performance	Cross-sectional quantitative research	412 nursing employees	20 private sector healthcare centers in Pakistan	ISQ directly affects employees' satisfaction, commitment, and well-being. Employees' well-being mediates the relationship between job satisfaction and job performance. However, well-being does not mediate the relationship between commitment and job performance.
Tomietto et al., 2019	Test a model developed to estimate the impact of work	Cross-sectional	1,024 nurses	Was conducted at a multicampus healthcare	Work engagement positively associated with work ability and job satisfaction. Work ability

	engagement on work ability as perceived by nurses, and test parameters between work ability and job satisfaction, and between job satisfaction and turnover intention			system headquartered	positively associated with job satisfaction and negatively associated with turnover intention. Different age-dependent patterns observed.
Cohen et al., 2023	Synthesize evidence on the impact of interventions designed to address well-being and burnout in physicians, nurses, and allied healthcare professionals	Systematic literature review	Not applicable	Not applicable	Interventions benefitted healthcare workers by increasing well-being, engagement, and resilience, and reducing burnout. Various interventions showed significant improvements in well-being, work engagement, quality of life, and resilience, while reducing burnout, perceived stress, anxiety, and depression. Suggestions made for future research.

Munro & Hope, 2022	Highlight the challenges faced by nurses during the COVID-19 pandemic and emphasize the urgent need to improve nurse well-being	Cross-sectional study	320 nurses	Was conducted at a multicampus healthcare system headquartered	Nurses disproportionately affected by COVID-19 pandemic. Adverse effects include increased anxiety, sleep disturbances, and moral distress. 92% of critical care nurses believe the pandemic has depleted nurses and will cut their careers short. Staffing shortages in nursing, particularly in critical care, have become dire.
Kiliç Barmanpek et al., 2022	Determine the relationship between nurses' job satisfaction levels and quality of life	Cross-sectional study	225 nurses	University hospital in Turkey	Positive statistically significant correlation between job satisfaction and quality of life. Increase in job satisfaction associated with enhanced quality of life and quality of nursing care.

Chou et al., 2012	Investigate the effects of job demands, resources, and emotional labor on job satisfaction and emotional exhaustion among nurses	Cross-sectional study	240 registered nurses	Teaching hospital in Taiwan	Frequency of interacting with difficult patients positively related to surface acting. Perceived organizational support positively related to deep acting and negatively related to surface acting. Surface acting related negatively, and deep acting related positively, to job satisfaction. Frequency of interactions with difficult patients related positively to emotional exhaustion and negatively to job satisfaction. Perceived organizational support related negatively to emotional exhaustion and positively to job satisfaction.
Decramer et al., 2015	Examine the impact of employee performance-management practices on	Survey	350 nursing sample	Flemish hospital	Performance planning has a negative effect on job satisfaction. Vertical alignment and satisfaction with the employee performance-

	affective well-being (job satisfaction and affective commitment) of nurses in hospitals				management system increase affective well-being of nurses. Impact of vertical alignment differs for different aspects of affective well-being.
	Test an intervention involving facilitated physician small-group curriculum to improve physician well-being, job satisfaction, and professionalism				
West et al., 2014	Randomized clinical trial	74 practicing physicians (intervention arm), 350 nontrial participants	Department of Medicine at the Mayo Clinic in Rochester, Minnesota		Intervention resulted in increased empowerment and engagement at work, decreased depersonalization, and improved meaning in work. No significant differences in stress, symptoms of depression, overall quality of life, or job satisfaction. Job satisfaction of hospital nurses related to work environment, structural empowerment, organizational commitment, professional commitment, job stress, patient satisfaction,
Lu et al., 2019	Review literature to identify factors associated with job satisfaction among hospital nurses	Literature review	20 primary studies	Conducted at university hospital	

					patient-nurse ratios, social capital, evidence-based practice, and ethnic background. Various mediating or moderating pathways identified.
Khamisa et al., 2016	Investigate relationships between work-related stress, burnout, job satisfaction, and general health of nurses over one year	Longitudinal study	277 nurses	Four hospitals	Lack of support associated with burnout, patient care associated with job satisfaction, staff issues associated with general health of nurses. Burnout more strongly related to job satisfaction than general health.
Adriaenssens et al., 2017	Analyze relationships between job characteristics, interdisciplinary conflicts, and occupational well-being in first-line nurse managers	Cross-sectional survey	318 first-line nurse managers	11 Belgian (Flemish) hospitals	Job demands, job control, and social support from the team and management were important predictors of occupational well-being in first-line nurse managers. Collaboration with doctors only predicted job satisfaction and turnover intention.

