

The Impact of Work Environment on Job Fulfillment Among Nurses: A Systemic Review

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ABSTRACT

A working environment is a collection of circumstances under which an organisation conducts its day-to-day activities comprising social, psychological, and physical variables. Additionally, job fulfilment is a term used to describe the fulfilment and gratitude a person derives from their job. Therefore, staff members fulfilled by their environment are likely to have a positive output. The study aims to evaluate the impact of the work environment on job fulfilment among nurses.

The review will synthesize results from peer-reviewed studies enumerating the positive and negative workplace conditions that impact nurses' retention, motivation, and quality of patient care. An exhaustive search will be conducted across various databases, including Google Scholar, PubMed, and ScienceDirect, focusing on English-language articles. The Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) will be followed when organising thematic synthesis and systemic review. The PICO (Population, Intervention, Context, Outcome) approach will be utilised to clarify the reviewed topic.

Studies have indicated that adequate staffing, supportive leadership, and a positive organisational culture boost job fulfilment. On the other hand, limited resources, increased stress levels, and poor management result in burnout and lack of fulfilment. The findings from the study will illustrate the need for healthcare policymakers and administrators to promote a supportive work environment that fosters job fulfilment, with the end goal of promoting healthcare outcomes.

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INTRODUCTION

Healthcare work is physically and emotionally challenging due to its demand. It is worth noting that the work environment can either support or hinder productivity and work health. According to Donley (2021), unhealthy and toxic work environments result in adverse outcomes for management, staff, the organisation, and the community because the person returns to the community after interacting with the work environment. Due to the rising rates of suicide, burnout, and turnover from healthcare practitioners, employers are seeking ways of managing staff to support professional and personal wellness.

Job fulfilment has a direct effect on organisational outcomes. Quality and safety of patient care also have a likely impact (Lu et al., 2019). Additionally, job fulfilment is a factor that directly affects nurses' turnover intention among various organisational results comprising job performance and turnover (Lee, 2019). Decreased job fulfilment is directly linked to the precise turnover of nurses. In contrast, high job fulfilment results in better performance, improved work performance, improved organisational results, enhanced work productivity, and

decreased turnover. According to Donley (2021), job fulfilment among nurses plays a significant role in organisational results. Elevated job fulfilment can result in better outcomes among patients and enhanced patient fulfilment due to the quality of nursing care. Nonetheless, healthcare facilities must expertly manage nurses' job fulfilment to strengthen the organization and patient outcomes.

Multiple factors influence job fulfilment. According to Cho et al. (2020), most studies have illustrated that organizational factors influencing workloads, such as shifts and the number of nursing staff, significantly influence nurses' fulfilment over time. A good number of nursing staff directly affects various nurse outcomes comprising job fulfilment, number of shifts, turnover intention, and burnout (Chen et al., 2019). Dall'Ora et al. (2015) established that nurses who worked more than twelve hours lacked fulfilment compared to nurses who worked 8 hours or less. According to Lu et al. (2019), socio-cultural factors such as management leadership, organisational commitment, effort, and rewarding style affect job fulfilment.

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According to the American Nurses Association (2023), nursing leadership influences turnover intention, patient outcomes, quality of care, and job fulfillment. Effective leadership promotes collaboration, professional growth, and respect. The American Nurses Association (2023) also illustrated that nurses' educational background, personality, and work environment influenced the nurse's leadership style. When healthcare practitioners, particularly nurses, feel supported by their leaders, they are more likely to remain committed to their work. Supportive leadership comprises recognition of achievements, well-defined communication, opportunities for career growth, and mechanisms for sorting out organizational grievances. According to Ystaas et al. (2023), transformational leadership enumerated an indirect positive influence on job fulfillment. Transformational leadership was directly linked to promoting structural growth, positively affecting job fulfillment.

The work environment plays a critical role in influencing nurses' job fulfillment. A well-equipped and safe working environment is crucial for guaranteeing employee wellness and providing quality care. Nawaz et al. (2022) stated that the physical environment was essential in job fulfillment and nurse stress. The healing surrounding was developed from a mixture of environmental aspects and the rising desire for consumer safety, competence, security, and physical and psychological comfort that guarantees people access to the available resources and services. Various factors, such as the availability of resources and a safe working space, contribute to a positive work environment. Moreover, rest areas, wellness initiatives, and mental health support systems can directly result in nurses' job fulfillment. Healthcare organizations should invest in creating a comfortable and safe environment for nurses, which will promote job fulfillment and reduce injuries and absenteeism in the workplace.

