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## **Strategies and Best Practices to Improve Job Satisfaction and Determine Optimum Workload for Nurses in Texas Long-Term Care Facilities**

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# Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Oluwayomi Olatunde

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and that any and all revisions required by  
the review committee have been made.

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## Abstract

Long-term care facilities have experienced a workforce crisis for years. This workforce primarily encompasses direct care workers that include registered nurses (RNs), licensed practical nurses (LPNs), and certified nursing assistants (CNAs). This integrative review searched empirical and nonempirical literature within the past five years related to long-term care facilities nurses' perceptions of the impact of workload on job satisfaction. The study employed the Job Demand-Control (JDC) framework to determine the demand and control measures influencing LTC nurse job satisfaction. The literature search revealed five main themes which included: reduced workload, improved workplace environment, organizational support, development opportunities, and CNA well-being. The 11 subthemes included: staff autonomy, adequate staffing, patient-to-nurse ratio, work-life balance, adequate resources, psychosocial support, increased work motivation, advancement opportunities, CNA autonomous decision, and CNA peer support. Results indicated the need for organizational support, workplace autonomy, and peer collaboration. Recommendations for future research focused on conducting longitudinal studies to determine workload and job satisfaction over time. Additionally, by exploring unmeasured variables, outcomes may influence job satisfaction, economic factors, personal stressors, and external societal changes, which will result in positive social change.

## Part 1: Practice-Based Problem

### **Problem of Interest**

Older populations continue to increase in the United States and globally, which raises significant health concerns for vulnerable elderly populations. It is estimated that those over age 55 years will eventually outnumber children ages 0-14 years, creating a future imbalance for workers who can care for an aging population (Harasty & Ostermeier, 2020). The increases in aging populations are due to declining mortality rates among the older generation and new treatment options for serious illnesses (Ismail et al., 2021). Consequently, the increasing number of seniors requires more long-term facilities and additional workers (Barber et al., 2021). There is a shortage of nurses and nurses' aides willing to work in LTC facilities, which will only increase in the future. The outcomes are that patients may not receive the care they need, and nursing staff will be overburdened by growing numbers of patients (Tessier, 2022).

Staffing issues in LTCs often result in high turnover, low morale, and employee dissatisfaction. According to White et al. (2019), LTC Registered Nurses (RNs) experience higher job dissatisfaction and burnout rates than their counterparts in other healthcare environments, including hospitals. Marshall et al. (2020) added that nurse aides experience huge workloads in LTC facilities due to inadequate staff to complete their duties and attend to the residents. The emerging stress and burnout from inadequate staffing compromises nurses' physical and emotional health (Perruchoud et al., 2022). While staffing issues have existed for several years in LTC facilities, COVID-19 exacerbated the stress for care workers because the residents were more susceptible to infec-

tions. Likewise, the nurses had a higher risk of infection but often came to work due to a lack of paid time off (Barnett & Grabowski, 2020). As a result, many nursing staff resigned because of stress, illnesses, and burnout (Heiks & Sabine, 2022). Patient care staffing issues continue in most LTCs, and remedies for this situation must be addressed.

This integrative review will explore the LTC staffing issues and work environment causing burnout and job dissatisfaction among LTC nurses in Texas. The extensive literature search will inform recommendations on policies and best practices to determine optimal workload and enhance nurse job satisfaction. Positive social change implications concern improving best practices and quality of life for nursing staff in LTCs while enhancing patients' health, safety, and satisfaction. This study will focus on nursing staff issues related to best practices to improve staffing satisfaction and patient-quality care outcomes.

## **Healthcare Administration Problem**

### **Background**

The increase in senior patients has resulted in more LTC patients, which requires additional nursing staff to care for them (Aloisio et al., 2019; Shaheen et al., 2020; White et al., 2019). A high number of nurses left their work in long-term care facilities during the pandemic in 2022 due to the working conditions in those facilities (Akdeniz et al., 2022; Perruchoud et al., 2022; Schulze et al., 2022). Even today, with the lack of COVID-19 cases, the nursing workforce in these facilities has not fully recovered since it has been challenging to attract and retain experienced nurses. The high patient-to-nurse ratio demonstrates this situation. For instance, the patient-to-nurse ratio and patient-to-

nurse aide ratio across LTCs in Japan were both 20:1 (Eltaybani et al., 2021). Aloisio et al. (2021) and Aloisio et al. (2019) reported that healthcare administrators play a crucial role in minimizing workplace stressors if they provide support and establish a positive work culture.

Workplace dissatisfaction among LTC nursing staff is due to various reasons, and its most notable effect is stress, which may result in psychological issues (Shaheen et al., 2020). Healthcare administration problems often occur due to high staffing assignments, which causes fatigue and anxiety if nurses cannot provide quality care to patients. Poor quality care can result in complaints by patients and families and adverse health outcomes (Aloisio, 2021). Inadequate staffing and patient quality add to nurse dissatisfaction because of the reputational issues nurses experience when they are aware of unsatisfactory care, which may result in nursing staff resignations and increased turnover. Determining best staffing practices may help decrease workplace strain and improve morale (Akdeniz et al., 2022; Jiang et al., 2023).

Job stress has become one of the leading pervasive, costly problems in the workplace, especially in nursing. The American Institute of Stress determined that stress primarily contributes to 40% of workplace financial burdens and 80% of all occupational injuries (Bababpour et al., 2022). Additionally, nurse aides experienced emotional and mental distress from enforcing resident isolation during the COVID-19 pandemic, increased workload alongside staffing shortages, battling the fear of contracting and spreading the virus, and experiencing fear associated with resident deaths (Titley et al., 2023). Generally, nursing is a stressful occupation given its intricate job requirements,

minimal authority, excessive responsibility, and high expectations. Research carried out in Iran showed that 7.4% of nurses fail to show up at work weekly because of work-related physical disability or mental fatigue, which is 80% more significant than other professions (Bababpour et al., 2022). The International Council of Nurses provided extensive statistics that showed the consequences of work-associated stress, approximating that 90% of worker complications stem from job stress, which the US government uses approximately \$200 million annually to manage and alleviate adverse impacts (Hassard et al., 2018).

### **Operational problem**

The Centers for Medicare and Medicaid Services (CMS) have implemented regulations determining how healthcare facilities will provide patient care, including staffing issues for LTC facilities. CMS is a federal agency that provides health coverage to millions of Americans through Medicare, Medicaid, the Health Insurance Marketplace, and the Children's Health Insurance Program. CMS rules and regulations regarding healthcare are published in the Federal Register. In 2023, CMS issued staffing standards to guide long-term care facilities hiring employees. The law requires these organizations to employ a nursing director and an RN for at least eight hours daily, have a licensed nurse around the clock, and provide adequate staff to address resident's needs (Morrissey, 2023). Staffing issues continue as approximately 15 states lack any standard mandating hours-per-resident while 29 manage under 3.5 hour-per-resident and six a minimum of 3.5 hours but not exceeding 4.1 hours (Morrissey, 2023). Morrissey (2023) states that on-

ly the District of Columbia mandates around-the-clock care with 4.1 nursing hours and supervision by an RN.

In Texas, each facility should have a licensed nursing facility administrator who manages the LTC, oversees the delivery of quality care, implements the institution's procedures and policies, and works at least 40 hours every week (Texas Health & Human Services Commission, n.d.). The sufficient nursing staff mandate states, "At a minimum, the facility must maintain a ratio (for every 24 hours) of one licensed nursing staff person for each 20 residents or a minimum of 4 licensed-care hours per resident day. A registered nurse (RN) must be onsite eight consecutive hours a day, seven days a week" (Stephens & Dionne-Vahalik, 2022, p.4). These staffing standards dictate the hiring of nurses across states. Given the difference between the recommended acceptable standards and the practice in the states, the operational problem of excessive workload leads to burnout and job dissatisfaction.

### **Ideal State of Operations**

The Centers for Medicare & Medicaid Services (CMS) enacted the first ever "Minimum Staffing Standards" for nursing homes in September 2023. This mandate aims to foster all-encompassing nurse staffing needs to hold long-term care facilities accountable for offering high-quality and safe care for their residents. The proposed regulation recommends 0.55 hours per resident day (HPRD) for RNs (Morrissey, 2023). The standards require an RN to be available 24/7 at the care facility and for advanced facility assessment needs. Morrissey (2023) stated that only 25% of long-term care facilities in the United States met the requirements when the regulations were enacted.



CMS asserted that the proposed RN standards could improve the care of the residents. However, this standard will require long-term care facilities to increase nurse hours to meet the proposed HPRD (Morrissey, 2023).

### **Professional Practice Gap Statement**

LTC facilities in Texas deal with increased job dissatisfaction due to high staffing assignments, inadequate staffing, and prolonged working hours (Aloisio et al., 2021; Shaheen et al., 2020; White et al., 2019). The study presents strategies that Texas healthcare administrators can adopt to lower job dissatisfaction and minimize working hours to 1:20 licensed nurses to residents.

### **Summary of Evidence**

The burgeoning population of senior adults in the United States and worldwide creates an increasing demand for LTC facilities (Ismail et al., 2021). However, evidence shows that this increasing population in the LTCs has not been met by an equal increase in the nurse workforce at the facilities, resulting in massive workloads, burnout, and eventual job dissatisfaction among LTC nurses (Brophy et al., 2021; Fisher et al., 2021). Burnout and job dissatisfaction cause high turnover rates in these institutions. According to Li and Yamamoto-Mitani (2021), the turnover rates among licensed LTC nurses in the United States over one year ranged from 51% to 56.1%. The conditions are only exacerbated by extreme circumstances like the COVID-19 pandemic. The LTC nurses experienced increased burnout, physical exhaustion, stress, resource shortages, and workloads during the pandemic (Barnett & Grabowski, 2020; Fisher et al., 2021). The pandemic

augmented job dissatisfaction because the nurses had to work with limited resources and high-risk populations in addition to existing burnout and workload stressors.

Even with additional staff, the grave conditions in LTC facilities can be attributed to the vast underlying problems that mandate substantial intervention measures. White et al. (2019) asserted that the staffing in some LTC institutions is so low that increases do not result in considerably more RN oversight of residents. For example, Texas integrated swift response staffing initiatives to allocate the nursing home workforce to LTCs undergoing acute staffing crises (Denny-Brown et al., 2020). Such a response does little to solve the underlying administrative issues in these facilities that cause nurse shortages in the first place. Considering that older patients at LTCs battle chronic conditions, an increased workload significantly strains the nurses' health, causing job dissatisfaction.

### **Purpose of the Integrative Review**

The integrative review aims to search the literature related to long-term care facility nurses' perception of the impact of workload on retention and provide healthcare management information about strategies and interventions to manage workload, improve job satisfaction, and enhance patient care. This review will examine workload strategies for nurses in LTC facilities, which may offer critical insights into the factors that lead to job dissatisfaction in long-term care settings. LTC nursing shortages affect patient care for a vulnerable population that requires 24-hour attention.

### **Integrative Review Question**

The integrative review question is the following. What are the most effective practices for managing nurse workload and improving job satisfaction in Texas LTC

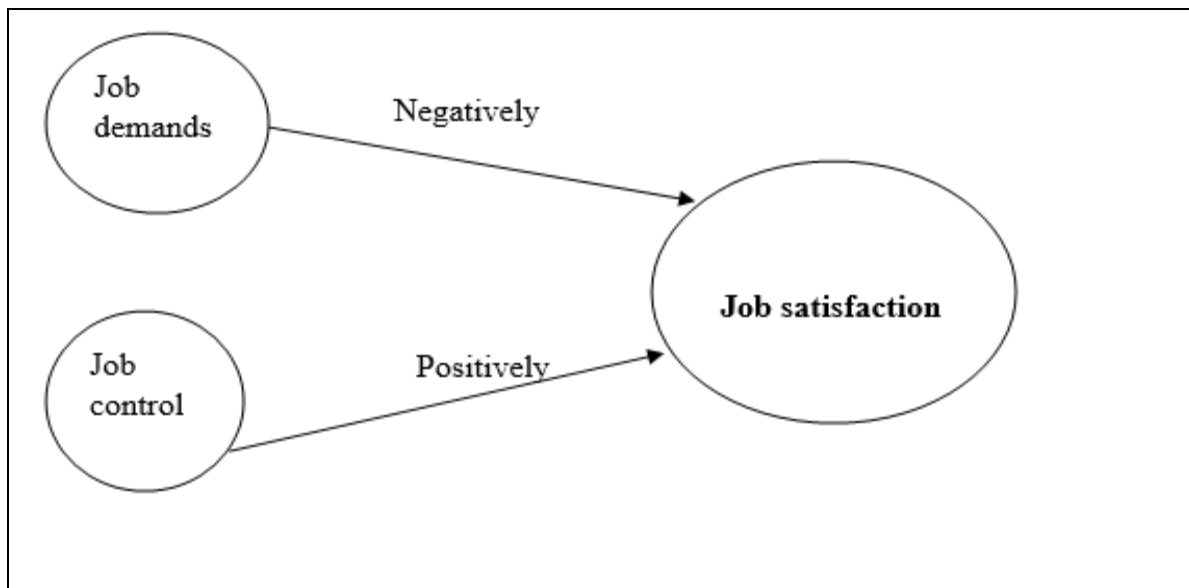
facilities? The review will focus on the connections between understaffing, nurse burnout, job dissatisfaction, and increased turnover among LTC nurses.

### Theoretical Framework

One theory essential in understanding the link between work-related factors and nurse dissatisfaction is the Job Demand-Control (JDC) model. The theory was developed in 1979 by Robert Karasek (Javed, 2021). The JDC model holds that job control and demand are critical aspects of any work environment as they significantly influence well-being (Javed, 2021). The main idea of this theory is that the psychological work demand, encompassing time pressure, pace, and amount of work completed, causes strain. On the other hand, job control entails making autonomous decisions about work.

#### Figure 1

*Job Demand-Control (JDC) Model*



(Del Pozo-Antunez et al., 2018)

Job control is a critical resource that offsets the job demand-strain relationship (Balducci et al., 2020). In an LTC setting, when there is a high job demand, like excessive workload, but there are limited resources, nurse dissatisfaction is inevitable (Fisher et al., 2021). At the same time, the low job control level worsens this problem. Hence, applying the JDC theory provides information about the impact of work management approaches on job satisfaction levels. The JDC model holds that job demands cause higher strain and reduced well-being (Baka, 2020; Portoghese et al., 2020; Wu et al., 2023). Workplace stressors lead to significant psychological, physical, and behavioral changes, affecting individuals' well-being (Steele et al., 2020; Yu et al., 2021). By examining how the interventions to reduce job demands and increase job control can alleviate nurse dissatisfaction in LTC facilities, this study aligns with the practice-based problem of addressing increased work dissatisfaction among healthcare providers in LTC settings.

## Part 2: Literature Review, Quality Appraisal, and Analysis

### **Literature Search Strategy**

This integrative review explores the most effective practices for managing nurse workload and improving job satisfaction in Texas long-term care facilities. Nurses often experience high burnout and exhaustion in various healthcare settings due to staffing and patient care responsibilities (Kelly, 2020). Research for this review indicates that nurses in long-term care (LTC) facilities are disproportionately affected by these factors, resulting in high job dissatisfaction levels (White et al., 2021). The current study will focus on Texas LTC facilities to uncover factors contributing to nurse burnout and to determine evidence-based methods for reconciling these factors and enhancing job satisfaction. Selecting the most appropriate articles is vital to the quality and trustworthiness of the current study. Therefore, Part 2 provides the search criteria used to identify articles for the study, including the inclusion and exclusion criteria. Additionally, this section presents the themes and subthemes identified from the articles to help with problem-solving and answering the review question.

### **Quality Appraisal**

The initial search explored articles discussing the issues of nurse workload and job satisfaction in LTC facilities in the United States from 2020 through 2024. That resulted in 100 articles chosen to identify objectives, results, methodology approach, and journal ranking. From there, the researcher employed various metrics to choose the most suitable articles for the integrative review. The search terms exclusion and inclusion topics were LTC, type, language, and publication year, as shown in Table 1 below. The

inclusion and exclusion criteria were thoughtfully selected to stay aligned with the review question. After implementing the exhaustive criteria, the review identified the 30 most suitable articles that met all the metrics and will help in problem-solving and informing evidence-based recommendations.

**Table 1**

*Inclusion and Exclusion Criteria*

<b>Parameters</b>	<b>Inclusion Criteria</b>	<b>Exclusion Criteria</b>
<b>Study Topic</b>	The articles must address the topic of “nurse job satisfaction.” The studies cover nurses in long-term care	Diverged from the field of nursing or long-term care Unfocused or unclear research topic
<b>Study Type</b>	Academic theoretical and empirical research Peer-reviewed journal articles Published in high-ranking journals Full-access publications	Ambiguous research methodology The journal is low-ranking Websites and blogs Publications without full access or with abstracts only
<b>Study Language</b>	Primarily written in English	Written in other languages
<b>Study Timeframe</b>	Published within the last five years, meaning from 2020 onwards	Published before 2020

**Search Terms**

The researcher employed vital search terms from the review questions and input them in Google Scholar and PubMed to obtain the most appropriate articles for the study. These included nurses, workload, job satisfaction, and long-term care facilities, as they were the most determining words. Still, considering the difference in terminologies when writing and publishing, the researcher used synonymous words to expand the search base

and obtain more suitable studies, illustrated in Table 2. For instance, the workload was supplemented with staffing levels, burnout, and nurse-patient ratio, among others, because all these factors determine nurse workload in these facilities. Additionally, job satisfaction was complemented with fulfillment, contentment, retention, and work-life balance since the perception of an excellent work-life balance points to high levels of job satisfaction, influencing retention or intent to leave. Similarly, the researcher used nursing homes, residential care, and senior living communities because they represent settings where the geriatric population resides for long-term care services.

**Table 2**

*Search Terms Used in the Study*

Nurse	Nurse Workload	Nurse Job Satisfaction	Long-term Care Facilities
Nurse	Workload	Job Satisfaction	Long-term Care Facilities
Registered Nurse	Nurse-Patient-Ratio	Job Fulfillment	Nursing Homes
Certified Nursing Assistant	Staffing	Contentment	Residential Care Facilities
Licensed Practical Nurse	Workload Management	Retention	Senior Care Homes
	Workload Strategies	Engagement	Assisted Living Facilities
	Burnout	Work-Life Balance	Geriatric Care Facilities
	Exhaustion	Job Motivation	Senior Living Communities
	Dissatisfaction	Job Perception	Elderly Care Homes

### **Thematic Analysis of Literature**

The literature is based on the study objectives and the review question. The study explored various research articles investigating the issues of nurse workload and job

dissatisfaction in long-term care facilities. The search examined the nurse workload in these facilities to determine the causes of increased workload that results in burnout and job dissatisfaction. The search also investigated the methods proven by existing research to help resolve workload issues and enhance job satisfaction. The studies further offer information concerning the most appropriate practices to resolve workload issues and improve job satisfaction in LTC environments.