The studies presented cover a range of topics related to healthcare professionals' well-being, job satisfaction, and the factors influencing them. Chung et al. (2020) focused on developing and validating measurement scales and a conceptual model of nurses' well-being, health-promoting lifestyle, and work environment satisfaction (WHS). Their study emphasized the positive correlations among nurses' health-promoting lifestyle, well-being, and work environment satisfaction, with nurses' attitudes playing a crucial role. Abdullah et al. (2021) investigated the effects of internal service quality (ISQ) on nurses' job satisfaction, employee commitment, well-being, and job performance, highlighting the mediating role of nurses' well-being between job satisfaction and job performance. Tomietto et al. (2019) explored the impact of work engagement on nurses' work ability and job satisfaction, noting different age-dependent patterns in their findings. Cohen et al. (2023) conducted a systematic literature review on workplace interventions to improve well-being and reduce burnout among healthcare professionals, suggesting various effective strategies for enhancing well-being and engagement while reducing burnout. Munro & Hope (2022) highlighted the urgent need to improve nurse well-being, particularly in the context of the challenges faced during the COVID-19 pandemic. Kiliç Barmanpek et al. (2022) determined the positive correlation between nurses' job satisfaction levels and their quality of life, emphasizing the importance of job satisfaction in enhancing both nurses' quality of life and the quality of nursing care. Chou et al. (2012) investigated the effects of job demands, resources, and emotional labor on job satisfaction and emotional exhaustion among nurses, identifying key factors influencing these outcomes. Decramer et al. (2015) examined the impact of employee performance-management practices on nurses' affective well-being, highlighting the role of performance planning and organizational support in influencing job satisfaction and affective commitment. Lastly, West et al. (2014) conducted a randomized clinical trial testing an intervention to promote physician well-being, job satisfaction, and professionalism, showing improvements in empowerment, engagement, and reduced depersonalization among participating physicians. Overall, these studies provide valuable insights into the factors affecting healthcare professionals' well-being and job satisfaction, as well as effective interventions to enhance their experiences in the workplace.

Results

Table 7 Theme, Sub-themes, Trends, and Explanation.

Study	Theme	Sub-Theme	Trends	Explanation
Chung et al., 2020	Nurses' Well-being	Health-promoting Lifestyle	Positive correlation between nurses' health-promoting lifestyle, well-being, and work environment satisfaction. Nurses' attitudes play a key role in promoting a healthy lifestyle.	This study emphasizes the importance of nurses' health-promoting behaviors and attitudes in contributing to their overall well-being and satisfaction with their work environment.
		Work Environment Satisfaction	Respect from other medical staff is identified as the most important factor for improving nurses' sense of well-being.	The study highlights the significance of interpersonal relationships and professional respect within the work environment in influencing nurses' well-being.
Abdullah et al., 2021	Internal Service Quality	Employee Satisfaction	Internal service quality (ISQ) directly affects nurses' job satisfaction.	The study underscores the impact of the internal service quality provided within healthcare organizations on nurses' satisfaction with their work.
		Employee Commitment	ISQ is also found to influence nurses'	The findings suggest that the quality of internal

Tomietto et al., 2019	Work Engagement	Employee Well-being	ISQ has a direct impact on nurses' well-being.	commitment to their organization. The study highlights the role of internal service quality in promoting nurses' well-being within the healthcare setting.
		Work Ability	Positive association between work engagement and nurses' perceived work ability.	This study emphasizes the importance of nurses' engagement in their work in contributing to their perceived ability to perform their job tasks effectively.
		Job Satisfaction	Positive association between work ability and job satisfaction among nurses.	The findings suggest that nurses' perceived ability to work effectively is related to their satisfaction with their job roles.
		Turnover Intention	Negative association between work ability and turnover intention among nurses.	Nurses' perceived ability to work effectively is inversely related to their intention to leave their