Organizational support and culture are critical in achieving fulfillment among nurses. From the findings of Kiptulon et al. (2024), positive organizational culture, climate, and politics were predictors of nurses' joy and happiness in the work setting to job fulfillment. A good workplace culture will involve respect, courtesy, teamwork, and belonging. Organizations that provide open communication channels, support professional development, and encourage wellness at work-life balance perceive contented nursing personnel as satisfied and engaged. Workplaces characterized by discrimination and lack of support indicate bullying, emotional distress, and much less job fulfillment, leading to higher turnover intention. Organizational policies that address harassment encourage diversity and equal treatment and make available the necessary resources for employee training are essential in creating an organizational climate that promotes job fulfillment among healthcare workers and nurses in particular.

The main factors contributing to nurses' job fulfillment are their emotional and psychological well-being. Nursing is an emotionally exhausting profession, often

dealing with tragic experiences, terminal care, and the pain experienced by patients. Inadequate emotional support can lead to fatigue, Stress, and even burnout among the nurses. Workplace interventions like peer support programs, stress management training, and counseling program services can help cope with the emotional demands of nursing. Raun et al. (2024) identified Stress as a primary factor in psychological wellness that significantly contributes to increased turnover intention rates. Psychologically supported nurses are likely to be job-satisfied with their work and, therefore, will provide quality care and affection to the patients.

A systemic review of the available data on the work environment's effect on nurses' job fulfillment is necessary for identifying key challenges and leading practices in the area. Several studies will be appraised to provide comprehensive information regarding factors affecting job fulfillment and evidence-based recommendations for bettering workplace conditions. The findings of this review will greatly assist healthcare administrators, researchers, and policymakers in ensuring nurse retention and improving patient care delivery and a good working atmosphere.

CONCLUSION

Nurse job fulfillment is key to achieving an effective, sustainable healthcare workforce. The environment of work shapes the experience of nurses, their job fulfillment as well as general wellness. Nurses' job fulfillment can be significantly attributed to their leadership styles, number of employees, working conditions, organizational support, and emotional wellness. Healthcare institutions can promote nurses' job fulfillment, leading to better patient care and a stronger healthcare system by sorting out workplace challenges and executing regulations that create a positive work environment. The current systemic review will assess varying elements within the work environment that influence nurses' job fulfillment, giving essential suggestions and insights for further advancement.

OBJECTIVES OF THE STUDY

General Objective: To conduct a systematic review to evaluate the impact of the work environment on fulfillment among nurses.

Specific Objectives

1. To examine the association between workload and the number of staff and nurses' job fulfillment.
2. To evaluate the effects of leadership styles on job fulfillment among nurses.
3. To assess the role of the physical work environment in promoting or limiting job fulfillment among nurses.
4. To evaluate the effect of organizational support, organizational culture, and regulations on nurse's job fulfillment and turnover intention.

METHODS

Several Scopus, PubMed, Google Scholar, and Science Direct databases were utilized to conduct an extensive data search with a particular focus on papers released between 2015 and 2025. A manual data search was also undertaken to establish other studies that satisfied the eligibility requirements. The search terms comprised "Work environment" OR "Working Conditions" AND "Job Fulfillment" OR "Job Satisfaction" OR "Work Satisfaction" OR "Occupational Satisfaction" AND (nurse

OR nurses "nursing staff" OR "staff nurses" OR "nursing professionals" OR "Registered Nurses." Additional search terms comprised of "Workplace Conditions" OR "Work Environment" AND "Job Satisfaction" OR "Occupational Satisfaction" AND (nurses OR "nursing staff". The records were maintained and screened utilizing Zotero 6.0.4, which eliminated duplicates. The systematic review and synthesis of themes were meticulously organized following the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA).

Table 1: Search Terms

Search terms/ Keywords
"Work environment" OR "Working Conditions"
AND
Job Fulfillment" OR "Job Satisfaction" OR "Work Satisfaction" OR "Occupational Satisfaction"
AND
(Nurse OR nurses "nursing staff" OR "staff nurses" OR "nursing professionals" OR "Registered Nurses"
AND
"Workplace Conditions" OR "Work Environment"
AND
"Job Satisfaction" OR "Occupational Satisfaction" AND (nurses OR "nursing staff"
AND
AND (nurses OR "nursing staff")

The researcher worked with colleagues to determine the development of a search strategy. The coworkers were nurses with more than two years of experience in the field and extensive knowledge. They knew the objectives, responsibilities, and anticipated contributions to the review. To provide comprehensive coverage of the phrases associated with work environment on job fulfillment among nurses. It is important to note that cooperation aided in navigating the data search's multiplexity.