The review gathered diverse information regarding the practices that can improve nurse job satisfaction in LTC facilities. For instance, Aloisio et al. (2021) highlighted that psychological empowerment, increased staff autonomy, reduced work stress, and exhaustion increased satisfaction. Tamata et al. (2021) presented similar results regarding reduced workload and added the effects of workforce shortages and lack of development opportunities to hinder job satisfaction among LTC nurses. According to Diehl et al. (2021), nurses who registered lowered burnout levels expressed workplace commitment, positive teamwork, and recognition from their supervisor. The teamwork variables were asserted by Ruotsalainen et al. (2020) research findings that expressed participative safety as distinguishing quality of care. Choi et al. (2021) highlighted the significance of a good working environment and adequate registered nurse staffing levels to reduce adverse events in nursing homes and increase job satisfaction. These and several other topics helped identify the main themes and sub-themes to answer the integrative review question.

Various themes and sub-themes emerged from the article review. The five main themes included reduced workload, improved workplace environment, organizational



support, peer support, and developmental opportunities. 11 subthemes correspond to the five main themes identified in Table 3.

**Table 3**

*Main Themes and Subthemes*

Main Themes	Subthemes
Reduced Workload	Increasing staff autonomy
	Adequate staffing
	Patient-to-nurse ratio
Improved Workplace Environment	Work-life balance
Organizational Support	Provision of adequate resources
	Mental health and psychosocial support
	Managerial support
Development opportunities	Increased work motivation
	Advancement opportunities
Nursing and CNA Well-Being	Autonomous decisions
	Peer support

### **Conclusion**

Part 2 presents the search terms, inclusion and exclusion criteria, and the themes identified from the review articles. Using specified metrics to filter articles gathered for the study helped select only the most suitable articles for problem-solving. Once the initial 100 articles were identified, 30 of the most appropriate articles were chosen for further analysis using the Johns Hopkins tool and Appendix C. The thematic analysis (Appendix D) was analyzed for themes, and the final five main themes and 11 subthemes were chosen for this study and will be reported in depth in Part 3 and Part 4.

## Part 3: Presentation of Results

### **Introduction**

This integrative review explored the working conditions of nurses in LTC facilities. The review is underpinned by the question: What are the most effective practices for managing nurse workload and improving job satisfaction in Texas LTC facilities? The review focused on the connections between understaffing, nurse burnout, job dissatisfaction, and increased turnover among LTC nurses. LTC facilities are intricate environments due to the focus on elderly patients with chronic conditions and most requiring end-of-life care. LTC nurses handle unique roles and responsibilities to ensure optimal resident care. This review explored the question by systematically analyzing various articles to determine evidence-based recommendations on improving LTC nurse job satisfaction.

### **Thematic Map Relationship to Themes and Subthemes**

The thematic map diagrammatically represents the main themes and subthemes (Fearnley, 2022) identified from the integrative review. The map shows the relationships between the subthemes and how they influence the main themes. Even though each sub-theme and the central theme are independent, they all relate to contributing to the overarching topic of job satisfaction among LTC nurses. The map uses double arrows to demonstrate the mutual influence among the themes and their correlation to the sub-themes. The thematic map visually overviews the review's findings and meaningful association with problem-solving solutions.

### **Job Demand-Control Model**

The study was underpinned by the Job-Demand Control (JDC) model. The theory posits that job control and demand are vital to any work environment as they considerably impact well-being (Javed, 2021). The JDC model is based on the premise that job demand factors such as workload, time pressure, and pace strain the worker, while job control allows workers to make autonomous decisions. By providing job control – rather than job demand – a nurse's ability to make autonomous decisions that are best for patient care is improved (Tamata et al., 2021; Titley et al., 2023). As a result, job control measures reduce burnout among LTC nurses, thereby increasing employee productivity and job satisfaction. This theory is significant to the study because it aligns with nurse job conditions in LTC facilities.

### **Explanation of Themes and Subthemes**

The review identified five main themes and 11 subthemes. The main themes are reduced workload, improved workplace environment, organizational support, development opportunities, and nursing and CNA well-being. The sub-themes for reduced workload encompass patient-nurse-ratio (Ambani et al., 2020), increased staff autonomy, and adequate staffing (McGilton et al., 2023; Schulze et al., 2022). The improved workplace environment entailed a work-life balance sub-theme (Friganović & Selič, 2021). Other sub-themes include managerial support, adequate resources, psychosocial support, increased work motivation, advancement opportunities, CNA autonomy, and CNA support. All these themes contribute to job satisfaction among LTC nurses.

### **Findings Related to Themes and Subthemes**

**Reduced Workload:** This is one of the critical factors for nurse job satisfaction because research has shown that reduced workload enhances productivity.

*Increasing Staff Autonomy:* Staff autonomy in decisions regarding patient care enhances independent action and collaborative initiatives among caregivers, reducing the system-imposed workload and improving job satisfaction from improved patient outcomes.

*Adequate Staffing:* Additional workers in the LTC facilities improve task distribution and reduce work for individual nurses.

*Patient-to-Nurse Ratio:* An optimized patient-to-nurse ratio ensures that the LTC nurses are not overwhelmed by the number of patients for whom they are responsible.

**Improved Workplace Environment:** These factors significantly influence nurse job satisfaction, encompassing good working conditions and work-life balance.

*Work-Life Balance:* The LTC facilities should afford nurses a work-life balance, allowing time for rest and self-care, thus improving the workplace environment.

**Organizational Support:** The review highlighted the need for LTC leadership to support their employees by allocating sufficient resources, offering mental health and psychological support, and facilitating effective managerial communication.

*Provision of Adequate Resources:* Resources such as toolkits, recommendations, and other pertinent resources reduce errors, improve quality, and support nurses in ensuring patient safety.

***Mental Health and Psychosocial Support:*** There is a need for mental health and psychological support to enhance overall well-being and job productivity.

***Managerial Support:*** Managers oversee the facility's needs, including the residents and staff; thus, supporting the nurses in patient care is vital for operational efficiency and increased employee productivity, satisfaction, and retention.

**Development opportunities:** LTC facilities can enhance nurse job satisfaction through diverse development opportunities for career growth and augmented productivity.

***Increased Work Motivation:*** The review highlighted the significance of increasing motivation through adopting quality improvement methods, recognition of employee contribution, and incentives for good work, which enhance job satisfaction.

***Advancement Opportunities:*** Nurses deserve advancement opportunities such as professional training, which will enhance career growth and job satisfaction.

**Nursing and CNA Well-Being:** CNAs need autonomy and organizational support through RN backing and adequate compensation.

***Autonomous Decisions:*** Independence in resident care decisions and task management allows for diverse perspectives and patient-centered care.

***Peer Support:*** This provision motivates CNAs to provide high-quality patient-centered care, improving patient outcomes and subsequent job satisfaction.

### **Interpretation of the Findings**

#### **Reduced Workload**

Multiple factors reduce workload in LTC settings. Schulze et al. (2022) affirm the JDC model by stressing the need to maintain a healthy workforce by reducing nurse strain from various job demands like heavy workload and high patient-nurse ratio and establishing conditions that support nurse autonomy, allowing them to care for patients in ways they consider necessary, humane, and respectful. Secondly, JDC information highlights that adequate nursing staff in the LTC settings will significantly reduce the workload that causes strain from job demands and afford the nurses more control to improve their well-being and satisfaction. Tamata et al. (2021) recommended refining and establishing appropriate policies that address and reinforce the nursing workforce to meet demand and enhance quality care delivery. Lastly, leadership should increase support staff by lowering the patient-nurse ratio to allow the nurses more time to provide quality nursing care to their patients, making their work more satisfying (Ambani et al., 2020). Collectively, these factors enhance job satisfaction.

### ***Increasing Staff Autonomy***

Research findings showed a significant correlation between autonomy and job satisfaction among nurses across various work settings (Aloisio et al., 2021). Strengthening nurse autonomy decreases occupational strain (Ghanayem et al., 2020). The JDC model informs the need for nurse autonomy and control over their work, meaning that affording nurses the chance to direct patient care in the way they deem fit and collaborate with others enables them to provide the best patient-centered care and shows the administration of the nurses' competence. It minimizes micromanaging and exemplifies the managers' trust in the staff's abilities. To this end, the facilities will

improve patient outcomes and ensure nurses are content with their work, boosting job satisfaction (White et al., 2021).

### ***Adequate Staffing***

Appropriate staffing contributes to significant reductions in workload because of adequate personnel. Sufficient staff significantly reduces burnout (Shah et al., 2021; White et al., 2021), mental and emotional distress (Titley et al., 2022), adverse patient outcomes (Griffiths et al., 2020), and improves the quality of life for nurses (Boamah et al., 2022). The impact of adequate staffing is evident during crises like the COVID-19 pandemic, especially in LTC facilities, when more nurses reduce burnout, post-traumatic stress, and morale distress and experience overall job satisfaction from providing quality patient care (Havaei et al., 2023; McGilton et al., 2023). Based on the JDC framework, adequate staffing levels mean spreading job demands evenly among the staff to prevent the nurses from becoming overwhelmed.

### ***Patient-to-Nurse Ratio***

The JDC model highlights that lowering job demands by ascertaining manageable patient-nurse ratios helps prevent stress and overload, aligning with the framework's focus on reducing job strain. Ambani et al. (2020) found that the patient-nurse ratio significantly predicted job satisfaction among nurses. The satisfaction that causes nurse retention is achievable with a low patient-to-nurse ratio by hiring additional staff to care for fewer patients per shift. Consequently, nurses only focus on patient care without the distraction of administrative duties, enhancing job satisfaction (Ambani et al., 2020). For

instance, a study discovered that lowering the number of residents per nurse significantly caused reduced occurrences of adverse outcomes among patients (Choi et al., 2021).

### **Improved Workplace Environment**

The job demands, outlined in JDC concepts, in a workplace setting can be physical or psychological, meaning that good working conditions can lower stress levels and give nurses more satisfaction. Good working conditions and work-life balance improve the workplace environment (Boamah et al., 2022). One way to improve patient outcomes is through patient-centered care, which has positively impacted job satisfaction, productivity, and organizational commitment among LTC nurses (Botngård et al., 2021; Huang et al., 2020). Additionally, work and personal interactions are crucial for maintaining employee well-being. Choi et al. (2021) and Krsnik and Erjavec (2023) asserted that the work environment in nursing homes is critical since a positive working setting reduces the likelihood of adverse events. Because of their caregiving role, nurses obtain satisfaction from optimal patient outcomes.

### ***Work-Life Balance***

Work-life balance provides an equilibrium between the nurses' work and personal lives, substantially lowering work-associated burnout and positively impacting physical and psychological health (Boamah et al., 2022). It also addresses the adverse effects of burnout on job turnover and career longevity, reducing work-related stress and exhaustion (Boamah et al., 2022). According to the JDC underpinnings, work-life balance presents both job demands and control, and balancing the demands in and out of work provides the nurses with more control in their personal and professional lives.



Therefore, the LTC nursing staff must adhere to working hours and personal commitments to enhance mental health and quality of life and ensure job satisfaction.

### **Organizational Support**

The review revealed that organizational support increases nurses' job satisfaction. LTC institutions can adequately support their nurses by providing resources and backing that minimize job demands and strain and enhance control over everyday tasks, drawing from JDC information. Huang et al. (2020) and Li et al. (2021) asserted that organizational support significantly impacts organizational commitment, job productivity, and satisfaction among LTC employees. Various forms of organizational support, including the provision of adequate resources (Jiang et al., 2022), mental health and psychosocial support (Schulze et al., 2022), managerial support (Huang et al., 2020; Pérez-Francisco et al., 2020), and organizational communication (White et al., 2021), contribute to job satisfaction. Addressing these factors will enhance the relationship between the administration and the employees and enhance job satisfaction and retention.

### ***Provision of Adequate Resources***

Allocating adequate resources is one of the most significant factors in determining organizational support for its employees, increasing nurses' sense of control and competence, as outlined by the JDC framework. Jiang et al. (2022) affirmed that job resources increased job engagement among LTC nurses. Adequate resources streamline the workflow and enable nurses to provide patient-centered care without worrying about the lack of suitable intervention requirements (Foà et al., 2020); Havaei et al., 2023).

Having the required resources lowers frustration and enhances productivity, resulting in higher job satisfaction.

### ***Mental Health and Psychosocial Support***

Mental health support also aligns with JDC concepts, since it can buffer the adverse impacts of high job demands, providing a sense of control over personal well-being. Schulze et al. (2022) recommended that institutions and policymakers provide psychosocial support to reduce employee strains. Psychosocial support will enhance the nurses' mental, emotional, and social well-being to foster quality of life and ultimately enhance job satisfaction. Additionally, research has exemplified the effectiveness of mindfulness training in enhancing mental health. Pérez et al. (2022) study showed that mindfulness training significantly reduced burnout and compassion fatigue among geriatric nurses, increasing job satisfaction.

### ***Managerial Support***

This is another form of organizational support nurses need for improved job satisfaction. The study framework underscores that strong managerial support can augment nurses' perceived control over their work environment, making them feel less stressed and more supported. According to Huang et al. (2020), organizational support indicates the degree to which facility managers provide relevant support to the employees who are providing direct care to residents" (p.8). Through the JDC model, managerial support aids nurses in providing patient-centered care without worrying about administrative duties, thus lowering burnout and improving job satisfaction. Furthermore, Pérez-Francisco et al. (2020) stated that improving the relationship with managers is

necessary to lower the prevalence of burnout in LTC facilities. A professional employee-manager relationship is foundational for successful operation, fuels collaboration, and provides career advancement, significantly averting workplace stress that causes job dissatisfaction.

### **Development Opportunities**

Drawing from the JDC model, offering professional development and clear career pathways increases job control by empowering nurses to take charge of their career growth. Career advancement entails opportunities to further education and skills through advanced degrees and certifications (Fitzpatrick et al., 2023). LTC nurses benefit from these opportunities through training programs and workshops to refine their knowledge and gain best practices competencies. The review also found that increased working motivation through incentives, rewards, and salaries is pivotal to decreasing psychological workload, increasing productivity, and ultimately enhancing job satisfaction among LTC nurses (Grochowska et al., 2022; Li et al., 2021). These provisions significantly improve nurses' job satisfaction through career progression and acquaintance with best practices.

### ***Increased Work Motivation***

Nurses' motivation significantly influences their work engagement and job satisfaction. For this reason, Zeng et al. (2022) emphasized the significance of enacting initiatives to promote the nurses' intrinsic motivation to enhance work engagement in LTC facilities. Lee et al. (2020) asserted that capable and motivated employees increased professional efficacy and facilitated job satisfaction. The authors concurred with the job

control measures of JDC, noting that employees can be motivated and empowered through social support, celebrating nurses' enjoyment of their professional associations with clients, patients, and residents and rewarding patient-centered care and philosophy (Lee et al., 2020). These instances show that intrinsic and extrinsic motivation are essential to engaging LTC nurses and enhancing their job satisfaction.

### ***Advancement Opportunities***

Opportunities for advancement in nursing practice and refining contemporary skills are pivotal for increasing job satisfaction. Participants from the Tamata et al. (2021) study indicated that development opportunities and advancement in nursing practice increase motivation in performance, productivity, and job retention. Advancement opportunities inspire the working environment because the nurses seek changes to expand their nursing practice skills and knowledge (Krsnik & Erjavec, 2023). While monetary benefits may create satisfaction, employees need to derive meaning from their jobs (Li et al., 2021). Therefore, opportunities to advance in their profession or capacity building help the nurses realize their professional vision, upgrade them to a higher level, and increase their motivation in the workplace, considerably contributing to job satisfaction.

### **Nursing and CNA Well-Being**

#### ***CNA Autonomy***

The issue of staff autonomy also extends to CNAs because they play a pivotal role in providing residents with long-term care. Li et al. (2021) outlined the significance of augmented CNA input into policies and programs to enhance resident experience. Including CNA input in resident care affords them autonomy to provide the best patient

care. Since the RNs supervise the CNAs, they should support them by allowing them to make autonomous decisions regarding patient care to boost their morale, confidence, and job satisfaction. Strong support from the RNs increases the CNAs' job control, defined by the jcd model, by providing practical and emotional support, enabling them to manage their workloads more effectively. The result of this RN and CNA collaboration increases the morale and job satisfaction for both positions, enhancing overall positive staff morale and patient care.

### ***Peer Support***

Research shows that CNAs benefit from supportive work motivation and peer support between other CNAs and also nursing staff (Creapeau et al., 2022). Despite nursing assistants providing approximately 80% of the workload in LTC facilities in the United States, they are significantly underpaid (Li et al., 2021). As a result, most LTC CNAs live in low-income households and therefore benefit from financial benefits and wages to enhance their job satisfaction. Furthermore, organizational support is also portrayed in resource availability. Research asserts the significance of providing adequate support and resources to CNAs to streamline their work in LTC facilities. For instance, Li et al. (2021) stated that the initiatives to support CNAs include programs focused on high-level engagement and awareness-based intervention to aid in caring for patients with dementia. Also, Lamppu et al. (2021) recommended intervention programs customized to CNA needs to improve staff well-being and ensure positive resident outcomes. Additionally, since RNs supervise them, CNAs benefit from RN support and effective

leadership for increased engagement and productivity. Berridge et al. (2020) asserted that supportive supervision increased CNA job satisfaction and decreased intent to leave.

### **Conclusion**

The review explored the working conditions of nurses in LTC facilities. Specifically, the study reviewed several articles to determine factors contributing to LTC nurse job satisfaction. Apart from the research question, the JDC model underpinned the thematic analysis, identifying the job demand and control aspects of LTC working conditions. Job control factors encompassed the five themes and related sub-themes to reduce burnout and enhance job satisfaction. The main themes included reduced workload, improved workplace environment, organizational support, development opportunities, and nursing and CNA well-being. Each of the five themes included subthemes that further explained how the work conditions in LTC facilities can enhance job satisfaction among nurses. They also comprised factors associated with CNA conditions because they perform most of the patient care workload in these settings (Li et al., 2021). Overall, the review indicated a need for LTC administrators to understand the value of nurses and CNAs better and foster avenues for growth and satisfaction in their work. These improvements will significantly benefit the staff, residents, and the facilities.

## Part 4: Recommendation for Professional Practice and Implications for Social Change

### **Introduction**

This integrative review aimed to answer the question: What are the most effective practices for managing nurse workload and improving job satisfaction in Texas LTC facilities? The literature analysis uncovered that LTC nurses experience significant burdens with resident care and additional responsibilities that cause physical and emotional exhaustion (Eltaybani et al., 2021). The search also showed that most facilities have inadequate staff subjected to massive workloads, leading to burnout and job dissatisfaction (Perruchoud et al., 2021). The study reviewed peer-reviewed articles to determine evidence-based solutions that lower LTC nurses' burnout and enhance job satisfaction.

### **Study Concepts**

The review found five overarching themes in the search for practices to manage LTC nurses' workload and enhance job satisfaction. The themes include reduced workload, improved workplace environment, organizational support, development opportunities, and nursing and CNA well-being. Also, several subthemes emerged, including patient-nurse ratio, increased staff autonomy, adequate staffing, work-life balance, managerial support, sufficient resources, psychosocial support, increased work motivation, and professional advancement opportunities. CNA sub-themes encompassed independence and support, especially from the RNs.