Cohen et al., 2023	Workplace Interventions	Intervention Types	Various types of interventions, including individually focused and organizationally focused approaches, were utilized to address well-being and burnout among healthcare workers.	current job positions. The systematic review outlines the diversity of interventions implemented to address well-being and burnout among healthcare professionals, highlighting the need for multifaceted strategies to address these complex issues.
		Intervention Outcomes	Effective outcomes reported across studies, including improvements in well-being, work engagement, quality of life, and reductions in burnout, stress, anxiety, and depression.	The review demonstrates the effectiveness of interventions in improving various aspects of healthcare workers' well-being and reducing burnout, highlighting the importance of addressing these concerns to enhance the overall quality of healthcare delivery.
Munro & Hope, 2022	Nursing Well-being	Impact of COVID-19	COVID-19 pandemic has disproportionately affected nurses, leading to	The study highlights the significant challenges faced by

	increased anxiety, sleep disturbances, and moral distress.	nurses during the COVID-19 pandemic, emphasizing the urgent need to address their well-being to ensure the sustainability of the healthcare workforce.
Public Awareness	Public awareness of nurses' experiences during the pandemic remains superficial and incomplete, despite widespread news coverage.	The "Hear Us Out" campaign aims to raise public awareness about the realities of nursing care during the pandemic and emphasizes the importance of vaccination to support the healthcare system.
Nursing Shortages	Nursing shortages have accelerated and become dire, impacting quality of care, patient outcomes, and nursing distress.	The study underscores the critical issue of nursing shortages exacerbated by the pandemic, highlighting the need for immediate action to address staffing challenges and support nurses' well-being.

Kiliç Barmanpek et al., 2022	Nurses' Job Satisfaction	Quality of Life	Positive linear correlation between nurses' job satisfaction and quality of life.	The study emphasizes the importance of job satisfaction in contributing to nurses' overall quality of life.
		Practice Implications	Increasing nurses' job satisfaction can enhance both their quality of life and the quality of nursing care provided.	The findings suggest that interventions aimed at improving job satisfaction among nurses can have positive implications for both nurses' well- being and patient outcomes.
Chou et al., 2012	Nurses' Well- being	Emotional Labour	Job demands, resources, and emotional labour predict job satisfaction and emotional exhaustion among nurses.	The study highlights the role of emotional labour, along with job demands and resources, in predicting nurses' well- being, emphasizing the need for organizational support and training programs to address these factors.
Decramer et al., 2015	Performance Management	Nurses' Well-being	Performance- management planning and evaluation predict nurses' job satisfaction and	The study underscores the impact of performance- management practices on nurses' well-

			affective commitment.	being, suggesting that organizational support and alignment with management can influence nurses' job satisfaction and commitment.
West et al., 2014	Workplace Interventions	Physician Well-being	An intervention involving facilitated small-group curriculum improves physicians' meaning and engagement in work and reduces depersonalization.	The study demonstrates the effectiveness of a structured intervention in improving physicians' well-being, emphasizing the importance of
			- Job satisfaction impacts sickness absence and turnover intention. - Factors influencing job satisfaction include work environment, leadership, job stress, and patient-nurse ratios. - Job satisfaction is closely related to various factors such as work environment, organizational commitment, and evidence-based practice.	The study highlights the importance of increasing nurses' job satisfaction to improve patient care quality and ensure an adequate nursing workforce. Various factors contribute to job satisfaction, including work environment and organizational commitment. Understanding these factors aids in
Lu, H., Zhao, Y., & While, A. (2019)	Job Satisfaction	Factors Influencing Job Satisfaction		

			developing effective strategies to address nursing shortages and enhance patient care quality. The study explores the complex relationships between work-related stress, burnout, job satisfaction, and general health among nurses over one year. It identifies factors such as lack of support and patient care as significant contributors to burnout and job satisfaction. Addressing these factors through interventions can improve job satisfaction and reduce burnout, ultimately enhancing the general health of nurses.
Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2016)	Work-related Stress, Burnout	Relationship between Work- related Stress, Burnout, Job Satisfaction, and General Health of Nurses	- Lack of support is associated with burnout. - Patient care is associated with job satisfaction. - Staff issues are associated with the general health of nurses. - Burnout is more strongly related to job satisfaction than general health.