The impact of the work environment on job fulfillment among nurses was evaluated in studies that met the eligibility criteria. The data collection technique also focused on methods for gathering and assessing both quantitative and qualitative data. The studies that met the eligibility criteria elaborated on numerous subjects about work environment, job fulfillment, and the implications

for nurses' practice. The systemic evaluation also included research that assessed how these characteristics affected nurses' stress outcomes and occupational autonomy.

Selection Process

Before starting any research, basic review questions are crucial since they assist in focusing attention, identifying important material utilizing keywords and themes, and narrowing down the topic. The PICO (Population, Intervention, Outcome) approach was used to evaluate the issue being studied further. Population: Nurses comprise registered nurses and nurses working within a healthcare setting. Interventions: Positive work environment. Comparison: Adverse or poor work environment. Outcome: enhanced job fulfillment, improved performance, and decreased rates of burnout.

Table 2: PICOT

PICOT	Keywords
Population	Staff nurses working within a healthcare setting.
Interventions	Positive work environment.
Comparison	Adverse or poor work environment
Outcome	Enhanced job fulfillment, improved performance, and decreased rates of burnout.

The studies listed below failed to fit the eligibility criteria: Articles that fail to directly assess the impact of work environment on job fulfillment among nurses; dissertations or no-peer-reviewed literature; studies that

describe healthcare workers other than nurses; and studies conducted in non-healthcare settings that do not apply to nursing practitioners.

Table 3: Eligibility Criteria

Inclusion Criteria	Exclusion Criteria
Articles focusing on all nursing cadres within	Studies that describe healthcare workers other than nurses.

healthcare settings.	
Articles that evaluated the impact of work environment on job fulfillment among nurses.	Articles do not directly measure job stress or job autonomy.
Studies highlight the impact of the work environment on job fulfillment among nurses.	Non-peer-reviewed literature, dissertations.
Articles published in English within the last 10 years.	Studies conducted in non-healthcare settings that do not apply to nursing practitioners.
Data is collected worldwide within healthcare settings, hospitals, and surroundings.	Studies published in other languages other than English.

Data Extraction

The year of publication, the author or authors, and the impact of the work environment on job fulfillment among nurses were all included in each study.

Synthesis of Findings

The thematic synthesis was divided into three stages. The researcher coded pertinent text line by line as part of the initial stage. Throughout the evaluations, free codes were organized to produce descriptive themes. A coding handbook was created to guarantee a methodical data coding approach. Conflicts were resolved after carefully examining the topics until a compromise was reached. Finding analytical themes that provided explicit opinions when paired with the initial study was the third phase, which entailed "going beyond" the data. The researcher created a model to record how the themes connect to determining the impact of work environment on job fulfillment after employing group brainstorming to overemphasize themes to enumerate the impact of work environment on job fulfillment among nurses.

Risk of Bias and Quality Assessment

Using a well-defined search approach that included several keywords and Boolean operators, the researcher conducted an extensive literature search across numerous primary databases. This search was limited to publications published in peer-reviewed journals and conference proceedings to lessen the possibility of selection bias. A Critical Appraisal Skills Program approach assessed the articles' benefits and drawbacks. All of the documents were reviewed, regardless of their quality. As they

discussed solutions to any issues about quality evaluation, colleagues assessed each document. The review offers a thorough and straightforward explanation of the information sources, search methodology, study selection procedure, and results synthesis. Tables were used to summarize the primary data, which enhanced the results adequately.

RESULTS

Systematic Literature Search

Figure 1 below enumerates the PRISMA 2020 flow diagram. Three hundred potentially relevant studies were obtained from multiple internet sources as of 2025. Of them, Google Scholar had 85, PubMed had 105, and Science Direct had 110. The author's reliance on preexisting databases was emphasized by the fact that they did not acquire papers from other sources. After getting rid of 110 duplicates, they reduced the number to 190 unique articles, enhancing the review process's integrity. For multiple reasons, comprising of review articles, inadequate data, and irrelevance, 150 articles were eliminated. An exhaustive screening of data illustrated dedication to fostering a strict eligibility criterion. Following that, the whole texts were studied, and papers that were determined to be modeling studies or lacked adequate data were eliminated. In the final evaluation, the researcher's review illustrated ten publications, showing a targeted and selective method that gave high-quality data over quantity. The in-depth evaluation was in line with its objectives because of the comprehensive screening of the literature, which enhanced the study's validity and reliability.

