

Review

Creating a Healthy Workplace in a Private Hospital: A Focus on Nursing and Job Satisfaction



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Article Info	Abstract
Article history: Received: 24 October 2024 Accepted: 27 April 2025	<p>Introduction: A healthy working environment (HWE) is essential for nurse well-being, job satisfaction, and overall healthcare quality. However, in Indonesia, the conditions of the work environment and the implementation of professional nursing practices in private hospitals remain underexplored. This scoping review aims to identify, evaluate, and propose strategies for improving HWE in private hospitals.</p> <p>Methods: A total of 14 studies met the inclusion criteria and were analyzed from ProQuest, NCBI, CINAHL, and SpringerLink from 2013 to 2023. Three major themes emerged: Organizational Support – Policies ensuring nurse welfare, workplace safety, and professional development significantly reduce burnout and enhance job satisfaction. Fair compensation, performance assessments, human resource fulfillment, and nurse engagement in decision-making contribute to a more sustainable work environment; Management and Teamwork – Effective communication, strong leadership, and collaboration are crucial in improving nurse performance and motivation. Hospitals that emphasize nurse-physician cooperation and conflict resolution report higher retention rates and improved patient outcomes; Individual Factors – Workplace relationships, personal resilience, and professional recognition directly affect nurses' mental well-being and job commitment. However, verbal harassment, workplace violence, seniority-based discrimination, and lack of engagement opportunities negatively impact nurse retention.</p> <p>Results: The findings confirm that a strong HWE enhances nurse satisfaction, retention, and patient care quality. Therefore, creating and maintaining a positive work environment requires joint efforts from hospital administrators, policymakers, and healthcare professionals.</p> <p>Conclusion: Future strategies should prioritize comprehensive assessments, communication skills training, ethical practice reinforcement, and continuous professional development to support nurse well-being and optimize healthcare services.</p>
Keywords: job satisfaction, nurses, private hospital, work environment	

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INTRODUCTION

The workplace plays a crucial role in promoting health and well-being, particularly for healthcare professionals such as nurses [1]. The working environment directly impacts nurses' health, job satisfaction, and productivity through management quality, human resource development, work design, and organizational culture [2], [3]. Poor work conditions contribute to increased stress, decreased job satisfaction, and higher nurse turnover rates [4], [5]. A healthy work environment (HWE) follows the American Association of Critical-Care Nurses (AACN) six standards, which include skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, and authentic leadership [6]–[8].

Other critical dimensions of an HWE include job safety, employee engagement in decision-making, fair compensation, balanced workload, effective communication, and empowering leadership [9],[10]. Studies show that nurses working in a healthy environment exhibit higher job satisfaction, increased productivity, and a stronger commitment to their profession [10]. Despite these standards, many nurses still experience unfavorable work conditions. Globally, only 15% of employees feel extremely comfortable at work, and healthcare workers often find their workplace stressful and unaccommodating [11], [12].

In Indonesia, the nurse turnover rate in private hospitals varies, with some hospitals reporting rates as high as 34.15% [13]. A study in Lumajang found that nearly 40% of

nurses experience moderate to high work stress, emphasizing the need for urgent interventions to improve working conditions [14]. Challenges such as staff shortages, poor leadership, high workloads, and workplace discrimination continue to affect nurse retention. Furthermore, verbal harassment, workplace violence, and limited recognition of the nursing profession exacerbate dissatisfaction. Addressing these issues requires organizational support, leadership development, and policy reforms to foster a healthier, more sustainable work environment in Indonesian private hospitals. Strengthening teamwork, improving nurse engagement, and promoting workplace collaboration are key strategies to enhance nurse well-being, retention, and patient care quality.

METHOD

Search strategy

The process of searching for relevant literature for this article was conducted using multiple databases, including ProQuest, NCBI, CINAHL, and SpringerLink, from 2013 to 2023. Boolean operators such as "AND" and "OR" were applied to refine the search results effectively. The keywords used in the search included: "Workplace," "Nursing," "Work environment," "Care quality," "Healthy work environment," "Nurses," "Nursing care," "Job satisfaction," and "Private Hospital." These keywords were strategically combined to ensure comprehensive coverage of the topic.