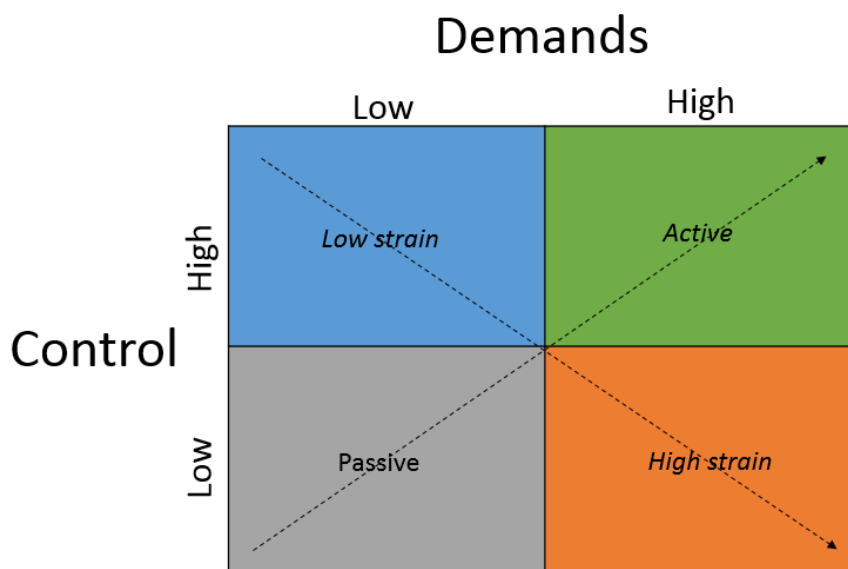
### **Thematic Map Relationship**

The review yielded five themes and 11 subthemes, and Part 4 draws from these themes to outline recommendations for professional practice. The thematic map visually represents the relationships among the themes and how they influence job satisfaction among LTC nurses. The map aids in interpreting the patterns and themes within the study to offer a comprehensive and detailed analytical account that enhances comprehension of the study phenomena. The map also shows that the subthemes are interconnected intricately to collectively influence the main themes contributing to nurse job satisfaction. The thematic map significantly aids the review's problem-solving while demonstrating an overview of best practices to enhance nurse well-being in LTC facilities.

### **Framework**

The study employed the Job Demand-Control (JDC) model to underpin research exploration and review of findings. The framework posits that job demands, such as pressure and workload, and job controls, like employing expertise and making decisions, significantly influence job stress and satisfaction. The JDC model postulates that low job control and high job demands cause job strain and vice versa, as shown in Figure 2. In this scenario, the workload represents the job demand, and the support, autonomy, and compensation represent job control. Thus, to optimize the nurse workload, the organization should reduce job demands by increasing staffing, reducing the patient-nurse ratio, and enhancing autonomy regarding patient care decisions. The LTC facilities can also minimize nurse strain by increasing job control factors such as providing adequate resources, offering psychosocial support, increasing work motivation, and creating advancement opportunities, especially for CNAs.



**Figure 2***JDC Model on Job Strain***Recommendations for Professional Practice****Optimize Nurse Workload**

One of the most significant means of optimizing the nurse workforce is enforcing optimal patient-nurse ratios. LTCs can achieve this job control aspect by adhering to the regulations from regulatory bodies and nursing associations. For instance, the Texas Administrative Code specifies that for every 24 hours, LTC facilities should have “one licensed nursing staff per 20 residents or a minimum of four licensed care hours per resident day” (Stephens & Dionne-Vahalik, 2022, p.4). Adhering to these ratios ensures a manageable workload and reduces burnout. Complying with these standards also entails strict monitoring of overtime and enforcing policies to maintain mandatory overtime. Also, it encompasses providing appropriate compensation for voluntary overtime.

Decreasing overtime significantly lowers fatigue and contributes to better physical and mental health.

Adequate staffing is crucial in optimizing the workload. LTC facilities can employ predictive analytics to forecast staffing needs and ascertain sufficient hiring. Additionally, healthcare organizations are increasingly adopting on-call temporary staff, such as per diem staff and part-time nurses, to respond to variability in demand (Fagefors et al., 2020). Thus, LTCs can source temporary staff from previously employed nurses on a pension who are still willing and able to work extra hours to afford nurses more control over their jobs. The JDC framework underscores that sufficient staffing prevents job demand aspects like overload on existing employees, enhancing job satisfaction and patient care quality (White et al., 2019). Likewise, increasing staff autonomy will be pivotal to optimizing workload and improving job satisfaction.

### **Improve Workplace Environment**

Improving the workplace environment is pivotal to nurse job satisfaction. According to the JDC model, one way to improve the workplace environment is by enhancing working conditions that will significantly reduce job strains and allow for more control in providing patient care and ensuring worker safety. LTC facilities should maintain up-to-date technology (Seifert & Cotten, 2020), uphold a safe and clean workspace, and invest in ergonomic equipment and furniture (Mokarami et al., 2021). Based on the JDC concepts, advanced technology is a job control aspect because it enhances nurse autonomy. Nurses can leverage advanced technology to reduce liabilities and risks through technology-driven solutions to provide patient-centered care. These

encompass electronic health records, medication management, wearable devices for monitoring the residents, and real-time location sensors. Additionally, ergonomic furniture enhances posture and lowers the risk of injury by reducing the strain on joints and muscles (Liu et al., 2023). Nurses will draw considerable satisfaction from initiatives that reduce strain and enhance productivity.

### **Work-Life Balance**

Work-life balance is also a significant factor in improving LTC nurse satisfaction. LTC facilities should provide flexible working arrangements, including job sharing, telehealth options, and part-time shifts (Liena-Nozal et al., 2022). LTC organizations should also employ employee wellness programs emphasizing physical, emotional, and mental health. These accommodations include gym access or fitness classes to encourage regular physical activity and enhance fitness levels and overall health. They also comprise access to mental health resources, stress management workshops, and counseling to support staff's emotional well-being (David et al., 2021). These job control measures posited by the JDC framework allow nurses to excel by balancing their personal and professional lives. The facilities should also promote participation in peer support groups. LTC's working environment is significantly stressful; thus, incorporating these provisions will improve the workplace by supporting employees' work-life balance and reducing burnout, resulting in more engaged and happier workers.

### **Strengthen Organizational Support**

JDC concepts underline that strengthening organizational support from the management is also a job control factor. LTC managers should undergo training on

appropriate leadership skills, comprising employee recognition, conflict resolution, and emotional intelligence. For instance, employee recognition boosts workplace culture, increases productivity, boosts employee morale, engages employees, retains talent, and instills a sense of purpose (Haque, 2023). Also, a high emotional intelligence among the managers creates effective communication channels that streamline conflict resolution and provide positive employee interactions. Developing clear and transparent communication channels like suggestion boxes, newsletters, and regular staff meetings will promote the Voice of the Employee (VoE). VoE allows the workforce to freely express their perspectives, suggestions, grievances, ideas, and opinions to management (Wåhlin-Jacobsen, 2020). Effective communication will also ensure transparent decision-making processes considering employee opinions and concerns. Also, the management should foster open-door policies for better accessibility. These policies encourage transparency, collaboration, and respect between the management and employees through goal discussion, establishing parameters, developing a conflict management plan, and remaining open to novel ideas (Rikantasari, 2024). Therefore, these initiatives reflect robust managerial support and organizational communication that builds morale and trust, making the nurses feel appreciated.

### **Resource Allocation**

Drawing from the JDC model, optimizing resource allocation also communicates organizational support and enables nurses to overcome job demands. The most efficient way to streamline resource allocation and utilization is by leveraging resource management systems to monitor, schedule, and optimize facility material and human

resources (Saxena et al., 2022). This approach entails defining workflows, schedules, and the resources necessary to match nurses' needs and resident care for optimal autonomy and control. The LTC organizations should frequently review and ascertain the availability of support staff, relevant technology, and medical supplies to avoid compromising patient care and nurse responsibilities. The resource management systems will streamline resource allocation in the LTC facilities (Yang et al., 2023). Sufficient resources enable the nursing staff to conduct their duties efficiently, significantly lowering frustration and augmenting job performance.

### **Expand Development Opportunities**

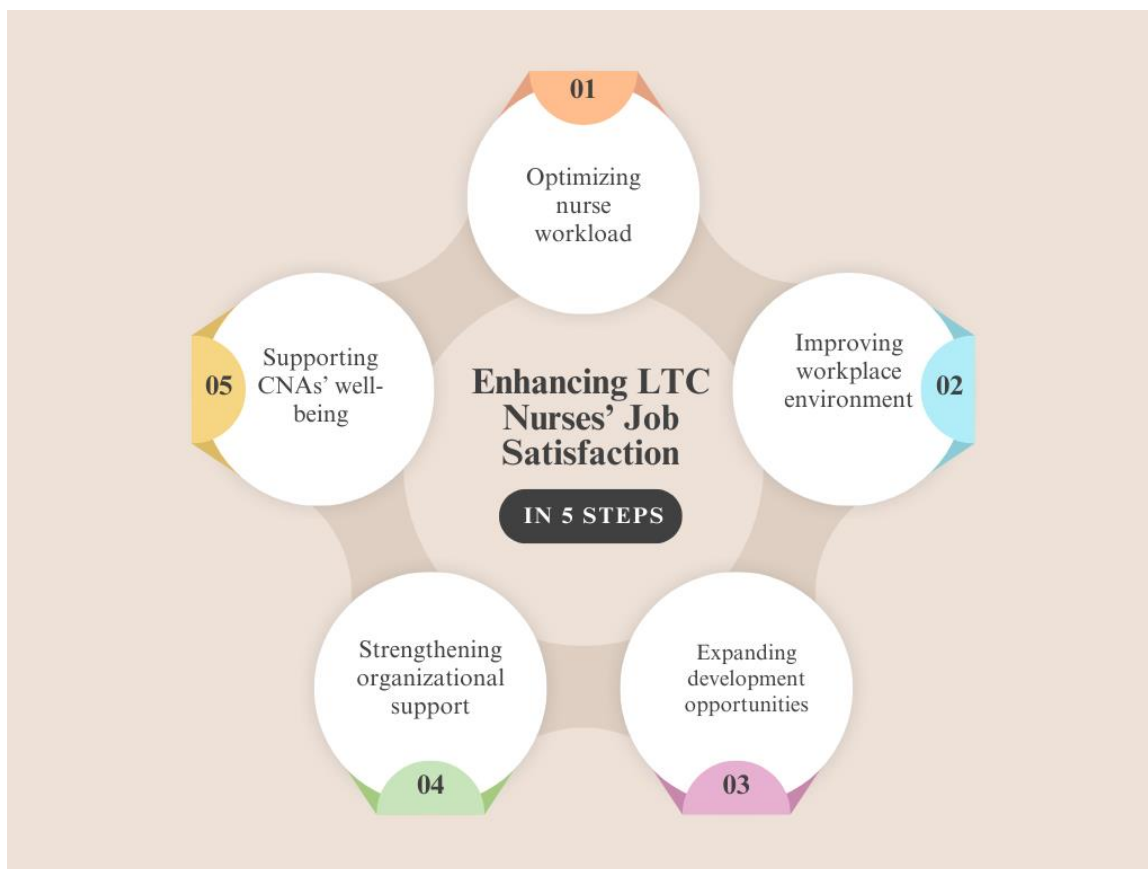
In addition to work motivation, career advancement opportunities also make up adequate developmental opportunities. Established facilities can provide tuition fees and support for certifications and advanced degrees (Wheeler et al., 2022). By encouraging career advancement, the LTC helps staff to improve their skills and seek opportunities within the company. That allows employees to feel motivated rather than 'stuck' in the same position, and these developmental opportunities improve employee satisfaction, loyalty, and retention (Hsu et al., 2023). Thus, career advancement opportunities keep LTC nurses engaged and invested in their responsibilities, lowering turnover rates.

### **Nursing and CNA Well-Being**

CNAs are critical to LTC facilities because they cover the most substantial workload in resident care. Thus, CNA autonomy is just as crucial as RNs in enhancing their job control. JDC information strengthens that the LTC facilities should involve CNAs in patient decision-making and care planning to attain this, improve job

satisfaction, and manage job demands effectively. For instance, Travers et al. (2021) recommend including CNAs in interdisciplinary teams that develop patient-centered resident care plans that allow for a comprehensive review of the plans after every resident assessment. In these and other setups, collaboration between CNAs and RNs is pivotal to offering optimal patient care, maintaining a healthy and efficient work environment, and contributing to work contentment (Campbell et al., 2020). Also, the CNAs should be afforded flexible scheduling, employee recognition, task autonomy, and professional development opportunities (White et al., 2020). Giving them more control over their everyday responsibilities and allowing them to manage their workflows within the set guidelines is pivotal to reducing feelings of micromanagement, particularly from RNs.

Besides autonomy in resident care, LTC facilities should offer CNAs more backing in monetary benefits and RN support. Firstly, fair compensation is pivotal to maintaining a motivated and productive workforce. The salaries and rewards should be periodically adjusted to reflect industry standards, skills, and economic inflations (Mishel & Bivens, 2021). Additionally, benefits packages, including tuition compensation, retirement plans, and health insurance, will provide additional motivation and productivity, ultimately guaranteeing the CNAs job control (Boudreaux, 2021). Lastly, the CNAs will significantly benefit from RN support, including mentorship programs, supportive relationships, and constructive feedback with open communication. RNs can also lead training programs and workshops to advance CNA skills and certifications. These initiatives will sufficiently support CNA duties and career advancement, enhancing job satisfaction and retention.

**Figure 3***Enhancing LTC Nurses' Job Satisfaction***Implications for Social Change and Social Determinants of Health**

The study presents wide-ranging implications for social change, including enhanced quality of care, reduced health disparities, and empowerment of nursing staff. Reducing nurse workload, improving job satisfaction through a supportive working environment, and advancement opportunities for RNs and CNAs motivate the LTC nursing workforce to provide patient-centered care, affording increased attention to the residents and providing more compassionate care, thus enhancing their health outcomes (Aloisio et al., 2021; Schulze et al., 2022; Tamata et al., 2021; White et al., 2021). The

study also holds implications for various social determinants of health. The evidence-based recommendations regarding workplace environments and nurse workload will improve healthcare quality and access. Professional development impacts nurse education and training, supporting skill development and lifelong learning to implement the best healthcare practices. Social and community context is also a social determinant of health. The study also poses economic stability implications from recommendations on competitive wages, recognition programs for CNAs, and overtime benefits that foster better financial health and overall nurse well-being.

### **Limitations**

The study had the following limitations. Firstly, reviewing diverse study designs and methodologies in the integrative review may result in rigor, bias, and accuracy issues. Secondly, most studies' findings on LTC nurse workload and job satisfaction relied on self-reported data by the nurses and CNAs, which can be subject to personal interpretations and social desirability bias, further compromising the review's trustworthiness. The third limitation surrounds the significant variation in LTC facilities. These institutions vary considerably in size, resident populations, management practices, and resources, impacting the adoption and efficiency of recommended strategies. While most are generalizable to LTC facilities, it might be challenging to implement a one-size-fits-all approach.

### **Conclusion**

The study explored various peer-reviewed articles to identify the most effective practices for managing nurse workload and improving nursing job satisfaction in Texas



LTC facilities. The key contributing factors to workload and burnout were inadequate staffing, high patient-nurse ratios, and uncondusive working conditions. These factors adversely impacted the nurses' well-being and caused physical and emotional exhaustion, exacerbated by crises like the COVID-19 pandemic. The JDC model helped clarify that reduced workload, improved workplace environment, organizational support, development opportunities, and CNA support significantly enhanced job satisfaction among LTC nurses and nursing assistants because they increased nurses' job control. Prioritizing the well-being of nurses through work control, work-life balance, and autonomy benefits the nursing workforce and results in optimal resident care quality, contributing to more equitable and healthier communities.

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Appendix A: DHA Practice-Based Problem Literature Review Matrix (APA Level 0 Heading)

#	Author – or Organization Date and Title (reference)	Database	Focus – peer review article, Organization info, problem addressed	Qualitative Quantitative Mixed Methods	Applicable to study, Review question(s) Yes, Maybe, No
1.	Aloisio, L. D., Coughlin, M., & Squires, J. E. (2021). Individual and organizational factors of nurses' job satisfaction in long-term care: A systematic review. <i>International Journal of Nursing Studies</i> , 123, 104073. <a href="https://doi.org/10.1016/j.ijnurstu.2021.104073">https://doi.org/10.1016/j.ijnurstu.2021.104073</a>	Google Scholar	Factors associated with nurse job satisfaction in nursing homes from organizational and individual perspectives. Individual factors linked with job satisfaction encompass age, work stress, exhaustion, job involvement, psychological empowerment, autonomy, and health status. Experience and gender accounted for equivocal individual factors. The study found no organizational factors as vital to nurses' job satisfaction.	Qualitative	Yes
2.	Lee, K., Mileski, M., Fohn, J., Frye, L., & Brooks, L. (2020, September). Facilitators and barriers surrounding the administration's role in employee job satisfaction in long-term care facilities: A systematic review. In <i>Healthcare</i> (Vol. 8, No. 4, p. 360). MDPI. <a href="https://doi.org/10.3390/healthcare8040360">https://doi.org/10.3390/healthcare8040360</a>	Google Scholar	Characteristics within the LTC setting that foster and detract from associate job satisfaction. The authors identified 11 facilitators of job satisfaction, with the top four being supportive leadership, social support mechanisms, positive organizational values, and capable and motivated employees. There were 18 barriers to job satisfaction, with the top four being condescending management style, lack of training with medically complex patients, lack of self-care, and high job	Qualitative	Yes

			demands.		
3.	Awosoga, O. A., Odole, A. C., Onyeso, O. K., Ojo, J. O., Ekediegwu, E. C., Nwosu, I. B., ... & Doan, J. (2023). Perceived strategies for reducing staff turnover and improving well-being and retention among professional caregivers in Alberta's continuing-care facilities: a qualitative study. <i>Home Health Care Services Quarterly</i> , 42(3), 193-215. <a href="https://doi.org/10.1080/01621424.2023.2166889">https://doi.org/10.1080/01621424.2023.2166889</a>	Google Scholar	Potential factors that result in absenteeism and turnover and how to improve retention and well-being among professional older-adult caregivers in LTC facilities. The respondents reported that their professional health was suboptimal. They recommended that their employers provide them with the required professional, psychological, and social support, hire more staff, and improve wages to lessen turnover and absenteeism rates.	Qualitative	Yes
4.	Havaei, F., Sims-Gould, J., Staempfli, S., Franke, T., Park, M., Ma, A., & Kaulius, M. (2023). Impact of the single site order in LTC: exacerbation of an overburdened system. <i>BMC Health Services Research</i> , 23(1), 666. <a href="https://doi.org/10.1186/s12913-023-09670-7">https://doi.org/10.1186/s12913-023-09670-7</a>	Google Scholar	To examine the effects of the Single Site Order (SSO) on LTC homes and their staff. Quantitative data illustrated an increase in the total overtime rate before the pandemic, with registered nurses experiencing the steepest increase in rates. Quantitative analysis revealed that overtime (sick leave, mental health, loss of staff) and staff turnover (gender/race, the need to train new staff) were the most prominent effects linked to the SSO.	Mixed Methods	Yes
5.	Compton, R. M., Hubbard Murdoch, N., Press, M. M., Lowe, M. E., Ottley, K. M., Barlow, M., Gartner, M., Cranley, L. C., Shi, Y., & Craswell, A. (2023). Capacity of nurses working in long-term care: A systematic review	Google Scholar	The purpose of this study was to determine the challenges, clinical development, professional development, facilitators, and workload issues that influence nurses to work in LTC settings. The results highlighted five themes, including nursing perspectives shaped by the organization, capacity,	Qualitative	Yes

	qualitative synthesis. <i>Journal of Clinical Nursing</i> , 32(9-10), 1642-1661. <a href="https://doi.org/10.1111/jocn.16144">https://doi.org/10.1111/jocn.16144</a>		and pride in constructing relationships, going beyond one's technical skills, autonomy, and undertaking the difficulties of social perceptions.		
6.	Drost, A., & Sweetman, A. (2023). Nursing Job Stability in Ontario: Comparing Long-Term-Care Homes with Other Health Care Sectors. <i>Canadian Public Policy</i> , 49(S1), 94-118. <a href="https://doi.org/10.3138/cpp.2022-039">https://doi.org/10.3138/cpp.2022-039</a>	Google Scholar	To examine whether workforce or job features and job stability among registered practical nurses and registered nurses in LTCs differ from those in other sectors. The authors found that LTC jobs are more likely to be rural, involving irregular hours and casual contracts, than in different sectors. The RNs in LTCs were at the heart of sectoral distribution before the pandemic, while RPNs were lower than in all other healthcare sectors, save for hospitals. Overall, turnover rates do not indicate lower job satisfaction in LTCs than in different sectors.	Quantitative	Yes
7.	Cho, E., Lee, K. H., Kang, B., Jang, J., Shin, J., Eltaybani, S., Yamamoto-Mitani, N., & Kim, M. J. (2023). Perceived Work Environment, Educational Status, Staffing Levels, and Work Outcomes in Long-Term Care Settings During COVID-19. <i>Journal of the American Medical Directors Association</i> , 24(10), 1600-1605. <a href="https://doi.org/10.1016/j.jamda.2023.08.009">https://doi.org/10.1016/j.jamda.2023.08.009</a>	Google Scholar	Investigate the relationships between care staff's perceived work environment, faculty staffing levels, and educational stats and work outcomes of LTC work staff. More than half the participants perceived their work setting to be good. Those with poor perceptions of the work environment were more likely to be dissatisfied with their jobs, experience increased over time, intend to leave the facility within a year, have a work-life imbalance, and undergo high burnout.	Quantitative	Yes
8.	Krsnik, S., & Erjavec, K. (2023).	Google	To determine the most vital aspects at the macro,	Quantitative	Yes

