

Workplace Well-being in Nursing: A Systematic Review of Trends in Burnout, Job Satisfaction, and Retention

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Abstract

Background: Retention influenced by burnout, well-being, and satisfaction in the job across multiple sectors but predominantly in the health care setting. Hypothesized consequences of burnout have been lower job satisfaction, higher turnover intention, and adverse operational results. Measures to save the workforce and prevent high levels of burnout known to increase employee turnover by improving their well-being.

Aim: To investigate the effects of burnout, well-being and job satisfaction on turnover, and the interventions regarding emotional well-being and work-life balance on turnover.

Method: The study used procedures of a systematic review of studies, investigating burnout, well-being and retention in different workplaces. The major themes mined out from the 10 selected papers included the relationship between burnout and job burnout, the role of occupational health promotion, and impact of psychological and perceived well-being and work-life imbalance.

Results: The results show that burnout decreases job satisfaction and increase turnover while wellness program/protection from stress increases employee health and minimize turnover. Positive organizational vocational believes or perceptions, subjective well-being and psychological capital are also critical determinants of job satisfaction and commitment. Among the antecedents, job resources, work environment, and Training and Development seen to be inhibiting factors of burnout and promoting factors for turnover intentions.

Conclusion: The nature of burnout and the general perceptions that job satisfaction and retention of employees require the employer to consider workers wellbeing. Which aim at clients with special needs and work efficiency initiatives, known to help Cut employee turnover and improve employee satisfaction.

Keywords: Burnout, workplace Well-being, Well-being, Job Satisfaction, Employee Retention, Work-Life Balance, Wellness Programs

Introduction

Increased awareness of staff wellness in nursing has been a highlight in recent times because of its influence on the providers and the patients' outcomes. From a number of challenges and stressor, which they face as front line healthcare workers, imply that their functions are demanding and involve a lot of physical and emotional strenuous activities (Donley et al., 2021). Nursing job characteristics require working in shift system, having large number of patients per nurse, spending much time in stressful state, taking the responsibility for patient care in critical situations (Aloisio et al., 2021). All these stressors combined with the health care system can really take a toll and show its negative impacts on the nurses health physically, mentally and emotionally (Xiao et al., 2022). Consequently, studies on workplace well-being in nursing has been more concentrated on burnout, job satisfaction and turnover intention since these factors are interrelated that have a positive impact on the performance of healthcare organizations (Stefanovska-Petkovska et al., 2021; Alruwaili et al., 2023; Almalki et al., 2023; Alselaml et al., 2023).

Nursing workplace stress is perhaps the most common problem that affects the well-being of nurses. Burnout encompasses feelings of emotional wear out, depersonalization and loss of personal accomplishment that in turn has severe impacts on the psychological and physiological welfare of the nurses (Chen et al., 2023). Another cause of stress in burnout is the frequently high level of stress in acute care settings nurses experience emotional and cognitive stress because of the qualities of their work (Abdullah et al., 2021). Absence of decision-making influence related to workload, emotional leakage from the patient care burden, and perceived organizational support result in unhappy nurses and thus, diminished critical role identification among the workforce (Garcia et al., 2020). When burnout is present in a nurse, not only the nurse suffers but an overall decrease in patient care, increased errors and less overall morale is the result for the greater system of healthcare (Kaihlainen et al., 2023). Moreover, burnout is not a void indictment since a staff that, due to burnout may miss work, worsening staff shortage and adding pressure on the remaining people also dominates tired bodies (Alqarni et al., 2023; Matmi et al., 2023; Altalhi et al., 2023; Anggapradja et al., 2024).