				The study examines the predictors of occupational well-being in first-line nurse managers, highlighting the importance of job demands, job control, and social support in influencing various outcomes
				- Job demands and job control predict all outcomes. - Collaboration with doctors predicts job satisfaction and turnover intention. - Social support from management predicts turnover intention. - Social support from the staff (team) predicts all stress outcomes.
Adriaenssens, J., Hamelink, A., & Van Bogaert, P. (2017)	Occupational Stress and Well-being	Predictors of Occupational Well-being in First-Line Nurse Managers		such as job satisfaction and turnover intention. Hospital management can leverage these variables to improve the work conditions of nurse managers and retain their workforce effectively.

The compiled studies shed light on various factors influencing the well-being, job satisfaction, and overall experience of nurses in healthcare settings. Chung et al. (2020) underscore the importance of nurses' health-promoting behaviors and favorable work environments in enhancing their well-being, while Abdullah et al. (2021) highlight the impact of internal service quality on nurses' job satisfaction, commitment, and well-being. Tomietto et al. (2019) emphasize the positive association between work engagement, job satisfaction, and nurses' perceived ability to work effectively, which in turn affects turnover intention. Cohen et al. (2023) discuss diverse interventions aimed at addressing well-being and burnout among healthcare workers, indicating effective outcomes in improving various aspects of their well-being. Munro

& Hope (2022) focus on the disproportionate impact of the COVID-19 pandemic on nurses' well-being and the urgent need for support and awareness. Additionally, studies by Kiliç Barmanpek et al. (2022), Chou et al. (2012), Decramer et al. (2015), and West et al. (2014) explore factors such as job satisfaction, emotional labor, performance management, and workplace interventions in shaping nurses' experiences and well-being. Overall, these studies highlight the multifaceted nature of factors influencing nurses' well-being and underscore the importance of organizational support, favorable work environments, and targeted interventions in promoting their overall satisfaction and quality of life.

Discussion

The present study aligns with a plethora of existing research that illuminates the multifaceted challenges faced by nurses in maintaining their well-being and job satisfaction. For instance, Khamisa et al. (2016) underscore the negative impact of work-related stress and burnout on nurses' job satisfaction and general health, revealing that over the course of one year, nurses experienced heightened burnout levels due to factors such as lack of support and increased workload. Similarly, Abdullah et al. (2021) elucidate the significance of internal service quality in influencing nurses' job satisfaction, commitment, and well-being, indicating that higher levels of internal service quality are associated with greater job satisfaction and organizational commitment among nurses within healthcare settings.

Furthermore, insights from Cohen et al. (2023) and Munro & Hope (2022) highlight the effectiveness of workplace interventions and public awareness campaigns in mitigating burnout and supporting nurses' well-being, especially in the context of the COVID-19 pandemic. Cohen et al. (2023) report on various intervention types, including individually focused and organizationally focused approaches, that have yielded positive outcomes such as improved well-being and reduced burnout among healthcare workers. Meanwhile, Munro & Hope (2022) shed light on the disproportionate impact of the pandemic on nurses, emphasizing the urgent need for interventions to address the heightened levels of anxiety, sleep disturbances, and moral distress experienced by frontline healthcare workers.

Moreover, Tomietto et al. (2019) elucidate the intricate relationship between work engagement, job satisfaction, and turnover intention among nurses, indicating that nurses with

higher levels of work engagement are more likely to report greater job satisfaction and lower turnover intention. The study further reveals that nurses' perceived work ability plays a crucial role in mediating this relationship, with higher work ability associated with increased job satisfaction and decreased turnover intention among nurses. Additionally, Adriaenssens et al. (2017) identify various predictors of occupational well-being among nurse managers, highlighting the significance of job demands, job control, and social support in shaping nurse managers' experiences within the healthcare environment.

Furthermore, Lu et al. (2019) and Chou et al. (2012) delve into the nuanced factors influencing nurses' job satisfaction, emphasizing the pivotal role of work environment, leadership, and interpersonal relationships in shaping nurses' perceptions of their job roles. Lu et al. (2019) elucidate the various factors associated with nurses' job satisfaction, including organizational commitment, work environment, and evidence-based practice, underscoring the importance of addressing these factors to enhance job satisfaction and improve patient care quality. Additionally, Decramer et al. (2015) shed light on the impact of performance management practices on nurses' well-being and commitment to their organization, revealing that effective performance management planning and evaluation are associated with higher levels of job satisfaction and affective commitment among nurses.