Study selection

The PICO (Population, Intervention/Prognostic Factor/Exposure, Comparison/Control, Outcome) framework was utilized to identify relevant studies systematically. This structured approach allowed for a focused literature search, ensuring that selected articles aligned with the study's objectives. The guiding research questions included: What factors contribute to a healthy workplace environment for healthcare professionals in private hospitals?, How do employee engagement and satisfaction impact patient care outcomes in private hospital settings?.

Inclusion criteria article: publications published between 2013 and 2023 (10th), Research dan original article, Subject area: nursing and health professions, Open access and open archive, Peer review, Full text, and in English. Exclusion criteria article: Duplicate, Experience reports, Public health nurse. A total of 300 articles were initially retrieved from the databases. The selection process involved multiple stages. First, duplicate articles 100 were removed, leaving 11 unique studies. These articles were then screened based on their titles and abstracts, excluding 50 articles that did not meet the inclusion criteria. The remaining 75 articles underwent full-text assessment, where 56 additional articles were excluded due to a lack of relevance to the study's objectives. Finally, 14 articles met all criteria and were included in the final analysis.

RESULTS

Various factors contribute to creating a

healthy work environment for nurses in private hospitals, including management support, organizational culture, employee engagement, fairness, innovation, clear role expectations, manageable workloads, sufficient human resources, effective policies, and well-organized work schedules. Compensation, job satisfaction, incident management, and opportunities for involvement in decision-making are also critical in cultivating a supportive workplace. A well-organized work environment allows nurses to perform at their best, ultimately improving patient care quality. However, challenges persist, such as nurses' lack of professional recognition, often influenced by workplace layout, interpersonal communication issues, and limited decision-making participation. Implementing a structured job rotation system can enhance nurses' skills, motivation, and commitment by providing diverse experiences across different departments. Moreover, authentic leadership that promotes open communication, teamwork, and empowerment has been shown to lower turnover rates while boosting performance and patient safety. Despite these improvements, workplace issues like verbal abuse, discrimination based on seniority and gender, and limited participation in decision-making still negatively impact job satisfaction and productivity.

The quality of the work environment is also reflected in the interaction between healthcare professionals and patients, as patient and family complaints serve as key indicators of healthcare service quality. An unsupportive work environment can

negatively impact communication between nurses and patients, affecting patient trust and satisfaction. Therefore, effective communication, empathy, and an open attitude toward addressing complaints are essential in strengthening nurse-patient relationships. Key strategies include adopting a positive communication, active listening, providing clear information, and summarizing discussions to ensure mutual understanding. A comprehensive approach to improving the work environment should

involve ongoing assessment, communication skills development, ethical practice implementation, continuous training, and team collaboration. These improvements enhance nurse job satisfaction and contribute to better patient outcomes and overall healthcare quality. By addressing these factors, healthcare institutions can create a supportive and inclusive work environment that fosters professional growth and high-quality patient care.

Table 1

Summary of patient complaint reporting and key strategies to enhance managing patient

Author/Year/ Country	Title	Method	Result	Key Findings
Wyatt et al., [1] 2015 South West of England	Understanding How Healthy Workplaces Are Created: Implications for Developing a National Health Service Healthy Workplace Program	Cross- sectional	Top management support, organization's culture, engagement, and equal opportunity.	Leadership and organizational culture
Maassen et al., [15] 2021 Delphi	Defining a positive work environment for hospital healthcare professionals: A Delphi study	Cross- sectional	Innovation and acceptance to change, role clarity, workload, human resource fulfillment, conflict management, health insurance, work schedules, policies, visibility to web - based recourses, equity, job satisfaction, incident investigation and handling, performance assessment, compensation and rewards, engagement in decision-making, and Standard Operating Procedures (SOP)/work standard procedures.	Comprehensive Work Environment Factors.