	Influence of Sociodemographic, Organizational, and Social Factors on Turnover Consideration Among Eldercare Workers: A Quantitative Survey. <i>International journal of environmental research and public health</i> , 20(16), 6612. <a href="https://doi.org/10.3390/ijerph20166612">https://doi.org/10.3390/ijerph20166612</a>	Scholar	meso, and micro levels that impact LTC staff turnover. The results revealed that more than half the participants intended to leave the LTC facilities and were mainly young, were primarily employed in the public sector, had worked for shorter periods, and earned less. There was a high association between the intention to leave and the factors at the micro, meso, and macro levels.		
9.	Fisher, E., Cárdenas, L., Kieffer, E., & Larson, E. (2021). Reflections from the “Forgotten Front Line”: A qualitative study of factors affecting well-being among long-term care workers in New York City during the COVID-19 pandemic. <i>Geriatric Nursing</i> , 42(6), 1408-1414. <a href="https://doi.org/10.1016/j.gerinurse.2021.09.002">https://doi.org/10.1016/j.gerinurse.2021.09.002</a>	Google Scholar	Explore factors that impact care providers' professional and personal well-being in LTC facilities across New York City. The factors included the toll of the COVID-19 virus, workplace stressors, home and work-life balance stressors, and respondents' suggestions for facility management.	Qualitative	Yes
10.	Nelson, H. W., Yang, B. K., Carter, M. W., Monahan, E., & Engineer, C. (2021). Nursing home administrator's job satisfaction, work stressors, and intent to leave. <i>Journal of Applied Gerontology</i> , 40(1), 67-76. <a href="https://doi.org/10.1177/0733464819896572">https://doi.org/10.1177/0733464819896572</a>	Google Scholar	This study examines how job satisfaction influences nursing home administrators' intentions to quit. The results show administrators with higher job skills are likelier to leave, indicating that talented workers may prefer career advancement eased by stigma-free job-hopping into a sector with high mobility norms. Job satisfaction and dissatisfaction were influenced by a more nuanced interpretation of taxing and satisfying job facets and quitting triggers such as battling regulations and assisting residents.	Mixed Methods	Yes



11.	<p>Pérez, V., Menéndez-Crispín, E. J., Sarabia-Cobo, C., de Lorena, P., Fernández-Rodríguez, A., &amp; González-Vaca, J. (2022). Mindfulness-based intervention for the reduction of compassion fatigue and burnout in nurse caregivers of institutionalized older persons with dementia: a randomized controlled trial. <i>International Journal of Environmental Research and Public Health</i>, 19(18), 11441. <a href="https://doi.org/10.3390%2Fijerph191811441">https://doi.org/10.3390%2Fijerph191811441</a></p>	PubMed	<p>To evaluate the effectiveness of mindfulness-based therapies on the reduction of burnout and compassion fatigue among nurses caring for institutionalized geriatric patients with dementia. The findings proved that a brief, online mindfulness training intervention effectively lowers burnout and compassion fatigue among geriatric nurses with sustained impacts.</p>	Quantitative	Yes
12.	<p>Abdelaliem, S. M. F. (2024). Nurses' comfort and well-being: A descriptive study to find out the relationship between nurses' awareness of self-comfort and well-being at long-term care settings in the state of Kuwait. <i>Medicine</i>, 103(12), e37479. <a href="https://doi.org/10.1097/MD.00000000000037479">https://doi.org/10.1097/MD.00000000000037479</a></p>	Google Scholar	<p>To investigate nurses' awareness of well-being and self-comfort in LTC settings in Kuwait to avoid professional burnout. The study stressed the significance of establishing a healthy, comfortable work setting that fosters nurses' well-being and eradicates job dissatisfaction and discomfort from the organizational culture because it impacts the quality of care, productivity, and organizational performance.</p>	Quantitative	Yes
13.	<p>Boamah, S. A., Weldrick, R., Havaei, F., Irshad, A., &amp; Hutchinson, A. (2023). Experiences of healthcare workers in long-term care during COVID-19: a scoping review. <i>Journal of Applied Gerontology</i>, 42(5), 1118-1136.</p>	PubMed	<p>Synthesize existing research on the experiences of healthcare workers in LTC facilities during the COVID-19 pandemic. Analysis revealed three main themes: a sense of duty to care expressed by working through it, emotional exhaustion from building pressure and burning it, and moral distress through carrying the load.</p>	Qualitative	Yes

	<a href="https://doi.org/10.1177%2F07334648221146252">https://doi.org/10.1177%2F07334648221146252</a>				
14.	Awosoga, O. A., Odole, A. C., Onyeso, O. K., Doan, J., Nord, C., Nwosu, I. B., Steinke, C., Ojo, J. O., Ekediegwu, E. C., & Murphy, S. (2023). Well-being of professional older adults' caregivers in Alberta's assisted living and long-term care facilities: a cross-sectional study. <i>BMC geriatrics</i> , 23(1), 85. <a href="https://doi.org/10.1186/s12877-023-03801-9">https://doi.org/10.1186/s12877-023-03801-9</a>	PubMed	Investigate the general health condition, health behavior, mental and emotional health, physical health, and stress among caregivers in LTC facilities in Alberta. The findings indicated that decreasing caregivers' work stressors like poor remuneration, inflexible schedules, and work overload and enhancing their quality of life, health behavior, and physical, emotional, and mental health may reduce absenteeism and turnover and improve job satisfaction.	Quantitative	Yes
15.	Plys, E., Ahmad, N., Wei, A., Thompson, R. A., Chang, E. S., Locke, J., Bell, J. G., Vranceanu, A., & Palan Lopez, R. (2024). Psychosocial Distress Among Certified Nursing Assistants in Long-Term Care During the COVID-19 Pandemic: A Social Ecological Model Informed Scoping Review. <i>Clinical Gerontologist</i> , 1-18. <a href="https://doi.org/10.1080/07317115.2024.2337137">https://doi.org/10.1080/07317115.2024.2337137</a>	PubMed	To map the literature on psychosocial distress and coping among LTC nursing assistants. LTC nursing assistants' psychosocial distress intervention targets include clarity, policy, community relations, facility culture, and workload.	Qualitative	Yes
16.	Connelly, D. M., Snobelen, N., Garnett, A., Guitar, N., Flores-Sandoval, C., Sinha, S., Claver, J., Pearson, D., & Smith-Carrier, T.	Google Scholar	Describe registered practical nurses' professional and personal resilience in LTC facilities during the COVID-19 pandemic. The participants scored low on the resilience measures and reported high	Quantitative	Yes

	(2023). Report on fraying resilience among the Ontario Registered Practical Nurse Workforce in long-term care homes during COVID-19. <i>Nursing Open</i> , 10(7), 4359-4372. <a href="https://doi.org/10.1002/nop2.1678">https://doi.org/10.1002/nop2.1678</a>		personal and job stress levels. Thus, resources are needed to foster work-life balance and self-care.		
17.	McGilton, K. S., Krassikova, A., Wills, A., Bethell, J., Boscart, V., Escrig-Pinol, A., Gea-Sanchez, M., & Sidani, S. (2023). Nurse practitioner led implementation of huddles for staff in long-term care homes during the COVID-19 pandemic. <i>BMC geriatrics</i> , 23(1), 713. <a href="https://doi.org/10.1177/0733464820980567">https://doi.org/10.1177/0733464820980567</a>	PubMed	To assess relationships between job satisfaction and supervisory support moderated by stress. The study discovered variations between staff attending and non-attending huddles: direct care staff attending groups recorded reduced degrees of moral distress, and associated care and support staff attending huddles perceived higher support levels from nurse practitioners.	Quantitative	Yes
18.	Nelson, H. W., Yang, B. K., McSweeney-Feld, M. H., Jerome, G. J., & Barry, T. T. (2024). Psychological and Structural Burdens and Nursing Home Administrator Turnover Intentions During the COVID-19 Pandemic. <i>Journal of Applied Gerontology</i> , 43(6), 706-715. <a href="https://doi.org/10.1177/07334648231216641">https://doi.org/10.1177/07334648231216641</a>	PubMed	Explore the psychological and organizational factors linked with nursing home administrators' stress, dissatisfaction, and turnover intent during the COVID-19 pandemic. Nursing home administrators who were more satisfied with their job rewards, work content, and workload expressed lower turnover intent.	Quantitative	Yes
19.	White, E. M., Aiken, L. H., Sloane, D. M., & McHugh, M. D. (2020).	Google Scholar	To investigate the associations between job dissatisfaction, burnout, care quality, and work	Quantitative	Yes

	Nursing home work environment, care quality, registered nurse burnout, and job dissatisfaction. <i>Geriatric Nursing</i> , 41(2), 158-164. <a href="https://doi.org/10.1016/j.gerinurse.2019.08.007">https://doi.org/10.1016/j.gerinurse.2019.08.007</a>		environment among registered nurses in nursing homes. The results showed that the work environment is a vital factor to target for intervention measures to enhance nurse retention and care quality in LTC facilities.		
20.	Eltaybani, S., Yamamoto-Mitani, N., Ninomiya, A., & Igarashi, A. (2021). The association between nurses' burnout and objective care quality indicators: a cross-sectional survey in long-term care wards. <i>BMC Nursing</i> , 20, 1-10. <a href="https://doi.org/10.1186/s12912-021-00552-z">https://doi.org/10.1186/s12912-021-00552-z</a>	Google Scholar	To investigate the relationship between nurses' burnout and objective quality metrics in LTC wards in Japan. Higher emotional exhaustion was linked with higher rates of pressure ulcers and pneumonia in the wards and lowered personal accomplishment was related to higher tube feeding rates. Nurses' burnout was a significant care quality determinant in the LTC wards.	Quantitative	Yes
21.	Wong, C., Walsh, E. J., Basacco, K. N., Mendes Domingues, M. C., & Pye, D. R. (2020). Authentic leadership and job satisfaction among long-term care nurses. <i>Leadership in Health Services</i> , 33(3), 247-263. <a href="https://doi.org/10.1108/LHS-09-2019-0056">https://doi.org/10.1108/LHS-09-2019-0056</a>	Google Scholar	Investigate the impacts of managers' authentic leadership, emotional exhaustion, person-job match, and areas of work life on LTC nurses' job satisfaction. The findings illustrated that authentic leadership considerably predicted job satisfaction directly and indirectly via areas of work life and emotional exhaustion.	Quantitative	Yes
22.	Stemmer, R., Bassi, E., Ezra, S., Harvey, C., Jojo, N., Meyer, G., Ozsaban, A., Paterson, C., Shifaza, F., Turner, M. B., & Bail, K. (2022). A systematic review: Unfinished nursing care and the impact on the nurse	PubMed	Examine the influence of unfinished nursing care on nurse outcomes. Unfinished nursing care was significantly associated with intention to leave, burnout, and reduced job satisfaction. There was no association between unfinished nursing care and turnover rates.	Qualitative	Yes

	outcomes of job satisfaction, burnout, intention-to-leave, and turnover. <i>Journal of Advanced Nursing</i> , 78(8), 2290-2303. <a href="https://doi.org/10.1111/jan.15286">https://doi.org/10.1111/jan.15286</a>				
23.	Kim, B. J., & Lee, S. Y. (2021). A cross-sectional study on the impacts of perceived job value, job maintenance, and social support on burnout among long-term care staff in Hawaii. <i>International Journal of Environmental Research and Public Health</i> , 18(2), 476. <a href="https://doi.org/10.3390/ijerph18020476">https://doi.org/10.3390/ijerph18020476</a>	PubMed	Explore the effects of job value, social support, and job maintenance on burnout of LTC staff in Hawaii. The findings revealed that staff with a higher degree of perceived job value, strong support from peers and supervisors, and willingness to continue working the same job were less likely to encounter burnout.	Quantitative	Yes
24.	JiSun, C. H. O. I., Da Eun, K. I. M., & Yoon, J. Y. (2021). Person-centered care environment associated with care staff outcomes in long-term care facilities. <i>Journal of Nursing Research</i> , 29(1), e133. <a href="https://doi.org/10.1097/JNR.0000000000000412">https://doi.org/10.1097/JNR.0000000000000412</a>	Google Scholar	Examine the association between person-centered care settings and staff outcomes, including turnover intention and job satisfaction among LTC staff in Korea. After controlling for individual and organizational characteristics, the researchers found a significant association between the person-centered care setting and turnover intention and job satisfaction among staff in Korean LTC facilities.	Quantitative	Yes
25.	Chao, S. F., & Lu, P. C. (2020). Differences in determinants of intention to stay and retention between younger and older nursing assistants in long-term care facilities: A	PubMed	Investigate differences in the determinants of stay and actual retention behavior between older and younger LTC nursing assistants. Low burnout and high organizational support were linked with high intention to stay for older and younger nursing	Quantitative	Yes

	longitudinal perspective. <i>Journal of Nursing Management</i> , 28(3), 522-531. <a href="https://doi.org/10.1111/jonm.12952">https://doi.org/10.1111/jonm.12952</a>		assistants for the first time. However, the retention of older nursing assistants the second time was significantly impacted by high work latitude, less burnout, and the employment of optimization strategies during the first time.		
26.	Foà, C., Guarnieri, M. C., Bastoni, G., Benini, B., Giunti, O. M., Mazzotti, M., Rossi, C., Savoia, A., Sarli, L., & Artioli, G. (2020). Job satisfaction, work engagement and stress/burnout of elderly care staff: qualitative research. <i>Acta Bio Medica: Atenei Parmensis</i> , 91(Suppl 12). <a href="https://doi.org/10.23750%2Ffabm.v91i12-S.10918">https://doi.org/10.23750%2Ffabm.v91i12-S.10918</a>	PubMed	Examine the aspects impacting job satisfaction, burnout, and work engagement among LTC professionals. The results showed that job satisfaction stemmed primarily from inter-professional collaboration and positive relationships with the residents, colleagues, and superiors. On the other hand, job dissatisfaction arose from contributory inequity, decreased rest periods, high responsibilities, and workload.	Qualitative	Yes
27.	Perruchoud, E., Weissbrodt, R., Verloo, H., Fournier, C. A., Genolet, A., Rosselet Amoussou, J., & Hannart, S. (2021). The impact of nursing staffs' working conditions on the quality of care received by older adults in long-term residential care facilities: a systematic review of interventional and observational studies. <i>Geriatrics</i> , 7(1), 6. <a href="https://doi.org/10.3390/geriatrics7010006">https://doi.org/10.3390/geriatrics7010006</a>	Google Scholar	Review recent longitudinal and experimental studies focusing on nursing staff working conditions provided by nurses in LTC facilities. The study revealed that higher nursing staff hours worked per day were linked with substantial decreases in urinary tract infections and pressure sores. Overall, nurse qualification numbers and levels of registered nurses positively affect the quality of care.	Qualitative	Yes
28.	Li, X., Dorstyn, D., Mpofu, E., Liam, O., Li, Q., Zhang, C., & Ingman, S.	Google Scholar	To synthesize research on factors affecting nurse assistants and resident satisfaction in LTC	Qualitative	Yes

	(2021). Nursing assistants and resident satisfaction in long-term care: A systematic review. <i>Geriatric Nursing</i> , 42(6), 1323-1331. <a href="https://doi.org/10.1016/j.gerinurse.2021.08.006">https://doi.org/10.1016/j.gerinurse.2021.08.006</a>		facilities. The researchers found a positive association between resident satisfaction and nurse assistant job satisfaction. Resident satisfaction increased with nurse assistant training programs, overall contribution in fostering resident experiences, and quality of daily interaction.		
29.	Palacios-Ceña, D., Fernández-Peña, R., Ortega-López, A., Fernández-Feito, A., Bautista-Villaécija, O., Rodrigo-Pedrosa, O., Arnau-Sanchez, J., & Lizcano-Álvarez, Á. (2021). Long-term care facilities and nursing homes during the first wave of the COVID-19 pandemic: a scoping review of the perspectives of professionals, families, and residents. <i>International journal of environmental research and public health</i> , 18(19), 10099. <a href="https://doi.org/10.3390/ijerph181910099">https://doi.org/10.3390/ijerph181910099</a>	Google Scholar	The purpose of this study was to describe the residents' perspectives, those of their loved ones, and those of nursing home practitioners during the COVID-19 pandemic. The results revealed that nursing homes experienced challenges in resource management, worsened by emotional exhaustion among the employees, residents, and their families. Novel leadership styles and creative initiatives in the facilities seemed to address the pandemic's needs.	Qualitative	Yes
30.	Ådland, A. K., Gripsrud, B. H., Lavik, M. H., & Ramvi, E. (2022). "They Stay With You": Nursing Home Staff's Emotional Experiences of Being in a Close Relationship With a Resident in Long-Term Care who Died. <i>Journal of Holistic Nursing</i> , 40(2), 108-122. <a href="https://doi.org/10.1177/089801012111017766">https://doi.org/10.1177/089801012111017766</a>	Google Scholar	To investigate and establish an understanding of LTC employees' emotional experiences of closely relating with residents in the facilities who later died. The findings revealed the themes of struggling to balance the professional and personal aspects, trying to make sense of the resident's death, and seeking to be something good for the resident and their loved ones.	Qualitative	Yes