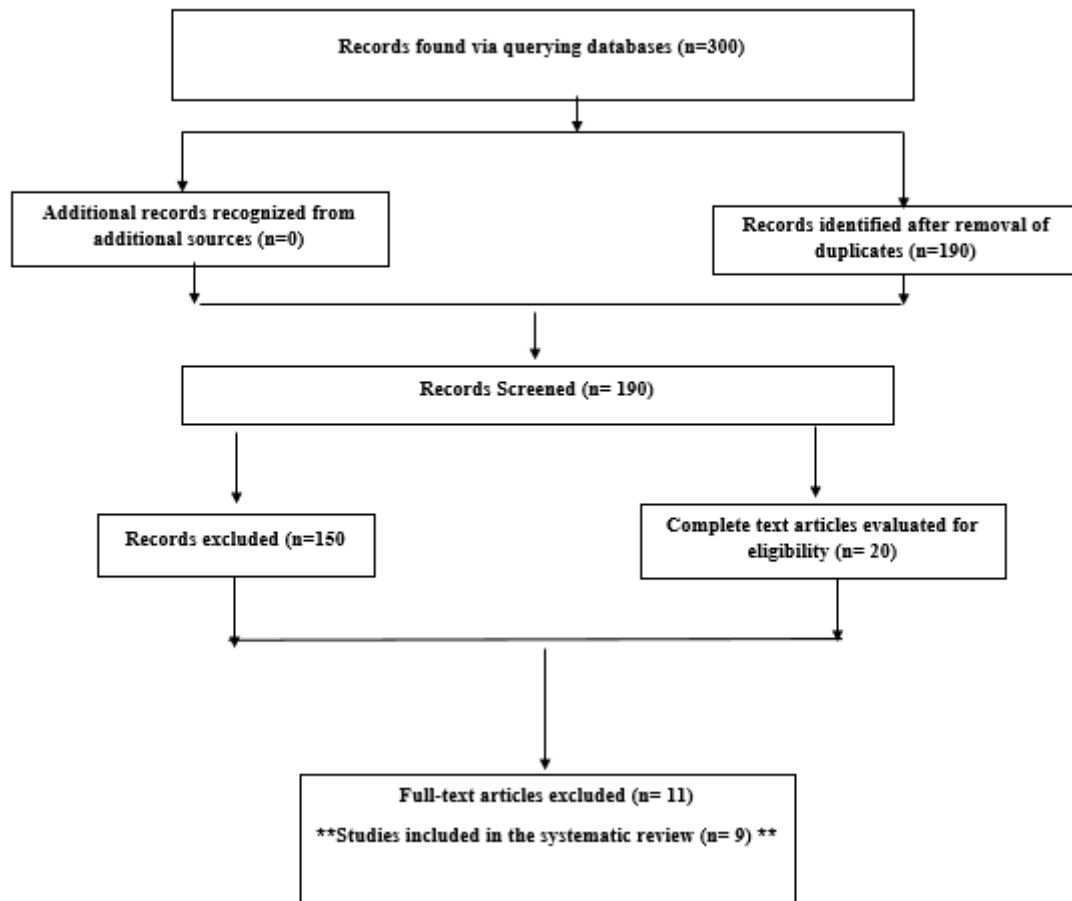


Figure 1: Selection Criteria

Study Characteristics

Regarding the synthesis of research enumerated in the table below, the reviews included in the studies evaluated a number of issues concerning the impact of the work environment on job fulfillment among nurses. Determining the impact of the work environment on job fulfillment among nurses was the main goal of the study. The main goals of the study were to enumerate how the work environment impacts job fulfillment among nurses, as well as assess the relationship between work environment and job fulfillment among nurses.

The study evaluated various elements of the work environment comprising positive and negative work environments that impact job fulfillment among nurses. One of the most important aspects highlighted in the studies was how the work environment impacted job fulfillment. The studies conducted in multiple contexts gave an exhaustive overview of the present-day situation regarding the impact of the work environment. The findings illustrated the multiplex nature of the work environment on job fulfillment among nurses. The studies emphasized the need for targeted findings to enhance job fulfillment among nursing practitioners.