Author/Year/ Country	Title	Method	Result	Key Findings
Azadeh et al., [16] 2019 Iran	Challenges of respect as promoting healthy work environment in nursing: A qualitative study	Cross-sectional	The lack of nurse profession recognition at work and in society is undoubtedly influenced by elements such as manager support, work environment/design, interpersonal communication, and lack of nurse engagement space.	Professional Recognition and Communication
Othman, et al., [17] 2021 Jordan	Job rotation approach in nursing profession	Cross-sectional	Job satisfaction and commitment are predicted by the job rotation system, which involves transferring nurses between units in a systematic way.	Job Rotation and Commitment
Hartung & Miller [18] 2013 Northcentral Pennsylvania	Communication and the healthy work environment: Nurse managers' perceptions	Cross-sectional	Authentic leadership: communication, collaboration, decision making, empowerment.	Human Resource Management Policies
Blake et al., [19] 2013 United State	Healthy work environments and staff nurse retention: The relationship between communication, collaboration, and leadership in the pediatric intensive care unit	Cross-sectional	Supportive leadership with communication skills and collaboration reduces turnover and improves hospital performance and patient safety.	Engagement in Decision-Making
Albashayreh et al., [20] 2019 Oman	Healthy work environments are critical for nurse job satisfaction: implications for Oman	Cross-sectional	The policies are made to improve the working environment and job satisfaction through efficient human resource management, given pay, benefits, and nurses' engagement in hospitals.	Human Resource Management Policies
Boafo, [21] 2018 Ghana	The effects of workplace respect and violence on nurses' job satisfaction in Ghana: A cross-sectional survey	Cross-sectional	Verbal harassment, workplace violence, seniority, and gender discrimination	Workplace Harassment and Violence
Pires et al., [22] 2018 Brazil	Nurse work environment: comparison between	Cross-sectional	When nurses engage in decision-making, are respected, and have their complaints	Leadership and organizational culture

Author/Year/ Country	Title	Method	Result	Key Findings
	private and public hospitals		heard and respond by management, the hospital work atmosphere is better.	
Allan et al., [23] 2015 United Kingdom	Supporting staff to respond effectively to informal complaints: Findings from an action research study	Cross-sectional	Empowering staff in this context involves highlighting the comprehension and management of the intricacies of complaints, potentially resulting in enhanced care quality and patient satisfaction.	Training and Professional Identity
Chien & Yick, [24] 2016 Hongkong	An Investigation of Nurses' Job Satisfaction in a Private Hospital and Its Correlates	Cross-sectional	Nurses' interpersonal relationships and sociodemographic factors.	Training and Professional Identity
Ming et al., [25] 2019 China	Analyzing Patients' Complaints: Awakening of the Ethic of Belonging	Cross-sectional	This study calls for nurse leaders and educators to reevaluate nurses' training and professional identity.	Leadership and organizational culture
Budin et al., [26] 2013 Ghana	Verbal abuse from nurse colleagues and work environment of early career registered nurses	Cross-sectional	New nurses report heavier verbal abuse than other nurses, which affects job satisfaction and organizational commitment. This might be due to workplace violence, or it could be the other way around.	Workplace Harassment and Violence
Jabbari et al., [27] 2014 Isfahan	The profile of patients' complaints in a regional hospital	Cross-sectional	Steps to change and improve a healthy environment involve several aspects: comprehensive assessment, development of communication skills, application of professional ethics, ongoing training, and team collaboration.	Training and Professional Identity

DISCUSSION

Various factors, including management support, organizational culture, engagement, fairness, innovation, role clarity, workload, human resource fulfillment, policies, and work schedules, influence a healthy work environment for nurses in private hospitals. Compensation, job satisfaction, incident handling, and involvement in decision-making also play crucial roles in fostering a supportive work atmosphere. A well-structured work environment enables nurses to perform optimally, ultimately enhancing patient care quality [28]. However, challenges remain, such as nurses' lack of professional recognition, which is often influenced by workplace design, interpersonal communication, and limited participation in decision-making [29]. A structured job rotation system can help improve skills, motivation, and commitment by allowing nurses to gain experience across different units. Furthermore, authentic leadership that emphasizes effective communication, collaboration, and empowerment has reduced turnover rates while improving performance and patient safety. Despite these efforts, workplace challenges such as verbal abuse, seniority- and gender-based discrimination, and restricted involvement in decision-making continue to hinder job satisfaction and productivity.

Creating a healthy work environment for nurses requires effective organizational strategies and hospital policies that enhance job satisfaction, reduce burnout, and improve nurse retention. The study in Oman highlights the significant impact of work environment

factors such as participation in hospital affairs, a strong foundation for quality care, and adequate staffing levels on burnout and perceived quality of care [20]. To create and maintain a healthy work environment, organizational strategies should empower nurses, ensure equitable workload distribution, implement comprehensive orientation programs, and foster effective communication. Additionally, hospital policies should address mental health challenges, workplace pressures, and burnout prevention strategies to sustain a motivated and efficient nursing workforce [30], [31]. Ultimately, prioritizing nurse well-being improves patient care quality and a stronger healthcare system.