31.	Shah, M. K., Gandrakota, N., Cimiotti, J. P., Ghose, N., Moore, M., & Ali, M. K. (2021). Prevalence of and factors associated with nurse burnout in the US. <i>JAMA network open</i> , 4(2), e2036469-e2036469. <a href="https://doi.org/10.1001/jamanetworkopen.2020.36469">https://doi.org/10.1001/jamanetworkopen.2020.36469</a>	Google Scholar	To assess the rates of nurse burnout and explore the factors linked to leaving or considering quitting work because of burnout. The nurses who reported leaving their jobs reported burnout as the driving factor, and those who worked 40 h/wk were more likely to leave their jobs because of burnout. The nurses who left their jobs or considered leaving reported stressful work environments and inadequate staffing.	Quantitative	Yes
32.	Friganović, A., & Selič, P. (2021). Where to look for a remedy? Burnout syndrome and its associations with coping and job satisfaction in critical care nurses—a cross-sectional study. <i>International journal of environmental research and public health</i> , 18(8), 4390. <a href="https://doi.org/10.3390/ijerph18084390">https://doi.org/10.3390/ijerph18084390</a>	Google Scholar	To examine the relationships between burnout syndrome levels, coping techniques, and job satisfaction among critical care nurses. Specifically, the researcher explored whether coping and job satisfaction are gender-related. The findings revealed no substantial relationship between gender, coping techniques, and job satisfaction and a position association between burnout and passive coping.	Quantitative	Yes
33.	Dall’Ora, C., Ball, J., Reinius, M., & Griffiths, P. (2020). Burnout in nursing: a theoretical review. <i>Human resources for health</i> , 18, 1-17. <a href="https://doi.org/10.1186/s12960-020-00469-9">https://doi.org/10.1186/s12960-020-00469-9</a>	Google Scholar	This paper offers an extensive summary of research that explores theorized associations between burnout and other variables to determine the known and unknown factors about the causes and impacts of burnout in nursing. The researchers identified high workload, low decision latitude, low rewards, value incongruence, poor social support, and lower control over the job as predictors of burnout.	Qualitative	Yes
34.	Koen, L., Niehaus, D. J., & Smit, I. M.	Google	The purpose of this study was to examine the	Quantitative	Yes



	(2020). Burnout and job satisfaction of nursing staff in a South African acute mental health setting. <i>South African Journal of Psychiatry</i> , 26.	Scholar	association between burnout and job satisfaction among nursing staff. The findings revealed high scores for personal, client-related, and work-related burnout among nurses and high job satisfaction. Higher burnout levels were considerably linked to lower levels of job satisfaction.		
35.	Nikbakht Nasrabadi, A., Wibisono, A. H., Allen, K. A., Yaghoobzadeh, A., & Bit-Lian, Y. (2021). Exploring the experiences of nurses' moral distress in long-term care of older adults: a phenomenological study. <i>BMC nursing</i> , 20(1), 156. <a href="https://doi.org/10.1186/s12912-021-00675-3">https://doi.org/10.1186/s12912-021-00675-3</a>	PubMed	To investigate the experiences of nurses' moral distress in the LTC of older adults. The findings identified themes of advocating, organizational issues, the burden of care, defense mechanisms, and relationships.	Qualitative	Yes
36.	Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work-life interference and burnout on faculty turnover intentions and career satisfaction. <i>International journal of environmental research and public health</i> , 19(2), 809. <a href="https://doi.org/10.3390/ijerph19020809">https://doi.org/10.3390/ijerph19020809</a>	PubMed	This study examines a hypothesized framework exploring the impacts of work-life interference on nursing faculty burnout, turnover intention, and career satisfaction. The findings indicate that work-life interference substantially augments burnout, contributing to higher turnover intention and lower career satisfaction. Turnover intentions decrease career satisfaction.	Quantitative	Yes
37.	Marshall, E. G., Power, M., Edgecombe, N., & Andrew, M. K.	Google Scholar	To describe the roles and work perceptions among LTC nurses and care assistants from	Qualitative	Yes

	(2020). Above and beyond: A qualitative study of the work of nurses and care assistants in long-term care. <i>Work</i> , 65(3), 509-516. <a href="https://doi.org/10.3233/WOR-203105">https://doi.org/10.3233/WOR-203105</a>		interprofessional perspectives. The primary theme from the result was that of LTC workers going “above and beyond” their clinical duties to care for the residents. The themes were broken down into familial bonds between the residents and employees, staff dedication during end-of-life care, ability to comfort family members, and additional time spent between staff and residents.		
38.	White, E. M., Wetle, T. F., Reddy, A., & Baier, R. R. (2021). Front-line nursing home staff experiences during the COVID-19 pandemic. <i>Journal of the American Medical Directors Association</i> , 22(1), 199-203. <a href="https://doi.org/10.1016/j.jamda.2020.11.022">https://doi.org/10.1016/j.jamda.2020.11.022</a>	PubMed	To document the experiences of the LTC front-line healthcare practitioners during the COVID-19 pandemic. The respondents described experiencing staffing shortages, burnout from the increased workloads, and the emotional burden of caring for residents facing massive isolation, sickness, and death. They cited the lack of teamwork and organizational communication as vital aspects influencing their ability to work under challenging conditions.	Qualitative	Yes
39.	Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities. <i>International journal of environmental research and public health</i> , 19(3), 1284. <a href="https://doi.org/10.3390/ijerph19031284">https://doi.org/10.3390/ijerph19031284</a>	PubMed	To explore the impact of nurses’ intrinsic and extrinsic work motivation on work engagement in LTC facilities. The results showed that intrinsic work motivation, age, and job satisfaction positively influenced work engagement, while extrinsic work motivation did not reveal any significant effect.	Quantitative	Yes

40.	Kanios, A., & Bocheńska-Brandt, A. (2020). Occupational burnout among workers in the long-term care sector in relation to their personality traits. <i>International Journal of Occupational Medicine and Environmental Health</i> , 34(4), 491-504. <a href="http://dx.doi.org/10.13075/ijomeh.1896.01636">http://dx.doi.org/10.13075/ijomeh.1896.01636</a>	PubMed	To assess the association between the sense of burnout and personality traits of people in the helping professions. The findings indicated that the workers are susceptible to occupational burnout, and statistically significant variations exist in their sense of burnout depending on their personality traits.	Qualitative	Yes
41.	Roussillon Soyer, C., St-Onge, S., Igalens, J., & Balkin, D. B. (2021). The demotivating impact of absenteeism in nursing homes. <i>Journal of Nursing Management</i> , 29(6), 1679-1690. <a href="https://doi.org/10.1111/jonm.13314">https://doi.org/10.1111/jonm.13314</a>	PubMed	This study examines how prevailing absenteeism thwarts or frustrates fundamental psychological needs among nurses and nursing assistants, including relatedness, competence, and autonomy. The themes identified include short-term absenteeism, work overload, lack of recognition, and lack of competence. These factors are all associated with respondents' perceived deficiencies regarding their psychological needs.	Qualitative	Yes
42.	Jiang, M., Zeng, J., Chen, X., Rao, Q., & Liao, M. (2022). Construction of a model of nurse engagement in long-term care facilities: a moderated-mediation model. <i>Frontiers in Psychology</i> , 13, 798624. <a href="https://doi.org/10.3389/fpsyg.2022.798624">https://doi.org/10.3389/fpsyg.2022.798624</a>	Google Scholar	To test a moderated mediation framework that predicates job resources as mediating the association between organizational climate and nurse engagement in LTC facilities and emotional intelligence moderates the mediated association. The findings illustrated that organizational climate increases nurse involvement directly and indirectly through job resources. Emotional intelligence moderates the relationship between organizational climate and job resources.	Quantitative	Yes
43.	Woo, T., Ho, R., Tang, A., & Tam, W.	PubMed	To explore the prevalence of burnout symptoms	Qualitative	Yes

	(2020). Global prevalence of burnout symptoms among nurses: A systematic review and meta-analysis. <i>Journal of psychiatric research</i> , 123, 9-20. <a href="https://doi.org/10.1016/j.jpsychires.2019.12.015">https://doi.org/10.1016/j.jpsychires.2019.12.015</a>		among nurses globally. The results indicated considerable variations between geographical regions, types of utilized burnout measurement, and nurse specialties. Overall, nurses experience a high prevalence of burnout symptoms that require attention and intervention.		
44.	Titley, H. K., Young, S., Savage, A., Thorne, T., Spiers, J., & Estabrooks, C. A. (2023). Cracks in the foundation: The experience of care aides in long-term care homes during the COVID-19 pandemic. <i>Journal of the American Geriatrics Society</i> , 71(1), 198-205. <a href="https://doi.org/10.1111/jgs.18024">https://doi.org/10.1111/jgs.18024</a>	PubMed	To comprehend the effects of the COVID-19 pandemic on care aides working in long-term care facilities during the first year. Results showed that the care aides underwent emotional and mental distress from enacting resident isolation, fear of contracting and spreading the virus, grief associated with resident death, increased workloads from staffing shortages, and highly dynamic policies. The professionals' resilience stemmed from their robust relationships and ability to uphold positive attitudes, faith, and community.	Qualitative	Yes
45.	Rubano, M. D., Kieffer, E. F., & Larson, E. L. (2022). Infection prevention and control in nursing homes during COVID-19: an environmental scan. <i>Geriatric Nursing</i> , 43, 51-57. <a href="https://doi.org/10.1016/j.gerinurse.2021.10.023">https://doi.org/10.1016/j.gerinurse.2021.10.023</a>	Google Scholar	To explore procedures and programmatic factors of infection prevention and control and determine themes and promising techniques in nursing homes. The identified themes include staffing and resource availability, organizational culture and training, and knowledge of infection prevention and control practices. The authors determined the need for short-term and long-term changes in cross-transmission of infection and the prevention and control practices to completely engage staff, enhance organizational culture, and build trust.	Qualitative	Yes

46.	French, R., Aiken, L. H., Rosenbaum, K. E. F., & Lasater, K. B. (2022). Conditions of nursing practice in hospitals and nursing homes before COVID-19: Implications for policy action. <i>Journal of Nursing Regulation, 13</i> (1), 45-53. <a href="https://doi.org/10.1016/S2155-8256(22)00033-3">https://doi.org/10.1016/S2155-8256(22)00033-3</a>	PubMed	To describe the RN's working conditions, measures of patient safety, job outcomes, and care quality in nursing homes and hospitals before the COVID-19 pandemic. The RNs reported poor working conditions exemplified by staffing shortages, administrators who failed to listen or respond to RN concerns, interrupted or delayed work because of inadequate staff, frequently missed nursing care, and conducting non-nursing tasks.	Quantitative	Yes
47.	Huang, C. Y., Weng, R. H., Wu, T. C., Hsu, C. T., Hung, C. H., & Tsai, Y. C. (2020). The impact of person-centered care on job productivity, job satisfaction, and organizational commitment among employees in long-term care facilities. <i>Journal of Clinical Nursing, 29</i> (15-16), 2967-2978. <a href="https://doi.org/10.1111/jocn.15342">https://doi.org/10.1111/jocn.15342</a>	PubMed	To examine the impacts of person-centered care on job productivity, organizational commitment, and job satisfaction among LTC staff. The researcher found significant positive relationships between personalized care, managerial support, residents' relationships, and self-realization with job productivity. Job satisfaction significantly correlated with organizational support and a friendly environment level. Organizational commitment strongly associated with organizational backing, residents' self-realization and relationships, and a friendly environmental level.	Quantitative	Yes
48.	Grochowska, A., Gawron, A., & Bodys-Cupak, I. (2022). Stress-inducing factors vs. the risk of occupational burnout in the work of nurses and paramedics. <i>International Journal of Environmental Research and Public Health, 19</i> (9), 5539.	Google Scholar	The researcher attempted to respond to the question of whether and how stress factors impact the occurrence of occupational burnout among nurses and paramedics in various medical settings. The findings revealed that occupational burnout among the group under stress only affects nurses, while the issue does not apply to paramedics. The	Quantitative	Yes

	<a href="https://doi.org/10.3390/ijerph19095539">https://doi.org/10.3390/ijerph19095539</a>		primary stressor is a high level of responsibility. The study showed that nurses are overburdened by additional shift work and demand while the paramedics only deal with excess duties.		
49.	Hering, C., Gangnus, A., Budnick, A., Kohl, R., Steinhagen-Thiessen, E., Kuhlmeier, A., & Gellert, P. (2022). Psychosocial burden and associated factors among nurses in care homes during the COVID-19 pandemic: findings from a retrospective survey in Germany. <i>BMC nursing</i> , 21(1), 41. <a href="https://doi.org/10.1186/s12912-022-00807-3">https://doi.org/10.1186/s12912-022-00807-3</a>	Google Scholar	The study explored and identified the factors of psychosocial burden among LTC nurses during the first wave of coronavirus in Germany. The nurse respondents reported a significant increase in working demands as the pandemic progressed. Over half of them demonstrated clinically relevant degrees of depression, anxiety, or stress. The findings revealed positive relationships between COVID-19-associated burden and qualification, dissatisfaction with the management of care, and related anxiety.	Quantitative	Yes
50.	Carthon, J. M. B., Travers, J. L., Hounshell, D., Udoeyo, I., & Chittams, J. (2021). Disparities in nurse job dissatisfaction and intent to leave: Implications for retaining a diverse workforce. <i>JONA: The Journal of Nursing Administration</i> , 51(6), 310-317. <a href="https://doi.org/10.1097/NNA.0000000000001019">https://doi.org/10.1097/NNA.0000000000001019</a>	Google Scholar	This study assessed whether Black nurses are more likely to experience job dissatisfaction and whether dissatisfaction-associated factors impact intent to leave. Results showed increased job dissatisfaction and intent to leave among Black nurses. Their intent to leave was reduced in adjusted frameworks that accounted for dissatisfaction with various job elements, including tuition advantages, autonomy, opportunities, advancement opportunities, and salary.	Quantitative	Yes
51.	Creapeau, L. J., Johs-Artisensi, J. L., & Lauver, K. J. (2022). Leadership and staff perceptions on long-term	PubMed	To explore practices that might assist in retaining LTC-certified nursing assistants and address staffing issues in the facilities. The nursing	Qualitative	Yes

	care staffing challenges related to certified nursing assistant retention. <i>JONA: The Journal of Nursing Administration</i> , 52(3), 146-153. <a href="https://doi.org/10.1097/nnn.0000000000001122">https://doi.org/10.1097/nnn.0000000000001122</a>		assistants identified the nature of the job as the most significant challenge. Even though salary was among the leading concerns, work culture communication, relationship-building, training, and emotional support can also help reduce turnover rates.		
52.	Collins, R. L., Williams, E. M., Moser, A. L., Varughese, J. M., & Robert, B. (2022). The role of the medical director in Ontario long-term care homes: impact of COVID-19. <i>Journal of the American Medical Directors Association</i> , 23(9), 1603-1607. <a href="https://doi.org/10.1016/j.jamda.2022.07.005">https://doi.org/10.1016/j.jamda.2022.07.005</a>	PubMed	To determine the present LTC practices and demographics among Medical Directors, explore how the COVID-19 pandemic impacted their habits, and inform the content of Ontario LTC Clinicians Medical Course for enacted knowledge on the role responsibilities. Feelings of dissatisfaction among the Medical Directors were linked to the pandemic stress, insufficient compensation, increased hours and responsibility, inadequate recognition of the physician's role in the interdisciplinary teams, and lack of ability to make decisions.	Qualitative	Yes
53.	Briones-Peralta, M. Á., Pardo-García, I., & Escribano-Sotos, F. (2020). Effects of a practical training programme on burnout among professional caregivers in a care home for older adults with dementia: a pilot study. <i>Psychogeriatrics</i> , 20(4), 391-397. <a href="https://doi.org/10.1111/psyg.12523">https://doi.org/10.1111/psyg.12523</a>	PubMed	To evaluate the findings of a practical training program regarding burnout among LTC direct care professionals for residents with dementia. There was a substantial variation between pre-and post-intervention depersonalization and emotional exhaustion scores. The personal accomplishment scores improve, albeit with insignificant changes.	Quantitative	Yes
54.	Shaheen, A. M., Al-Hniti, M., Bani	PubMed	This study's purpose was to determine the	Quantitative	Yes