Table 4: Results

References	Objective	Research Methods	Results	Themes
Izzata et al. (2021)	The study's objective was to enumerate the association between workload and social support with nurse job satisfaction.	Descriptive correlational design with a cross-sectional technique.	The study established that there was an association between workload, informational support, social support, instrumental support,	The association between workload and the number of staff and nurses' job fulfillment.

			appreciation support, and emotional support with nurse job satisfaction. The study established that a balance between the number of nurses and the demands of the existing task enumerated a light workload. Good social support that nurses feel cared for and appreciated can elevate a nurse's job satisfaction.	
Hellín Gil et al. (2022)	The study's objective was to link nursing workloads to practitioner's job satisfaction.	An observational, analytical, descriptive, concurrent and quantitative study.	The study established increased levels of fulfillment in the aspects "association with immediate boss" and "association with fellow workers, and lower levels of "relationship with senior management "and "organizational system of the unit". The study concluded that there was a relationship between workload and job satisfaction, illustrating more dissatisfaction in relation to organizational elements and professional recognition.	The association between workload and the number of staff and nurses' job fulfillment.
Specchia et al. (2021)	The study's objective was to recognize and evaluate the knowledge present to date concerning the association between leadership styles	A systematic review	The study established that transformational style had an increased number of positive associations coming after resonant, authentic, and servant styles.	The effects of Leadership Styles on job fulfillment among nurses

	and nurses' job fulfillment.		Additionally, laissez-faire styles and passive-avoidant styles enumerated a negative association with job fulfillment. The transactional style illustrated both negative and positive associations.	
Gebreheat et al. (2023)	The study was aimed at evaluating the impact of transformational leadership style on the job fulfillment of hospital nurses.	An integrative review	The majority of the studies enumerated the positive impact of transformational leadership on nurses' job fulfillment. Moreover, transformational leadership style was shown to have a positive effect on nurses' intentions to stay at work, patient outcomes, and quality care. The study concluded that transformational leadership approach within clinical environments, there was a likely boost in nurses' job satisfaction.	The effects of leadership styles on job fulfillment among nurses.
M Alshahrani and Baig (2016)	The study was to assess the effect of transformational and transactional leadership styles of leader nurses on job satisfaction.	Cross-sectional study	Majority of the nurses illustrated an amalgamation of transformational and transactional style of leadership. The study enumerated that nurse working under leaders with transformational style illustrated significantly higher job satisfaction. The study concluded that the importance of transformational styles of head nurses for elevating	The effects of leadership styles on job fulfillment among nurses.

			staff nurses' job satisfaction. The study recommended that nurse leaders should be trained in the transformational style of leadership and avail more support and training for sufficient management.	
Nawaz et al. (2022)	The study was to evaluate the impact of the physical work environment on the job fulfillment of nurses in rural healthcare settings.	Quantitative survey design	The study linked a comfortable physical work environment and adequate levels of job fulfillment. The study established that the physical environment at the workplace is responsible for 43 percent variation in the job fulfillment level of the nurses. It was noted that physical environment was the strongest predictor of the job satisfaction level among nurses. The study also established that by improving the physical work environment of the workplace, the retention rate of nurses can be enhanced.	The role of the physical work environment in promoting or limiting job fulfillment among nurses.
Albashayreh et al. (2019)	The study's main objective was to evaluate the level and variability of nurse work environment and job fulfillment.	A cross-sectional descriptive design	The study established that a favorable work environment was positively associated with job satisfaction. It was also established that the greatest variation in nurse job satisfaction was enumerated by the work environment. The study	The role of the physical work environment in promoting or limiting job fulfillment among nurses.

			concluded that the work environment played a crucial role in influencing job satisfaction compared to nurse characteristics and unit and hospital types.	
Galanis et al. (2024)	The study was aimed at evaluating the association between organizational support and turnover intention among nurses.	Systematic review and meta-analysis	The study established that organizational support impacted turnover intention by improving job fulfillment and mitigating burnout. Primary supportive factors comprised fair pay, enough staffing, fair compensation, recognition of nurses' contributions, and opportunities for professional growth. The study concluded that promoting a supportive work environment can reduce turnover intention among nurses.	The role of the physical work environment in promoting or limiting job fulfillment among nurses.
Pedrosa et al. (2020)	The study's objective was to recognize scientific evidence on the factors of organizational culture linked with nurse turnover.	Systematic literature review	The study established that nurse's turnover in healthcare organizations is multifactorial and multiplex. The study established individual and organizational factors that impact nurses' turnover. The study concluded that nurse managers should take into consideration the challenges of nurse's turnover, as it impacts the quality of care and productivity in health	The effect of organizational support, organizational culture, and regulations on nurse's job fulfillment and turnover intention.