Structured orientation programs also play a vital role in helping new nurses transition into the workforce by enhancing their confidence, competence, and job satisfaction. Furthermore, supportive leadership and non-intimidating supervision create an environment where nurses feel valued and empowered to perform effectively. Effective conflict management and transparent incident reporting systems further contribute to workplace safety by fostering a culture of openness and continuous improvement [32], [33].

The implementation of these policies varies between private and general hospitals. Both studies emphasize that a supportive work environment is essential for nurse satisfaction and hospital performance [34]. While Turkey's private hospitals benefit from market-driven policies that improve work conditions, Göktepe et al. [35] 2020 highlight that teamwork and workplace collaboration

are equally critical in fostering job satisfaction. In contrast, public hospitals often face nurse shortages and bureaucratic inefficiencies, contributing to high workloads and lower job satisfaction. Limited resources and rigid administrative structures make implementing policies that support nurse well-being challenging. As a result, nurses in public hospitals experience greater stress and burnout, further affecting retention rates and patient care quality. Addressing these disparities requires equitable workload distribution, effective communication strategies, and leadership initiatives to create a healthier work environment across both private and public healthcare institutions [36].

Patient and family complaints are key indicators of healthcare service quality and are closely linked to nurse work environments. An unsupportive work environment can negatively impact nurse-patient communication, affecting trust and satisfaction. Effective communication, empathy, and an open attitude toward handling complaints are essential in strengthening these relationships. Key strategies include adopting positive communication, active listening, clear information, and summarizing discussions to ensure mutual understanding [37]. Ongoing assessment, communication skills development, ethical practice implementation, continuous training, and team collaboration can further enhance the work environment.

Ultimately, fostering a healthy work environment benefits not only healthcare professionals but also the patients they serve

[29]. Hospitals can create a more sustainable and effective healthcare workforce by implementing structured policies such as recovery gardens, mandated nurse-to-patient ratios, comprehensive orientation programs, supportive leadership, and effective conflict management systems. While private hospitals may have more flexibility in implementing these policies, public hospitals can also make significant improvements through strategic investments in nurse well-being and patient care quality. Aligning policies with organizational and individual needs will ensure that nurses remain engaged, motivated, and capable of providing high-quality care, contributing to improved patient outcomes and overall healthcare system efficiency.

NURSING IMPLICATION

This study highlights the critical role of a healthy work environment in enhancing nurse satisfaction and retention in private hospitals. Nursing leaders should advocate for policies that ensure safety, fair treatment, and professional growth. Continuous training, open communication, and strong teamwork—especially between nurses and physicians—are essential for improving job performance and morale. Additionally, supporting nurses' mental health through resilience programs and accessible counseling is vital. Cultural considerations, such as addressing seniority-based discrimination and promoting inclusivity, must also guide workplace improvement efforts.

LIMITATION

The study focuses solely on private hospitals, limiting its applicability to public healthcare settings. It draws from a specific set of databases, potentially missing relevant local or non-English studies. The varied quality and methods of the included research may affect the consistency of the findings. Furthermore, most studies are cross-sectional, offering limited insight into long-term outcomes. Recent developments, particularly post-COVID-19, may not be fully reflected in the data.

CONCLUSION

Creating a healthy work environment in private hospitals enhances nurse well-being, job satisfaction, and overall healthcare quality. Strategic efforts such as structured orientation, fair workload distribution, supportive leadership, and inclusive decision-making play a vital role in building a resilient and motivated nursing workforce. Addressing workplace discrimination, promoting open communication, and offering opportunities for growth further strengthen staff commitment and retention. Aligning institutional policies with organizational goals and nurses' individual needs ensures long-term sustainability and improved patient care outcomes. However, to ensure broader applicability and long-term impact, future research should include public healthcare settings, utilize diverse data sources, and consider post-pandemic changes in the healthcare landscape.

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CONFLICT OF INTEREST

The authors declare no conflicts of interest related to the study.

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