	Salameh, A., Alkaid-Albqoor, M., & Ahmad, M. (2021). Predictors of job satisfaction of registered nurses providing care for older adults. <i>Journal of Nursing Management, 29</i> (2), 250-257. <a href="https://doi.org/10.1111/jonm.13147">https://doi.org/10.1111/jonm.13147</a>		predictors of job satisfaction among RNs caring for geriatric patients. The results revealed that the nurses were primarily dissatisfied with the work environment's physical conditions and payment rates. There was a significant association between physical strain and nurses' satisfaction. High job satisfaction hinged on more years of experience, more physical strain, high competence, and employee development.		
55.	Bamonti, P. M., Smith, A., & Smith, H. M. (2022). Cognitive emotion regulation strategies predict burnout in geriatric nursing staff. <i>Clinical Gerontologist, 45</i> (5), 1236-1244. <a href="https://doi.org/10.1080/07317115.2020.1829230">https://doi.org/10.1080/07317115.2020.1829230</a>	Google Scholar	The study investigated the relationship between cognitive emotion regulation strategies and burnout among LTC nursing staff. The cognitive emotion regulation techniques account for unique variance in depersonalization but fail to account for differences in personal accomplishment or emotional exhaustion. Rumination was correlated with more substantial depersonalization, and significant refocus on planning was linked to less depersonalization.	Quantitative	Yes
56.	Singh, C., Cross, W., Munro, I., & Jackson, D. (2020). Occupational stress facing nurse academics—A mixed-methods systematic review. <i>Journal of clinical nursing, 29</i> (5-6), 720-735. <a href="https://doi.org/10.1111/jocn.15150">https://doi.org/10.1111/jocn.15150</a>	PubMed	To gain an in-depth comprehension of occupational stress experienced by nurse academics. The review showed that nurse academics face occupational stress, including burnout. The occupational stress among these professionals was associated with several factors, such as adapting to change, resources and support, workload problems, and work-life balance. However, most reviewed studies focused on transitioning from clinical to academic environments, with less emphasis on developed	Mixed Methods	Yes



			mid-to-late nurse academics.		
57.	Vitale, E. (2022). Burnout Levels in Italian Nurses during the First and the Second Wave in the COVID-19 Outbreak: A Pilot Cohort-Data Comparison. <i>Psych</i> , 4(4), 952-960. <a href="https://doi.org/10.3390/psych4040070">https://doi.org/10.3390/psych4040070</a>	Google Scholar	The study compared burnout levels among Italian nurses on the front line of patient care suffering from COVID-19 during the pandemic's first and second waves. Significant variations were evident in the emotional exhaustion subdimension, with the first-wave group scoring higher than their second-group counterparts. There were no significant variations in personal accomplishment.	Quantitative	Yes
58.	Peter, K. A., Schols, J. M., Halfens, R. J., & Hahn, S. (2020). Investigating work-related stress among health professionals at different hierarchical levels: A cross-sectional study. <i>Nursing open</i> , 7(4), 969-979. <a href="https://doi.org/10.1002/nop2.469">https://doi.org/10.1002/nop2.469</a>	PubMed	To identify the extent of work stress among health professionals in the upper, middle, and lower management positions and those with no managerial roles. Health professionals in the upper and middle management positions recorded severe work-life conflicts, higher quantitative demands, and role clarity in the middle level. Those in lower management levels reported higher physical and emotional needs, stress symptoms, and job dissatisfaction. The professional with no managerial roles reported the poorest working conditions regarding multiple stressors, health-associated outcomes, and job satisfaction.	Quantitative	Yes
59.	Nabizadeh-Gharghozar, Z., Adib-Hajbaghery, M., & Bolandianbafghi, S. (2020). Nurses' job burnout: A hybrid concept analysis. <i>Journal of Caring Sciences</i> , 9(3), 154. <a href="https://doi.org/10.34172%2Fjcs.2020.023">https://doi.org/10.34172%2Fjcs.2020.023</a>	PubMed	The study analyzed the concept of occupational burnout among nurses. From the fieldwork and theoretical phases, the researchers defined job burnout as "a state of physical, mental, emotional, and social exhaustion resulting from the negative effects of unmanaged occupational stress and inadequate managerial and social support, which reduces interest in and motivation for work, affects care quality, and	Qualitative	Yes

			results in negative attitudes and behavior towards self, clients, and the work.”		
60.	Wang, H., Jin, Y., Wang, D., Zhao, S., Sang, X., & Yuan, B. (2020). Job satisfaction, burnout, and turnover intention among primary care providers in rural China: results from structural equation modeling. <i>BMC family practice</i> , 21, 1-10. <a href="https://doi.org/10.1186/s12875-020-1083-8">https://doi.org/10.1186/s12875-020-1083-8</a>	Google Scholar	The study examined the associations between job satisfaction, burnout, and turnover intention and explored the predictors of turnover intention with a perspective on retaining primary care providers in rural China. The findings demonstrated a significant direct effect of job satisfaction on burnout and turnover intention, a considerable direct influence of burnout on turnover intention, and a direct impact of job satisfaction on turnover intention, with burnout as a mediator.	Quantitative	Yes
61.	Tamata, A. T., Mohammadnezhad, M., & Tamani, L. (2021). Registered nurses’ perceptions on the factors affecting nursing shortage in the Republic of Vanuatu Hospitals: A qualitative study. <i>Plos one</i> , 16(5), e0251890. <a href="https://doi.org/10.1371/journal.pone.0251890">https://doi.org/10.1371/journal.pone.0251890</a>	Google Scholar	The study explored registered nurses’ perceptions regarding the effect of nurse shortages and their performance in providing quality care in Vanuatu in 2020. The researchers identified the themes of difficult working conditions, perceived risks, and reinforcing factors.	Qualitative	Yes
62.	Ciezar-Andersen, S., & King-Shier, K. (2021). Detriments of a self-sacrificing nursing culture on recruitment and retention: A qualitative descriptive study. <i>Canadian Journal of Nursing Research</i> , 53(3), 233-241. <a href="https://doi.org/10.1177/0844562120908747">https://doi.org/10.1177/0844562120908747</a>	PubMed	The study examined the presence and influence of self-sacrifice within the nursing profession. All the respondents reported self-sacrifice resulting from the stereotypical image of the “ideal nurse,” which results in burnout, presenteeism, and job dissatisfaction. Younger nurses reported willingness to self-sacrifice and feeling unsupported by senior staff and management.	Qualitative	Yes

63.	Boamah, S. A. (2022). The impact of transformational leadership on nurse faculty satisfaction and burnout during the COVID-19 pandemic: A moderated mediated analysis. <i>Journal of Advanced Nursing</i> , 78(9), 2815-2826. <a href="https://doi.org/10.1111/jan.15198">https://doi.org/10.1111/jan.15198</a>	PubMed	The research explored the impacts of nursing directors' transformational leadership habits on job satisfaction, faculty burnout, and academic workplace culture. Results showed that transformational leadership significantly impacted job satisfaction and workplace culture but had an inverse relationship with faculty burnout.	Quantitative	Yes
64.	Ambani, Z., Kutney-Lee, A., & Lake, E. T. (2020). The nursing practice environment and nurse job outcomes: A path analysis of survey data. <i>Journal of clinical nursing</i> , 29(13-14), 2602-2614. <a href="https://doi.org/10.1111/jocn.15283">https://doi.org/10.1111/jocn.15283</a>	Google Scholar	The study evaluated the nursing practice settings and nurse job-associated outcomes in two types of Saudi Arabian hospitals. Military hospitals exemplified better nurse job outcomes and nursing practice settings than public hospitals. The participants reported high burnout, job dissatisfaction, and intent to leave.	Quantitative	Yes
65.	Kurtzman, E. T., Ghazal, L. V., Girouard, S., Ma, C., Martin, B., McGee, B. T., ... & Germack, H. L. (2022). Nursing workforce challenges in the post-pandemic world. <i>Journal of Nursing Regulation</i> , 13(2), 49. <a href="https://doi.org/10.1016%2FS2155-8256(22)00061-8">https://doi.org/10.1016%2FS2155-8256(22)00061-8</a>	PubMed	The research described the initial impact of the COVID-19 pandemic on the United States nurses' psychological health and determined aspects linked to poor psychosocial health outcomes. The nurses recorded high rates of insomnia, anxiety, and depressive symptoms. Anxiety and rumination regarding the working conditions, such as high mortality, lack of protective equipment, understanding, and extreme stress, resulted in sleeping difficulties.	Mixed Methods	Yes
66.	Botngård, A., Eide, A. H., Mosqueda, L., Blekken, L., & Malmedal, W. (2021). Factors associated with staff-to-resident abuse in Norwegian	Google Scholar	The study explored the individual, relational, and institutional features linked to perpetrated staff-to-resident abuse in LTC facilities. The study found various staff factors associated with all three abuse	Quantitative	Yes

	nursing homes: a cross-sectional exploratory study. <i>BMC health services research</i> , 21, 1-20. <a href="https://doi.org/10.1186/s12913-021-06227-4">https://doi.org/10.1186/s12913-021-06227-4</a>		forms, including being a registered nurse, symptoms of psychological distress, and intent to leave the job.		
67.	Sarazine, J., Heitschmidt, M., Vondracek, H., Sarris, S., Marcinkowski, N., & Kleinpell, R. (2021). Mindfulness workshops effects on nurses' burnout, stress, and mindfulness skills. <i>Holistic Nursing Practice</i> , 35(1), 10-18. <a href="https://doi.org/10.1097/hnp.0000000000000378">https://doi.org/10.1097/hnp.0000000000000378</a>	PubMed	The research explored the influence of a four-hour workshop on burnout syndrome, mindfulness skills, and perceived stress. After one month, nurses reported substantially reduced perceptions of stress and emotional exhaustion. Depersonalization, personal accomplishment, and mindfulness skills improved, albeit with statistically insignificant changes. Statistically significant changes in improved perceptions of mindfulness, personal accomplishment, and decreased emotional exhaustion were evident after six months.	Quantitative	Yes
68.	Yıldırım, D., & Kocatepe, V. (2020). A comparison of burnout and job satisfaction among cancer nurses in oncology, hematology and palliative care clinics. <i>Psychiatria Danubina</i> , 32(suppl. 4), 471-477. <a href="https://orcid.org/0000-0002-6228-0007">https://orcid.org/0000-0002-6228-0007</a>	Google Scholar	The study aimed to identify levels and compare job satisfaction and burnout among hematology, oncology, and palliative care clinic nurses. The results found a significant adverse association between emotional exhaustion and internal, external, and total satisfaction scores. There was also a negative correlation between depersonalization and internal, external, and total satisfaction scores.	Quantitative	Yes
69.	Diehl, E., Rieger, S., Letzel, S., Schablon, A., Nienhaus, A., Escobar Pinzon, L. C., & Dietz, P. (2021). The	Google Scholar	The study purposed to explore the buffering role of resources on the association between workload and burnout among nurses. Nurses who reported	Quantitative	Yes

	relationship between workload and burnout among nurses: The buffering role of personal, social and organisational resources. <i>PloS one</i> , 16(1), e0245798. <a href="https://doi.org/10.1371/journal.pone.0245798">https://doi.org/10.1371/journal.pone.0245798</a>		“workplace commitment,” a “good working team,” and “recognition from supervisor” exemplified a weaker relationship between quantitative demands and burnout than those who did not. The results showed that nurses who exceeded the average 20% working time in palliative care reported burnout.		
70.	Eder, L. L., & Meyer, B. (2022). Self-endangering: A qualitative study on psychological mechanisms underlying nurses’ burnout in long-term care. <i>International Journal of Nursing Sciences</i> , 9(1), 36-48. <a href="https://doi.org/10.1016/j.ijnss.2021.12.001">https://doi.org/10.1016/j.ijnss.2021.12.001</a>	PubMed	To establish a more specific comprehension of psychological mechanisms in the development of burnout in LTC as a foundation for potential novel intervention methods purposed to improve nurses’ mental health. The results revealed the themes of causes of challenges, organizational change opportunities, and employees’ change opportunities. Additional themes included job motives, employee self-care, and reasons to fill in for others.	Qualitative	Yes
71.	Lin, L. C., Huang, Y. C., Carter, P., & Zuniga, J. (2021). Resilience among nurses in long term care and rehabilitation settings. <i>Applied Nursing Research</i> , 62, 151518. <a href="https://doi.org/10.1016/j.apnr.2021.151518">https://doi.org/10.1016/j.apnr.2021.151518</a>	PubMed	The study explored the associations among resilience, demographics, sleep, and professional quality of life among nurses in LTC facilities and examined whether the variables predict nurses’ resilience. The participants were primarily female and recorded high scores for resilience and low for sleep quality and compassion satisfaction, compassion fatigue, and secondary traumatic stress. The results showed that compassion satisfaction, secondary traumatic stress, and burnout substantially predicted resilience.	Quantitative	Yes
72.	Chang, H., Chorong, G. I. L., Hyejin,	Google	The study investigated relationships among	Quantitative	Yes

	K. I. M., & Hanju, B. E. A. (2020). Person-centered care, job stress, and quality of life among long-term care nursing staff. <i>Journal of Nursing Research</i> , 28(5), e114. <a href="https://doi.org/10.1097/JNR.00000000000000398">https://doi.org/10.1097/JNR.00000000000000398</a>	Scholar	person-centered care, quality of life, and job stress among nurses and factors impacting the person-centered capabilities of LTC nurses. The results found that quality of life and job stress were significantly correlated with person-centered care. Lower job stress and higher quality of life were discovered to increase the person-centered care capabilities of LTC nurses.		
73.	Leskovic, L., Erjavec, K., Leskovic, R., & Vukovic, G. (2020). Burnout and job satisfaction of healthcare workers in Slovenian nursing homes in rural areas during the COVID-19 pandemic. <i>Annals of agricultural and environmental medicine</i> , 27(4). <a href="https://doi.org/10.26444/aaem/128236">https://doi.org/10.26444/aaem/128236</a>	Google Scholar	The study analyzed burnout and job satisfaction levels among healthcare professionals working in a Slovenian nursing home in rural areas during the COVID-19 pandemic and compared them with the results of the same services in 2013. The results showed an increase in burnout syndrome between 2013 and 2020. During the pandemic, the participants underwent intense emotional exhaustion and lack of personal accomplishment. However, over the years, there has been no significant impact on depersonalization.	Quantitative	Yes
74.	Behilak, S., & Abdelraof, A. S. E. (2020). The relationship between burnout and job satisfaction among psychiatric nurses. <i>J Nurs Educ Pract</i> , 10(10.5430). <a href="https://doi.org/10.5430/jnep.v10n3p8">https://doi.org/10.5430/jnep.v10n3p8</a>	Google Scholar	The study explored the association between burnout and job satisfaction among psychiatric nurses. Results revealed that most nurses experienced job dissatisfaction and burnout levels. The nurses also experienced high emotional exhaustion and depersonalization, which were associated with low accomplishment. The findings showed a significant negative association between burnout and job dissatisfaction.	Quantitative	Yes
75.	Zborowska, A., Gurowiec, P. J.,	PubMed	The study sought to assess factors influencing	Quantitative	Yes

	Młynarska, A., & Uchmanowicz, I. (2021). Factors affecting occupational Burnout Among nurses including job satisfaction, life satisfaction, and life orientation: a cross-sectional study. <i>Psychology research and behavior management</i> , 1761-1777. <a href="https://doi.org/10.2147/PRBM.S325325">https://doi.org/10.2147/PRBM.S325325</a>		occupational burnout among nurses, including dispositional optimism, life satisfaction, and job satisfaction. The results showed that individuals with medium life satisfaction demonstrated emotional exhaustion, which was more evident in pessimists. Reduced personal accomplishment was more evident in participants with a bachelor's degree than those with a master's degree. Decreased personal accomplishment was substantially higher among those with low life satisfaction.		
76.	Chang, Y. C., Yeh, T. F., Lai, I. J., & Yang, C. C. (2021). Job competency and intention to stay among nursing assistants: the mediating effects of intrinsic and extrinsic job satisfaction. <i>International journal of environmental research and public health</i> , 18(12), 6436. <a href="https://doi.org/10.3390/ijerph18126436">https://doi.org/10.3390/ijerph18126436</a>	PubMed	The study examined the impacts of nursing assistants' job competency on their intrinsic and extrinsic satisfaction and intention to stay in the LTC profession. The results revealed that intrinsic and extrinsic job satisfaction mediated the association between employee competency and intention to stay.	Quantitative	Yes
77.	Ruotsalainen, S., Jantunen, S., & Sinervo, T. (2020). Which factors are related to Finnish home care workers' job satisfaction, stress, psychological distress and perceived quality of care?- a mixed method study. <i>BMC Health Services Research</i> , 20, 1-13. <a href="https://doi.org/10.1186/s12913-020-05733-1">https://doi.org/10.1186/s12913-020-05733-1</a>	Google Scholar	The study aimed to investigate the challenges, management factors, teamwork, and stressors correlated with LTC staff well-being, care quality, job satisfaction, and how the staff experience their work. The results demonstrated that time pressure was correlated with higher stress and psychological distress, and higher stress and lower job satisfaction emanated from interruptions. Teamwork variables like participative safety	Qualitative	Yes

			explained the difference in quality of care.		
78.	Da Rosa, P., Brown, R., Pravecsek, B., Carotta, C., Garcia, A. S., Carson, P., ... & Vukovich, M. (2021). Factors associated with nurses emotional distress during the COVID-19 pandemic. <i>Applied Nursing Research</i> , 62, 151502. <a href="https://doi.org/10.1016/j.apnr.2021.151502">https://doi.org/10.1016/j.apnr.2021.151502</a>	PubMed	The research sought to investigate the prevalence of emotional distress and related aspects among nurses in South Dakota during the COVID-19 pandemic. Results showed that factors associated with moderate to severe emotional distress, stress, anxiety, and depression included concerns for aggravating mental health conditions, handling an increased number of COVID-19 cases, job dissatisfaction, and feeling unprepared for the pandemic.	Quantitative	Yes
79.	Al-Haroon, H. I., & Al-Qahtani, M. F. (2020). The demographic predictors of job satisfaction among the nurses of a major public hospital in KSA. <i>Journal of Taibah University Medical Sciences</i> , 15(1), 32-38. <a href="https://doi.org/10.1016/j.jtumed.2019.11.003">https://doi.org/10.1016/j.jtumed.2019.11.003</a>	PubMed	The study explored nurses' level of job satisfaction and the effect of key demographic variables such as age, gender, educational level, monthly salary, and years of experience on job satisfaction. Almost half the participants reported feeling satisfied with the job. The respondents were more satisfied with intrinsic than extrinsic factors delineating the job's tangible aspects.	Quantitative	Yes
80.	Salma, U., & Hasan, M. M. (2020). Relationship between job satisfaction and depression, anxiety and stress among the female nurses of Dhaka Medical College and Hospital, Bangladesh. <i>patient care</i> , 20, 21.	Google Scholar	The study sought to uncover the correlation between job satisfaction and stress, anxiety, and depression among female nurses in Dhaka Medical College and Hospital, Bangladesh. The results showed a significant correlation between job satisfaction and anxiety and depression, but not stress. The researcher also proved that the nurses in Bangladesh faced significant risks of developing mental disorders due to staff shortages.	Mixed Methods	Yes
81.	Staempfli, S., & Lamarche, K. (2020).	PubMed	The study conducted a literature review to explore	Qualitative	Yes



	Top ten: A model of dominating factors influencing job satisfaction of emergency nurses. <i>International Emergency Nursing</i> , 49, 100814. <a href="https://doi.org/10.1016/j.ienj.2019.100814">https://doi.org/10.1016/j.ienj.2019.100814</a>		the breadth of job satisfaction literature and determine the factors that specifically impact job satisfaction among emergency department nurses. The results showed that job satisfaction among nurses directly affects the quality of health. The type of job setting also significantly influences the levels of job satisfaction among Canadian nurses.		
82.	Samad, A., Memon, S. B., & Kumar, M. (2020). Job satisfaction among nurses in Pakistan: The impact of incivility and informal climate. <i>Global Business and Organizational Excellence</i> , 39(4), 53-59. <a href="https://doi.org/10.1002/joe.22004">https://doi.org/10.1002/joe.22004</a>	Google Scholar	The study investigated the effect of workplace incivility on job satisfaction. The results show that a climate of informality considerably buffered the adverse impact of workplace incivility on job satisfaction among registered nurses in Pakistan.	Qualitative	Yes
83.	Warden, D. H., Hughes, R. G., Probst, J. C., Warden, D. N., & Adams, S. A. (2021). Current turnover intention among nurse managers, directors, and executives. <i>Nursing Outlook</i> , 69(5), 875-885. <a href="https://doi.org/10.1016/j.outlook.2021.04.006">https://doi.org/10.1016/j.outlook.2021.04.006</a>	PubMed	The study investigated and compared the intent-to-leave and turnover experiences of acute care nurse executives, directors, and managers. Over half the participants intend to leave their positions within the following five years, citing different reasons depending on the type of nurse leaders.	Quantitative	Yes
84.	Havaei, F., Abughori, I., Mao, Y., Staempfli, S., Ma, A., MacPhee, M., ... & Anderson, V. (2022). The Impact of Pandemic Management Strategies on Staff Mental Health, Work Behaviours, and Resident Care in One Long-Term Care Facility in British	Google Scholar	To examine staff reports of outcomes linked to LTC pandemic management approaches, especially their effect on worker mental health, quality of care, and work behaviors. Quantitative findings revealed that staff perceived sick time policy and staffing levels as insufficient pandemic management strategies. They also demonstrated	Mixed Methods	Yes