			organizations. The study concluded that organizational climate and organizational culture, it is possible to mitigate nurses' turnover intention in various healthcare settings.	
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Synthesis

The researcher carefully listed four primary topics after reading through the papers in the analysis: the association between workload and number of staff and nurses' job fulfillment, the effects of leadership styles on job fulfillment among nurses, the role of the physical work environment in promoting or limiting job fulfillment among nurses, and the effect of organizational support, organizational culture, and regulations on nurse's job fulfillment and turnover intention.

The Association Between Workload and the Number of Staff and Nurses' Job Fulfillment.

Workload, informational support, social support, instrumental support, appreciation support and emotional support were associated with nurses' job satisfaction by Izzata et al. (2021). It achieved a modest workload by managing the number of nurses with the demands of the present task. Positive social support can make a nurse feel valued and increase her job satisfaction. Hellin Gil and others (2022) found that attributes of "relation with an immediate boss" and "relation with fellow workers" were one type related to high levels of fulfillment. On the other hand, "relationship with senior management" and "organizational system of the unit" were types related to low levels. The findings of this study relate that job fulfillment is linked to workload; an organizational feature where people are most discontented is professional recognition.

The Effects of Leadership Styles on Job Fulfillment Among Nurses.

Transformational styles were more positively associated than resonant, honest, and servant styles. Passive-avoidant and laissez-faire styles were negatively correlated with job satisfaction. The style of leadership showed both positive and negative associations. Gebreheat et al. (2023) has hereinafter highlighted the advantages of transformative leadership concerning nurses' job satisfaction. It is also proved that the transformational style of leadership enhances patient outcomes and quality of care, as well as the intention of nurses to stay at work. As per this study, nurses' job satisfaction would be raised in an increasing manner if transformational leadership was applied in clinical settings. M.Alshahrani and Baig (2016) have shown it all here that they had presented both transformational and transactional styles of leadership simultaneously. This

has been evidenced by the fact that nurses working under transformative leaders reported very much greater job satisfaction. According to what the study found, when head nurses use transformational approaches, it really boosts how satisfied staff nurses feel about their jobs.

The Role of the Physical Work Environment in Promoting or Limiting Job Fulfillment Among Nurses.

In the study by Nawaz et al. (2022), results emerged that a comfortable physical workspace is apparently related to sufficient job satisfaction. As per their findings, 43% of nurses' job satisfaction was explained by the physical environment at work. It indicated that the physical environment was the best predictor of nurses' job happiness. Better physical workspaces have been formulated to enhance nurses' retention rates. Strong relationships were also drawn between good working conditions and job satisfaction by Albashayreh et al. (2019). The workplace was also deemed the most significant factor that influenced nurses' happiness about their jobs. The type of hospital and unit, however, has fewer nurse characteristics than how they informed satisfaction with work; there is an effect on the level. Organizational support influenced turnover intention through job fulfillment and burnout mitigation in the work by Galanis et al. (2024). The main supports identified were adequate pay, sufficient staffing, fair compensation, recognition of contributions by nurses, and provision of professional development opportunities. An imbalance in these contributory factors generates a nursing work environment that promotes turnover intention. Therefore, this study concluded that reducing turnover intention among nurses requires an imbalance work environment to be reversed.

The Effect of Organizational Support, Organizational Culture, and Regulations on Nurse's Job Fulfillment and Turnover Intention.

Nurse turnover in healthcare organizations is multifactorial and multiplex, Pedrosa et al. (2020) revealed. According to the study, organizational and individual factors influence nurse turnover. In conclusion, the study indicated that difficulties associated with nurse turnover had to be taken into account by nurse managers because it affects productivity as well as the quality of care in healthcare institutions. The study concluded that, in a variety of healthcare contexts, organizational climate culture can reduce nurses' intention to leave.