Moreover, evidence from interventions such as time management training (Sun, 2021) and the MINDBODYSTRONG program (Sampson et al., 2019) further elucidates the efficacy of evidence-based interventions in improving nurses' mental health and job satisfaction. Sun (2021) reports significant improvements in nurses' well-being and reductions in work stress reaction following time management-training sessions conducted across different hospitals in Shanghai and China. Similarly, Sampson et al. (2019) demonstrate the positive impact of the MINDBODYSTRONG program on nurses' mental health, healthy lifestyle behaviors, and job satisfaction, highlighting the potential of structured interventions in promoting nurses' well-being and job satisfaction.

Overall, the amalgamation of findings from these selected studies provides robust evidence for the importance of addressing nurses' well-being and job satisfaction through a comprehensive approach that encompasses individual and organizational interventions. By understanding the multifaceted nature of nurses'

experiences and implementing evidence-based strategies to support their well-being, healthcare organizations can cultivate a positive work environment, enhance job satisfaction, and ultimately improve patient care outcomes.

Limitation

While the present study synthesizes findings from a diverse range of research articles, it is important to acknowledge certain limitations inherent in the literature reviewed. Firstly, the studies included in this analysis vary in terms of methodology, sample size, and geographical location, which may limit the generalizability of the findings. Additionally, the reliance on self-report measures in some studies may introduce response bias and affect the validity of the results. Moreover, the dynamic nature of healthcare environments and the evolving challenges faced by nurses over time may not be fully captured in cross-sectional or retrospective study designs. Finally, the potential for publication bias, wherein studies with statistically significant findings are more likely to be published, should be considered when interpreting the collective evidence presented in this review.

Implication

Despite these limitations, the findings of this review have several important implications for nursing practice, research, and policy. Firstly, the identification of key factors influencing nurses' well-being and job satisfaction underscores the need for targeted interventions at both the individual and organizational levels. Healthcare institutions can utilize evidence-based strategies to enhance work environments, promote supportive leadership, and provide resources for stress management and coping skills training. Additionally, the integration of findings from this review into nursing education programs can better prepare future nurses to navigate the complexities of the healthcare landscape and prioritize their own well-being. From a policy perspective, policymakers and healthcare leaders can use this evidence to advocate for systemic changes aimed at improving nursing work conditions, reducing burnout, and ultimately enhancing patient care quality.

Recommendations

Based on the findings of this review, several recommendations can be proposed to address the challenges identified in promoting

nurses' well-being and job satisfaction. Firstly, healthcare organizations should prioritize the implementation of evidence-based interventions aimed at reducing work-related stress, fostering a supportive work culture, and promoting work-life balance among nursing staff. This may include initiatives such as wellness programs, flexible scheduling options, and peer support networks. Additionally, ongoing monitoring and evaluation of these interventions are essential to assess their effectiveness and make necessary adjustments over time. Furthermore, interdisciplinary collaboration among healthcare professionals, policymakers, and educators is critical to developing holistic approaches that address the multifaceted determinants of nurses' well-being and job satisfaction.

Conclusion

This comprehensive review synthesizes evidence from a diverse array of studies elucidating the intricate dynamics affecting nurses' well-being and job satisfaction in healthcare settings. Despite variations in methodology and sample characteristics across studies, the findings consistently underscore the pivotal role of organizational support, work environment quality, and interpersonal relationships in shaping nurses' experiences. The multifactorial nature of nurses' well-being necessitates multifaceted interventions targeting both individual and systemic factors to foster a culture of support, resilience, and professional fulfillment. By heeding the implications drawn from this review, healthcare institutions, policymakers, and educators can collaboratively enact evidence-based strategies to mitigate burnout, enhance job satisfaction, and ultimately optimize patient care delivery. Such concerted efforts are imperative not only to safeguard the welfare of nurses but also to fortify the foundation of the healthcare workforce, ensuring its sustainability and efficacy in meeting the evolving healthcare needs of society.

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