	Columbia: A Mixed Method Study. <i>Journal of Long-Term Care</i> . <a href="https://doi.org/10.31389/jltc.100">https://doi.org/10.31389/jltc.100</a>		that single-site employment, visitation, and sick time policies were considerably correlated with adverse outcomes to staff mental health, quality of care service delivery, and work behaviors. Qualitative data showed an association between policies, inadequate staffing, and increased heavy workloads.		
85.	Albougami, A. S., Almazan, J. U., Cruz, J. P., Alquwez, N., Alamri, M. S., Adolfo, C. A., & Roque, M. Y. (2020). Factors affecting nurses' intention to leave their current jobs in Saudi Arabia. <i>International Journal of Health Sciences</i> , 14(3), 33.	PubMed	The research explored the factors that impact Saudi Arabian nurses' intention to leave their jobs. Results demonstrated that nurses' intention to leave stemmed from quality-of-life factors like psychological and physical health. A low monthly gross salary and demographic factors such as race and ethnicity, and marital status also impacted the intention to leave.	Quantitative	Yes
86.	Kagan, I., Hendel, T., & Savitsky, B. (2021). Personal initiative and work environment as predictors of job satisfaction among nurses: cross-sectional study. <i>BMC nursing</i> , 20, 1-10. <a href="https://doi.org/10.1186/s12912-021-00615-1">https://doi.org/10.1186/s12912-021-00615-1</a>	Google Scholar	The study explored the correlations between personal initiative, work setting, and job satisfaction among nurses. The results showed that work environment, personal initiative, and occupational and demographic features significantly correlate with job satisfaction. Besides, female gender working in pediatric wards and emergency rooms, positive perception of the work setting, and higher personal initiative were associated with higher job satisfaction.	Quantitative	Yes
87.	Jarosinski, J. M., Seldomridge, L., Reid, T. P., & Willey, J. (2022). Nurse faculty shortage: Voices of nursing program administrators. <i>Nurse</i>	Google Scholar	The research examined nursing program administrators' perspectives on the nurse faculty shortage. The thematic analysis cited onboarding and integration, changing expectations, getting by,	Qualitative	Yes

	<i>Educator</i> , 47(3), 151-155. <a href="https://doi.org/10.1097/NNE.00000000000001139">https://doi.org/10.1097/NNE.00000000000001139</a>		making do, and the elephant in the room.		
88.	Ghanayem, M., Srulovici, E., & Zlotnick, C. (2020). Occupational strain and job satisfaction: The job demand–resource moderation–mediation model in haemodialysis units. <i>Journal of nursing management</i> , 28(3), 664-672. <a href="https://doi.org/10.1111/jonm.12973">https://doi.org/10.1111/jonm.12973</a>	Google Scholar	The researcher aimed to analyze whether resources moderate the association between job demands and occupational strain and whether occupational strain mediates the correlation between job demands and job satisfaction. There was no relationship between autonomy and occupational strain under low workload levels. A negative association was demonstrated between autonomy and occupational strain under high workload levels. There was no correlation between occupational strain and job satisfaction.	Quantitative	Yes
89.	Griffiths, P., Saville, C., Ball, J., Jones, J., Pattison, N., Monks, T., & Safer Nursing Care Study Group. (2020). Nursing workload, nurse staffing methodologies and tools: A systematic scoping review and discussion. <i>International journal of nursing studies</i> , 103, 103487. <a href="https://doi.org/10.1016/j.ijnurstu.2019.103487">https://doi.org/10.1016/j.ijnurstu.2019.103487</a>	PubMed	This paper provides an overview of the major techniques for evaluating nurse staffing demands and determines the recent evidence to address unanswered questions such as the approaches' effectiveness and accuracy. The tools encompass professional judgment, time-task approaches, patient classification, and simple volume-based techniques like patient-to-nurse ratios.	Qualitative	Yes
90.	Harvey, C., Thompson, S., Otis, E., & Willis, E. (2020). Nurses' views on workload, care rationing and work environments. <i>Journal of nursing management</i> , 28(4), 912-918.	Google Scholar	The study explored nurses' experiences of institutionally enacted choices concerning aspects of patient care to be left undone. Four themes described the nurse experiences managing their work, including compromising care, emotional	Qualitative	Yes

	<a href="https://doi.org/10.1111/jonm.13019">https://doi.org/10.1111/jonm.13019</a>		exhaustion, depersonalization, and incongruity between organizational resources and professional standards.		
91.	Harrington, C., Dellefield, M. E., Halifax, E., Fleming, M. L., & Bakerjian, D. (2020). Appropriate nurse staffing levels for US nursing homes. <i>Health services insights</i> , 13, 1178632920934785. <a href="https://doi.org/10.1177/1178632920934785">https://doi.org/10.1177/1178632920934785</a>	Google Scholar	The study provides a guide for identifying whether a nursing home has enough and proper nursing staffing. The researchers posit five fundamental steps to: “(1) determine the collective resident acuity and care needs, (2) determine the actual nurse staffing levels, (3) identify appropriate nurse staffing levels to meet residents care needs, (4) examine evidence regarding the adequacy of staffing, and (5) identify gaps between the actual staffing and the appropriate nursing staffing levels based on resident acuity.”	Qualitative	Yes
92.	Choi, S., Cho, E., Kim, E., Lee, K., & Chang, S. J. (2021). Effects of registered nurse staffing levels, work environment, and education levels on adverse events in nursing homes. <i>Scientific reports</i> , 11(1), 21458. <a href="https://doi.org/10.1038/s41598-021-00946-8">https://doi.org/10.1038/s41598-021-00946-8</a>	PubMed	The researchers explored the impacts of nurse staffing levels, education levels, and work settings on adverse events in LTC facilities. The results showed a significant correlation between an increase in one resident or nurse with a higher incidence of urinary tract infections, pressure ulcers, and medication errors. Besides, a poor work setting increases the occurrence of adverse events.	Quantitative	Yes
93.	Farid, M., Purdy, N., & Neumann, W. P. (2020). Using system dynamics modelling to show the effect of nurse workload on nurses’ health and quality of care. <i>Ergonomics</i> , 63(8), 952-964. <a href="https://doi.org/10.1080/00140139.201">https://doi.org/10.1080/00140139.201</a>	PubMed	The study examined System Dynamics modeling to comprehend and quantify the impacts of nursing workloads on nurse burnout, quality of care, and absenteeism. The model findings revealed that long nurse shifts and work weeks double nurse fatigue levels and significantly increase medical	Qualitative	Yes

	<a href="#">9.1690674</a>		errors, absenteeism, and burnout.		
94.	Pérez-Francisco, D. H., Duarte-Clíments, G., del Rosario-Melián, J. M., Gómez-Salgado, J., Romero-Martín, M., & Sánchez-Gómez, M. B. (2020, January). Influence of workload on primary care nurses' health and burnout, patients' safety, and quality of care: Integrative review. In <i>Healthcare</i> (Vol. 8, No. 1, p. 12). MDPI. <a href="https://doi.org/10.3390/healthcare8010012">https://doi.org/10.3390/healthcare8010012</a>	Google Scholar	The study sought to determine the correlation between overload, professional exhaustion, illness of the nurse, and quality and safety in the services and distinguish study tools and approaches for assessing the phenomena. Results revealed a high pressure of care for Primary Care nurses who undergo multiple health changes because of burnout syndrome, which contributes to the impairment of patient safety and quality of care.	Qualitative	Yes
95.	Maghsoud, F., Rezaei, M., Asgarian, F. S., & Rassouli, M. (2022). Workload and quality of nursing care: the mediating role of implicit rationing of nursing care, job satisfaction and emotional exhaustion by using structural equations modeling approach. <i>BMC nursing</i> , 21(1), 273. <a href="https://doi.org/10.1186/s12912-022-01055-1">https://doi.org/10.1186/s12912-022-01055-1</a>	PubMed	The study examined the mediating role of implicit rationing of nursing care, emotional exhaustion, and job satisfaction in the association between workload and quality of nursing care. The results showed a statistically significant relationship between the variables apart from the direct and mutual association between workload and quality of nursing care.	Quantitative	Yes
96.	Kilpatrick, K., Tchouaket, É., Jabbour, M., & Hains, S. (2020). A mixed methods quality improvement study to implement nurse practitioner roles and improve care for residents in long-term care facilities. <i>BMC nursing</i> , 19,	Google Scholar	The study aimed to support the optimal implementation of nurse practitioner roles in the LTC facilities. Results showed that nurse practitioners worked half-time in KTC facilities with a caseload averaging 42 to 80 residents. The average number of medications decreased within	Mixed Methods	Yes

	1-14. <a href="https://doi.org/10.1186/s12912-019-0395-2">https://doi.org/10.1186/s12912-019-0395-2</a>		the study period.		
97.	De Groot, K., De Veer, A. J., Munster, A. M., Francke, A. L., & Paans, W. (2022). Nursing documentation and its relationship with perceived nursing workload: a mixed-methods study among community nurses. <i>BMC nursing</i> , 21(1), 34. <a href="https://doi.org/10.1186/s12912-022-00811-7">https://doi.org/10.1186/s12912-022-00811-7</a>	PubMed	The researchers explored community nurses' perceptions of a potential association between their clinical and organizational documentation activities and perceived nursing workload. Most of the community nurses reported high workloads because of documentation activities.	Mixed Methods	Yes
98.	Devik, S. A., Munkeby, H., Finnanger, M., & Moe, A. (2020). Nurse managers' perspectives on working with everyday ethics in long-term care. <i>Nursing ethics</i> , 27(8), 1669-1680. <a href="https://doi.org/10.1177/0969733020935958">https://doi.org/10.1177/0969733020935958</a>	Google Scholar	The study explored how nurse managers view their role in supporting staff in performing ethically sound care in LTC facilities. The results revealed themes of managers' perception of the significance of the role, their opportunities to fulfill the role, and their experiences of exercising the role.	Qualitative	Yes
99.	Schulze, S., Merz, S., Thier, A., Tallarek, M., König, F., Uhlenbrock, G., ... & Holmberg, C. (2022). Psychosocial burden in nurses working in nursing homes during the Covid-19 pandemic: a cross-sectional study with quantitative and qualitative data. <i>BMC health services research</i> , 22(1), 949. <a href="https://doi.org/10.1186/s12913-022-08333-3">https://doi.org/10.1186/s12913-022-08333-3</a>	Google Scholar	The study examined the psychosocial burdens and potential positive factors nurses working in LTC facilities underwent during the COVID-19 pandemic. The findings showed various themes associated with nurses' psychological stress, including overall working conditions, inability to provide terminal care, management of relatives, concern for residents, technicisation of care, and tensions between infecting others and being infected.	Mixed Methods	Yes

100.	<p>McGilton, K. S., Krassikova, A., Boscart, V., Sidani, S., Iaboni, A., Vellani, S., &amp; Escrig-Pinol, A. (2021). Nurse practitioners rising to the challenge during the coronavirus disease 2019 pandemic in long-term care homes. <i>The Gerontologist</i>, <i>61</i>(4), 615-623.  <a href="https://doi.org/10.1093/geront/gnab030">https://doi.org/10.1093/geront/gnab030</a></p>	Google Scholar	<p>The researchers sought to comprehend the nurse practitioners' roles in enhancing resident care and supporting LTC staff during the COVID-19 pandemic. The findings highlighted themes of containing the spread of coronavirus, developing associations between the fragmented care system acting as a liaison supporting staff and facilities, and stepping in where needed.</p>	Qualitative	Yes
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## Appendix B: DHA Review Question Search Log

Database or location name	Search Terms	Results	Notes
Google Scholar	Long-term care facilities Nurses Workload Job satisfaction	<b>55</b>	The search yielded qualitative and quantitative problem-solving articles that will provide valuable insights into the current study.
PubMed	Job Dissatisfaction Long-term care facilities Workload Nurses	<b>45</b>	The search yielded qualitative and quantitative problem-solving articles that will provide valuable insights to the current study.
Total		<b>100</b>	



Appendix C: DHA Appraisal Results Log

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
Aloisio et al. (2021). Individual and organizational factors of nurses' job satisfaction in long-term care: A systematic review.	h5 Index: 83 h5: Median: 129	Factors associated with nurse job satisfaction in nursing homes from organizational and individual perspectives.	The article found that psychological empowerment, increasing staff autonomy, and nurse age increased job satisfaction. Other factors that increase job satisfaction include reducing work stress and exhaustion.		The authors did not contact the study authors to verify details, and the methods not reported may have created lower assessment scores. Culture may have affected participants' job satisfaction experiences and its determinants, thereby impacting study results.
Havaei et al. (2023). Impact of the single site order in LTC: exacerbation of an overburdened system.	h5 Index: 90 h5: Median: 139	To examine the effects of the Single Site Order (SSO) on LTC homes and their staff.	The study showed that since SSO and the pandemic exacerbated workforce shortages and additional duties that resulted in exhaustion, improving working environment conditions	Single Site Order.	The study design did not permit an isolated assessment of only the SSO. Still, it offered a more universal view of the impact of the pandemic's onset and subsequent policy implementation

Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
			will improve nurses' job satisfaction.		within the first year on the four studied LTC facilities.
Krsnik and Erjavec (2023). Influence of Sociodemographic, Organizational, and Social Factors on Turnover Consideration Among Eldercare Workers: A Quantitative Survey.	h5 Index: 201 h5: Median: 280	To determine the most vital aspects at the macro, meso, and micro levels that impact LTC staff turnover.	There was a high association between the intention to leave and the factors at the micro, meso, and macro levels. The micro level comprises sociodemographic factors like education, health status, income, organizational form, dependence of household members, and shift work. The meso level encompasses the work environment, and the macro level comprises geriatric education and social	KIWEST	The study used intentional (intention to quit) turnover to indicate staff instability since the actual turnover would be challenging to analyze without longitudinal data.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
			recognition.		
Pérez et al. (2022). Mindfulness-based intervention for the reduction of compassion fatigue and burnout in nurse caregivers of institutionalized older persons with dementia: a randomized controlled trial.	h5 Index: 201 h5: Median: 280	To evaluate the effectiveness of mindfulness-based therapies on the reduction of burnout and compassion fatigue among nurses caring for institutionalized geriatric patients with dementia.	A brief, online mindfulness training intervention effectively lowers burnout and compassion fatigue among geriatric nurses with sustained impacts.	Professional Quality of Life Scale (ProQOL) R-IV scale	The sample size was too small to draw generalizable conclusions. The intervention was conducted online, which may reduce its effectiveness.
Kim and Lee (2021). A cross-sectional study on the impacts of perceived job value, job maintenance, and social support	h5 Index: 201 h5: Median: 280	Explore the effects of job value, social support, and job maintenance on burnout of LTC staff in Hawaii.	Employees with a higher degree of perceived job value, strong support from peers and supervisors, and willingness to continue working the same job	Maslach Burnout Inventory (MBI)	The researchers utilized cross-sectional survey data, which limited their ability to determine time order and causality. The study recruited participants in Hawaii only, limiting its

Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
on burnout among long-term care staff in Hawaii.			were less likely to encounter burnout.		generalizability to other contexts.
Shah et al. (2021). Prevalence of and factors associated with nurse burnout in the US.	h5 Index: 151 h5: Median: 246	To assess the rates of nurse burnout and explore the factors linked to leaving or considering quitting work because of burnout.	The article emphasized the importance of an improved work environment, shorter work hours, and adequate staffing to prevent burnout.		The study employed cross-sectional data, restricting causal inference. The burnout measure employed was crude, mandating the need for more extensive burnout measures.
Jiang et al. (2022). Construction of a model of nurse engagement in long-term care facilities: a moderated-mediation model	h5 Index: 169 h5: Median: 223	To test a moderated mediation framework that predicates job resources as mediating the association between organizational climate and nurse engagement in LTC facilities and emotional intelligence moderates the mediated association.	Organizational climate increased nurse involvement directly and indirectly through job resources. Emotional intelligence moderated the relationship between organizational climate and job resources.	Utrecht work engagement scale-9 items (UWES-9) Emotional Intelligence Scale Nurse's organizational climate scale	The study employed cross-sectional data, limiting causal inference. The researchers did not focus on gaining the spiral benefits of engagement with organizational climate and resources, which would have been possible in a longitudinal study. The study participants were

Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
					from Sichuan Province, China, which limited the study's generalizability to other contexts.
Titley et al. (2023). Cracks in the foundation: The experience of care aides in long-term care homes during the COVID-19 pandemic.	h5 Index: 83 h5: Median: 124	To comprehend the effects of the COVID-19 pandemic on care aides working in long-term care facilities during the first year.	LTC homes should provide their care aides with adequate staffing levels, mental health support, and pandemic preparedness to resolve the mental, emotional, physical, social, and economic hardships and improve job satisfaction.		Interview brevity to accommodate staff workload. A low sampling of males is due to their low representation in the care aid population.
Huang et al. (2020). The impact of person-centered care on job productivity, job satisfaction, and organizational commitment among employees in	h5 Index: 84 h5: Median: 123	To examine the impacts of person-centered care on job productivity, organizational commitment, and job satisfaction among LTC staff.	Positive relationships between personalized care, managerial support, residents' relationships, and self-realization with job productivity. Job satisfaction significantly correlated with	A 5-point Likert scale on person-centered care questionnaire.	The participants were localized to Taiwanese LTCFs.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
long-term care facilities.			organizational support and a friendly environment level.		
Tamata, et al. (2021). Registered nurses' perceptions on the factors affecting nursing shortage in the Republic of Vanuatu Hospitals: A qualitative study.	h5 Index: 212 h5: Median: 294	The study explored registered nurses' perceptions regarding the effect of nurse shortages and their performance in providing quality care in Vanuatu in 2020.	Improving adverse conditions such as the nursing workforce shortage will contribute to nurse job satisfaction, alongside decreased workload, provision of development opportunities, and lower perceived stress and medical risks.		The researchers experienced logistic restrictions regarding reaching respondents and conducting interviews during the pandemic. They could not study other institutions for more information.
Ambani et al. (2020). The nursing practice environment and nurse job outcomes: A path analysis of survey data.	h5 Index: 84 h5: Median: 123	The study evaluated the nursing practice settings and nurse job-associated outcomes in two types of Saudi Arabian hospitals.	The study showed that the nursing practice environment and patient-to-nurse ratio significantly influence nurse job satisfaction.	Practice Environment Scale of the Nursing Work Index (PES-NWI) Maslach Burnout Inventory-Human Services Survey (MBI-HSS),	The study employed cross-sectional data, limiting causal inferencing. The study also used only two institutions in Saudi Arabia, limiting generalizability.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
Botngård et al. (2021). Factors associated with staff-to-resident abuse in Norwegian nursing homes: a cross-sectional exploratory study.	h5 Index: 90 h5: Median: 139	The study explored the individual, relational, and institutional features linked to perpetrated staff-to-resident abuse in LTC facilities.	The study underscored the significance of determining risk factors for elder abuse in LTC facilities that often stem from job dissatisfaction and other underlying factors.	Hopkins Symptom Checklist Approaches to Dementia Questionnaire (ADQ) The General Nordic Questionnaire for Psychological and Social Factors at Work (QPS <sub>Nordic</sub> )	There are methodological concerns with the tools employed, considering the inherent intricacy of evaluating the true prevalence of elder abuse in nursing homes.
Diehl et al. (2021). The relationship between workload and burnout among nurses: The buffering role of personal, social and organizational resources.	h5 Index: 212 h5: Median: 294	The study explored the buffering role of resources on the association between workload and burnout among nurses.	Nurses who reported “workplace commitment,” a “good working team,” and “recognition from supervisor” exemplified a weaker relationship between quantitative demands and burnout than those who did not.	Copenhagen Psychosocial Questionnaire (COPSOQ)	The study sample does not adequately represent palliative care in Germany, given the health facilities' low participation and nurse response rate. Some questionnaire items were self-developed and not validated.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
Chang et al. (2021). Job competency and intention to stay among nursing assistants: the mediating effects of intrinsic and extrinsic job satisfaction.	h5 Index: 201 h5: Median: 280	The study investigated relationships among person-centered care, quality of life, and job stress among nurses and factors impacting the person-centered capabilities of LTC nurses.	Quality of life and job stress were significantly correlated with person-centered care. Lower job stress and higher quality of life were discovered to increase the person-centered care capabilities of LTC nurses.	Long-term care support and services competency model The Minnesota Satisfaction Questionnaire The scale of Milliman, Gatling, and Kim	The study employed a small sample size. The study was cross-sectional, limiting causal inferencing, even though the authors used PLS to assess the causal model between latent variables.
Ruotsalainen et al. (2020). Which factors are related to Finnish home care workers' job satisfaction, stress, psychological distress, and perceived quality of care? A mixed method study.	h5 Index: 90 h5: Median: 139	The study investigated the challenges, management factors, teamwork, and stressors correlated with LTC staff well-being, care quality, job satisfaction, and how the staff experience their work.	Time pressure was correlated with higher stress and psychological distress, and interruptions caused higher stress and lower job satisfaction. Teamwork variables like participative safety explained the difference in quality of care.	General Health Questionnaire (GHQ)	The study employed a small sample size. It employed cross-sectional data, limiting causal inferencing. Supervisors in the participating teams may have known those who did not respond the first time because they were in charge, possibly compelling some employees to respond, thus



Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
					compromising voluntary participation.
Ghanayem et al. (2020). Occupational strain and job satisfaction: The job demand–resource moderation–mediation model in hemodialysis units.	h5 Index: 67 h5: Median: 99	The researchers aimed to analyze whether resources moderate the association between job demands and occupational strain and whether occupational strain mediates the correlation between job demands and job satisfaction.	The results showed that reinforcing nurses’ autonomy decreases occupational strain, particularly at high workloads, leading to job satisfaction.	Job Satisfaction Survey Nurse Stress Index Work Design Questionnaire Occupational Stress Inventory	The research was founded on self-report questionnaires that may reflect social desire and emotional bias. The study employed cross-sectional data, limiting causal inferencing. The researchers used a small sample size.
Griffiths et al. (2020). Nursing workload, nurse staffing methodologies, and tools: A systematic scoping review and discussion.	h5 Index: 83 h5: Median: 129	This paper provides an overview of the significant techniques for evaluating nurse staffing demands and determines the recent evidence to address unanswered questions such as the approaches' effectiveness and accuracy.	The findings showed various methods of determining nursing staffing requirements, including professional judgment, volume-based approaches, benchmarking, patient prototype approaches,		The study did not cover the most recent research articles, meaning the tools assessed may not have been recent. The research did not focus on critiquing specific studies or drawing conclusions regarding any

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
			and multifactorial indicator approaches.		approach.
Choi et al. (2021). Effects of registered nurse staffing levels, work environment, and education levels on adverse events in nursing homes	h5 Index: 210 h5: Median: 272	The researchers explored the impacts of nurse staffing levels, education levels, and work settings on adverse events in LTC facilities.	The study found that a good working environment and adequate RN staffing levels increase job satisfaction and decrease the incidence of adverse events in nursing homes.	Practice Environment Scale of the Nursing Working Index	Data collection was dependent on nurses' self-report questionnaires, giving room for reporting bias. The analysis did not consider residents' baseline risk factors, such as cognitive and physical factors, associated with adverse events. The study employed cross-sectional data, limiting causal inferencing.
Palacios-Ceña et al. (2021). Long-term care facilities and nursing homes during the first	h5 Index: 201 h5: Median: 280	This study aimed to describe the perspectives of residents, their loved ones, and nursing home practitioners during the	The results revealed that nursing homes experienced challenges in resource management, worsened	PRISMA Extension for Scoping Reviews (PRISMA-ScR)	The study did not include data on the period after the lockdown in 2021 and the return to pre-pandemic dynamics.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
wave of the COVID-19 pandemic: a scoping review of the perspectives of professionals, families, and residents.		COVID-19 pandemic.	by emotional exhaustion among the employees, residents, and their families. Novel leadership styles and creative initiatives in the facilities seemed to address the pandemic’s needs.		The study may have overlooked some articles in the scoping review. The researchers employed generic descriptors associated with care for older people in nursing homes to obtain more articles.
Friganović and Selič (2021). Where to look for a remedy? Burnout syndrome and its associations with coping and job satisfaction in critical care nurses—a cross-sectional study.	h5 Index: 201 h5: Median: 280	The study examined the relationships between burnout syndrome levels, coping techniques, and job satisfaction among critical care nurses. Specifically, the researcher explored whether coping and job satisfaction are gender-related.	The findings recommended improving job satisfaction-related factors, such as enhancing the work environment to reduce the impact of burnout among critical care nurses.	The Maslach Burnout Inventory (MBI) The Ways of Coping (WOC) The Job Satisfaction Scale (JSS)	There was reduced anonymity in the study. The study employed cross-sectional data, limiting causal inferencing.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
Schulze et al. (2022). Psychosocial burden in nurses working in nursing homes during the Covid-19 pandemic: a cross-sectional study with quantitative and qualitative data.	h5 Index: 90 h5: Median: 139	The researchers sought to comprehend the nurse practitioners' roles in enhancing resident care and supporting LTC staff during the COVID-19 pandemic.	Institutions and policymakers should adopt measures to decrease nurses' strain by providing psychosocial support, improving working conditions, and allowing the nurses to offer care they consider respectful, necessary, and human.	Copenhagen Psychosocial Questionnaire, third edition (COPSOQ III)	The researchers lacked pre-pandemic COPSOQ data, limiting direct within-subjects assessment and comparing the impact of the pandemic on associated psychological strain. The study employed a small sample size.
Lee et al. (2020, September). Facilitators and barriers surrounding the administration's role in employee job satisfaction in long-term care facilities: A systematic review.	h5 Index: 61 h5: Median: 94	The study explored the characteristics within the LTC setting that foster and detract from associate job satisfaction.	The authors identified 11 facilitators of job satisfaction, with the top four being supportive leadership, social support mechanisms, positive organizational values, and capable and motivated employees.		The authors lacked access to specific associate satisfaction data, so they could not make additional discoveries about the significance of correlations with data themes.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
Foà et al. (2020). Job satisfaction, work engagement and stress/burnout of elderly care staff: qualitative research.	h5 Index: 53 h5: Median: 84	The authors examined the aspects impacting LTC professionals' job satisfaction, burnout, and work engagement.	The results showed that job satisfaction stemmed primarily from inter-professional collaboration and positive relationships with the residents, colleagues, and superiors.	A semi-structured interview-built ad-hoc	The study employed a narrow sample, was a single-center study with limited scope, and chose a non-probabilistic sampling method.
Awosoga et al. (2023). Well-being of professional older adults' caregivers in Alberta's assisted living and long-term care facilities: a cross-sectional study.	h5 Index: 76 h5: Median: 97	The study examined the general health condition, health behavior, mental and emotional health, physical health, and stress among caregivers in LTC facilities in Alberta.	Improving job satisfaction entails improving the caregivers' well-being, reducing workload and stress levels, and maintaining adequate staff levels.	Canadian Community Health Survey Patient Health Questionnaire-9 SF-36 QOL survey	The study used convenience sampling to recruit participants, potentially causing nonresponse bias. The authors relied on self-reported information.
McGilton et al. (2023). Nurse practitioner-led implementation of	h5 Index: 76 h5: Median: 97	The study assessed relationships between job satisfaction and supervisory support	The study discovered variations between staff attending and non-attending huddles: direct	Huddle Observation Tool (HOT)	The authors did not collect information regarding the frequency of members attending the huddles due

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
huddles for staff in long-term care homes during the COVID-19 pandemic.		moderated by stress.	care staff attending groups recorded reduced degrees of moral distress, and associated care and support staff attending huddles perceived higher support levels from nurse practitioners.		to anonymity concerns, thus limiting the evaluation of the actual intervention dose for each attendee. The staff who participated in the study were predominantly white, which is not representative of LTC staffing.
Boamah et al. (2022). Striking a balance between work and play: The effects of work-life interference and burnout on faculty turnover intentions and career satisfaction.	h5 Index: 201 h5: Median: 280	This study examined a hypothesized framework exploring the impacts of work-life interference on nursing faculty burnout, turnover intention, and career satisfaction.	The findings showed that retaining a productive and satisfied faculty entails resolving workforce shortages, mitigating the impacts of burnout and psychological stress mental well-being, and providing work-life balance.	Work interference with personal life (WIPL) scale Maslach burnout inventory-general survey (MBI-GS)	The study employed a cross-sectional design, limiting the ability to confirm causation. The researchers did not perform a comparative analysis of participants to ascertain the absence of selection bias.

<b>Author, date, and title</b>	<b>Evidence level and quality rating</b>	<b>Focus: HSO type, Research Domain, and Specific Problem being addressed</b>	<b>Findings that help answer the review question(s)</b>	<b>Metrics and Measures, if used</b>	<b>Source Limitations</b>
White et al. (2021). Front-line nursing home staff experiences during the COVID-19 pandemic.	h5 Index: 73 h5: Median: 103	The researchers documented the experiences of the LTC front-line healthcare practitioners during the COVID-19 pandemic.	Various factors contribute to nurse job satisfaction, including adequate staffing and decreased workloads. Promoting teamwork and organizational communication is also vital to influencing nurses' ability to work under challenging conditions.		The study used a convenience sample of LTC staff recruited through professional networks and social media. This sample may not be representative of LTC staff and is potentially subject to response bias. The researchers could not ask clarifying questions to validate their interpretation because of the open-ended survey questions.
Zeng et al. (2022). Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities.	h5 Index: 201 h5: Median: 280	The study explored the impact of nurses' intrinsic and extrinsic work motivation on work engagement in LTC facilities.	The results showed that intrinsic work motivation, age, and job satisfaction positively influenced work engagement, while extrinsic work motivation did not reveal any significant	Utrecht Work Engagement Scale Job Satisfaction Scale	The study was limited to a section of Japan, limiting the findings' generalizability. The researchers collected data through self-reported questionnaires. The study's response rate was generally low.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, Research Domain, and Specific Problem being addressed	Findings that help answer the review question(s)	Metrics and Measures, if used	Source Limitations
			effect.		
Pérez-Francisco et al. (2020, January). Influence of workload on primary care nurses' health and burnout, patients' safety, and quality of care: Integrative review.	h5 Index: 61 h5: Median: 94	The study sought to determine the correlation between overload, professional exhaustion, nurse illness, and quality and safety in the services and distinguish study tools and approaches for assessing the phenomena.	Results recommended measures to reduce burnout, including improving work organization, enhancing relationships with managers, organizational support, mindfulness techniques, and team working.		The researchers analyzed limited studies in primary care.
Grochowska et al. (2022). Stress-inducing factors vs. the risk of occupational burnout in the work of nurses and paramedics.	h5 Index: 201 h5: Median: 280	The researcher attempted to answer whether and how stress factors impact occupational burnout among nurses and paramedics in various medical settings.	The study showed that improving working conditions and increasing salaries are vital to enhancing job satisfaction and motivating employees to continue working.	Maslach Burnout Questionnaire	The data collection was not longitudinal. The comparison of occupational burnout occurrence among nurses in varying departments may lead to inaccuracies.



Appendix D: DHA Thematic Analysis Results

<b>Author(s) and date Or Reference</b>	<b>Data Extracted</b>	<b>Preliminary Problem-Solving Themes</b>
Aloisio et al. (2021).	The article found that psychological empowerment, increasing staff autonomy, and nurse age increased job satisfaction. Other factors that increase job satisfaction include reducing work stress and exhaustion.	Psychological empowerment Autonomy Reduced workload
Havaei et al. (2023).	The study showed that since SSO and the pandemic exacerbated workforce shortages and additional duties that resulted in exhaustion, improving working environment conditions will improve nurses' job satisfaction.	Reduced workload Adequate staffing
Krsnik and Erjavec (2023).	There was a high association between the intention to leave and the factors at the micro, meso, and macro levels. The micro level comprises sociodemographic factors like education, health status, income, organizational form, dependence of household members, and shift work. The meso level encompasses the work environment, and the macro level comprises geriatric education and social recognition.	Improved workplace environment

<b>Author(s) and date Or Reference</b>	<b>Data Extracted</b>	<b>Preliminary Problem-Solving Themes</b>
Pérez et al. (2022).	A brief, online mindfulness training intervention effectively lowers burnout and compassion fatigue among geriatric nurses with sustained impacts.	Mindfulness training
Kim and Lee (2021).	Employees with a higher degree of perceived job value, strong support from peers and supervisors, and willingness to continue working the same job were less likely to encounter burnout.	High perceived job value Organizational support Peer support
Shah et al. (2021).	The article emphasized the importance of an improved work environment, shorter work hours, and adequate staffing to prevent burnout.	Improved workplace environment Adequate staffing Shorter working hours
Jiang et al. (2022).	Organizational climate increased nurse involvement directly and indirectly through job resources. Emotional intelligence moderated the relationship between organizational climate and job resources.	Improved working environment Organizational support
Titley et al. (2023).	LTC homes should provide their care aides with adequate staffing levels, mental health support, and pandemic preparedness to resolve the mental, emotional, physical, social, and economic hardships and improve job satisfaction.	Adequate staffing Organizational support
Huang et al. (2020).	Positive relationships between personalized care, managerial support, residents' relationships, and self-realization with job productivity. Job satisfaction significantly correlated with organizational support and	Organizational support Improved working environment

Author(s) and date Or Reference	Data Extracted	Preliminary Problem-Solving Themes
	a friendly environment.	
Tamata, et al. (2021).	Improving adverse conditions such as the nursing workforce shortage will contribute to nurse job satisfaction, alongside decreased workload, provision of development opportunities, and lower perceived stress and medical risks.	Adequate staffing Reduced workload Development opportunities
Ambani et al. (2020).	The study showed that the nursing practice environment and patient-to-nurse ratio significantly influence nurse job satisfaction.	Improved working environment
Botngård et al. (2021).	The study underscored the significance of determining risk factors for elder abuse in LTC facilities that often stem from job dissatisfaction and other underlying factors.	Improved working environment
Diehl et al. (2021).	Nurses who reported “workplace commitment,” a “good working team,” and “recognition from supervisor” exemplified a weaker relationship between quantitative demands and burnout than those who did not.	Organizational support
Chang et al. (2021).	Lower job stress and higher quality of life were discovered to increase the person-centered care capabilities of LTC nurses.	Reduced workload Organizational support

<b>Author(s) and date Or Reference</b>	<b>Data Extracted</b>	<b>Preliminary Problem-Solving Themes</b>
Ruotsalainen et al. (2020).	Teamwork variables like participative safety explained the difference in quality of care.	Organizational support
Ghanayem et al. (2020).	The results showed that reinforcing nurses' autonomy decreases occupational strain, particularly at high workloads, leading to job satisfaction.	Nurse autonomy Reduced workload
Griffiths et al. (2020).	The findings showed various methods of determining nursing staffing requirements, including professional judgment, volume-based approaches, benchmarking, patient prototype approaches, and multifactorial indicator approaches.	Adequate staffing Organizational support
Choi et al. (2021).	The study found that a good working environment and adequate RN staffing levels increase job satisfaction and decrease the incidence of adverse events in nursing homes.	Improved workplace environment
Palacios-Ceña et al. (2021).	Novel leadership styles and creative initiatives in the facilities seemed to address the pandemic's needs.	Organizational support
Friganović and Selič (2021).	The findings recommended improving job satisfaction-related factors, such as enhancing the work environment to reduce the impact of burnout among critical care nurses.	Improved working environment

<b>Author(s) and date Or Reference</b>	<b>Data Extracted</b>	<b>Preliminary Problem-Solving Themes</b>
Schulze et al. (2022).	Institutions and policymakers should adopt measures to decrease nurses' strain by providing psychosocial support, improving working conditions, and allowing the nurses to offer care they consider respectful, necessary, and human.	Organizational support Improved working environment Nurse Autonomy
Lee et al. (2020).	The authors identified 11 facilitators of job satisfaction, with the top four being supportive leadership, social support mechanisms, positive organizational values, and capable and motivated employees.	Organizational support
Foà et al. (2020).	The results showed that job satisfaction stemmed primarily from inter-professional collaboration and positive relationships with the residents, colleagues, and superiors.	Organizational support Peer support
Awosoga et al. (2023).	Improving job satisfaction entails improving the caregivers' well-being, reducing workload and stress levels, and maintaining adequate staff levels.	Reduced workload Adequate staffing
McGilton et al. (2023).	The study discovered variations between staff attending and non-attending huddles: direct care staff attending groups recorded reduced degrees of moral distress, and associated care and support staff attending huddles perceived higher support levels from nurse practitioners.	Adequate staffing Peer support

<b>Author(s) and date Or Reference</b>	<b>Data Extracted</b>	<b>Preliminary Problem-Solving Themes</b>
Boamah et al. (2022).	The findings showed that retaining a productive and satisfied faculty entails resolving workforce shortages, mitigating the impacts of burnout and psychological stress mental well-being, and providing work-life balance.	Adequate staffing Reduced workload Organizational support Improved working environment
White et al. (2021).	Various factors contribute to nurse job satisfaction, including adequate staffing and decreased workloads. Promoting teamwork and organizational communication is also vital to influencing nurses' ability to work under challenging conditions.	Adequate staffing Reduced workload Organizational support Peer support
Zeng et al. (2022).	The results showed that intrinsic work motivation, age, and job satisfaction positively influenced work engagement.	Intrinsic work motivation
Pérez-Francisco et al. (2020).	Results recommended measures to reduce burnout, including improving work organization, enhancing relationships with managers, organizational support, mindfulness techniques, and team working.	Improved working environment Organizational support Peer support Mindfulness techniques
Grochowska et al. (2022).	The study showed that improving working conditions and increasing salaries are vital to enhancing job satisfaction and motivating employees to continue working.	Improved working environment Organizational support

Appendix E: Final Concept/Thematic Map