DISCUSSION

The most recent synthesis enumerates four significant factors that impact job fulfillment and turnover intention, comprising organizational support, leadership styles, physical work environment, and workload staffing. According to the articles that were reviewed, the aspects interact in a complex manner to shape the professional experiences and fulfillment levels of nurses in healthcare settings.

There is an association between workload, staffing, and job fulfillment emphasizes the necessity for a balanced distribution of workforce. Izzata et al. (2021) illustrated that a manageable workload, promoted by emotional, instrumental, and informational, significantly boosted job fulfillment. It enumerates that job fulfillment goes beyond staffing adequacy; in addition, quality organizational and interpersonal support plays a crucial role. Moreover, Hellin Gil et al. (2022) emphasized that while discontent often outcome from poor connections with senior management and inadequate organizational processes, linked to direct supervisors and colleagues creates pleasure. Both findings emphasize the urgent need for structural support and healthy workplace relationships to prevent a lack of fulfillment and burnout.

Leadership style emerged as a strong determinant of job fulfillment. Findings by Specchia et al. (2021) and Gebreheat et al. (2023) demonstrated transformational leadership correlating to positive job fulfillment. Any leadership approach is characterized by encouragement and vision, nurturing professional development, which inspires performance and loyalty. In contrast, leadership styles such as passive and laissez-faire styles were negatively linked to fulfillment, indicating that absent leadership or ineffective leadership was associated with disengagement and increased Stress. Additionally, M Alshahrani and Baig (2016) support the observations by noting the increased fulfillment among nurses working under leaders who implement transactional and transformational styles of leadership. A combination of leadership styles is crucial for inspiration and must be linked to the structure goals and recognition to improve outcomes. Therefore, leadership is key in shaping nurses' daily experiences and long-term career intentions.

The physical working environment plays a crucial role in shaping job fulfillment. Nawaz et al. (2022) illustrated that almost half of the variation in nurses' job fulfillment could be linked to the physical environment. Various aspects, such as safety conditions and cleanliness, significantly impact wellness and performance. The findings were reinforced by a study by Albashayreh et al. (2019), who enumerated that a favorable environment is more impactful than personal nurse characteristics and type of institution. Additionally, Galanis et al. (2024) illustrated that a supportive work setting, as illustrated by sufficient staffing, recognition, fair play, and developmental opportunities, can reduce burnout and mitigate turnover. It aligns with global issues regarding nurse retention and affirms the value of investing in workplace infrastructure

and comfort to maintain a well-motivated and stable workforce.

Finally, the impact of organizational support, regulation, and culture further illustrates the psychosocial dynamics within healthcare settings. Pedrosa et al. (2020) demonstrated turnover intention as a complex issue shaped by both individual experiences and systemic structures. Their findings emphasize the significance of cultivating a positive organizational climate and culture to support retention. Organizational support, specifically when it fosters fairness, clear communication, and recognition, can prevent against lack of fulfillment and the desire to resign. The organizational dynamics are not only about rules and structures but about establishing an environment where nurses feel professionally fulfilled, and safe.

CONCLUSION

In conclusion, there is an association between workload, staffing, and job fulfillment that emphasizes the necessity for a balanced distribution of the workforce. Other than staff adequacy, organizational and interpersonal support were crucial elements. Additionally, any leadership approach is characterized by encouragement, vision and nurturing professional development. This leads to increased loyalty and performance. Passive and laissez-faire styles were adversely linked to fulfillment. Transformational leadership style was also associated with increased job fulfillment. Moreover, an amalgamation of leadership styles is crucial for inspiration and must be linked to the structure goals and recognition to improve outcomes. Multiple elements, such as safety conditions and cleanliness, significantly impact wellness and performance. Organizational support, regulation, and culture further illustrate the psychosocial dynamics within healthcare settings. Organizational support, specifically when it fosters fairness, clear communication, and recognition, can prevent against lack of fulfillment and the desire to resign.

RECOMMENDATIONS

1. Healthcare institutions should come up with regulations that ensure proper staffing of nurses to ensure a balanced workload and prevent nurses from experiencing burnout.
2. Hospital administrators should invest in leadership growth programs that support nurse managers' transformational leadership approaches.
3. Healthcare institutions should provide improvements to the physical environment comprising of noise reduction and adequate lighting. The provision of a comfortable and safe workspace improves wellness and promotes long-term commitment among nurses.
4. Healthcare facilities should promote an inclusive organizational culture that embraces appreciation and emotional support. The culture is crucial in ensuring high job fulfillment.

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