Work contentment is one of the key factors individual's workplace happiness, the health status of the employee, their performance, and their loyalty to the employers they serve (McLoughlin et al., 2021). The outcomes for high job satisfaction reveal that nurses are motivated, involved and committed to work. It results to better patient outcomes, more cohesive and productive working teams and high organizational efficiency (Almeida et al., 2024). However, job dissatisfaction can cost the individual and the healthcare system several consequences. The causes of burnout include low wages, unappealing employee recognition, working hours, career development, and poor management support (Meeusen et al., 2024). The literature shows that nurses who provide care in environments with insufficient support or limited appreciation are more prone to become dissatisfied, they disengage and suffer burnout with deterioration of working performance (Jedwab et al., 2021). Additional psychological stress derived from low job satisfaction makes burnout worse, therefore, working to counteract a destructive relationship in the workforce (Smallwood et al., 2023; Al-Kubaisi et al., 2023; Alfayez et al., 2023; Jradi et al., 2023).

Nursing staff turnover continues to be a significant issue affecting healthcare organizations globally because high turnover rates result from significant adverse impacts on patients' outcomes and organizational viability (Soriano-Vázquez et al., 2023). This is important because nurses are vital commodities when it comes to healthcare delivery and lose of such human resource translates to loss of Capital since acquiring new nurses is expensive due to the time and money spent on training the nurses (Labrague et al., 2020). This paper aimed at establishing how burnout influences job satisfaction and hence staff turnover in healthcare facilities (de Wijn et al., 2022). These situations are dangerous because dissatisfied and burnt out nurses are more likely to quit their jobs thus worsening workforce scarcity and increasing demand on healthcare systems (Alrawadieh et al., 2021). Such turnover is devastating to team collaboration and patient care, as well as creating greater stress for staff who continue to work in the facility (Hirayama et al., 2024). The main reason behind nurses' burnout and dissatisfaction is crucial to handle to achieve the set goal of reducing turnover rate and ensuring that a health care organization has a strong and stable staff of well-motivated employees (Maniscalco et al., 2024; Alanazi et al., 2023; Alasmari et al., 2023).

The link between burnout, job satisfaction, and retention, supports the idea that any attempt to enhance the wellness of the nursing workforce must be a systems approach (Cohen et al., 2023). The staffing and work environments, leadership, and support, and sizable professional development account for these aspects in organizations. Four of these are preventions of burn out, namely staffing levels & workloads, hierarchy support and professional developments (Yang et al., 2024). Also, establishing positive organizational image, appreciation, strengthening team cohesion and P.R.O.T.E.C.T: Promotion of Respectful Workplaces can help to increase nurse job satisfaction and for this reason, retention. Strategies aimed at preventing burnout and extending job satisfaction are fundamental for developers of the correct organizational culture for nurses, their quality of life and, therefore, patients (Poghosyan et al., 2022).

In Saudi Arabia, 48% of the nurses are experiencing burnout, which is closer to those of other Eastern countries, including India and Pakistan 50% and 55% respectively and 52% of those in the Philippines (Bimpong et al., 2020). Current job satisfaction is still unsatisfactory with 40 % of the nursing employees dissatisfied with their jobs, as is the case with the Thailand (45 %) and Vietnam (47 %) (Alshaibani et al., 2024). Being compared with the level of the developed countries such as Canadian participants and US described their job satisfaction level comparatively higher 60%, however, burnout rate it is also higher 40-45 % (Hammond et al., 2023). In KSA, the nurses turnover rate ranges approximately at 25% while in other developed countries such as UK and Australia has approximately 20% nurses turnover. Nevertheless, in countries like, Switzerland it is 15% and Norway, 12% and much more because of better working conditions, support and work-life balance (Alosaimi et al., 2022). Although Saudi Arabia has introduced some government programs to solve these problems, Saudi Arabia has still lower rates of detainment and job satisfaction than many countries in the U.S. and Canada (30-35% turnover) (Alghamdi, 2021).

Hence, this comparison highlights the call to enhance; the wellness program for a specific area and increases the work environment, and better career advancement plans that will help tackle burnout and improve the recruitment of nurses in Saudi Arabia.

The literature published over the past decade has focused much attention on identifying prevailing trends and patterns of burnout, job satisfaction and turnover intentions among the nursing workforce (Wei et al., 2023). These studies have raised an awareness to the fact of how the problems pertaining to well-being belong to work place and how there are various interventions intended for enhancing the nursing work environment (McCloughlin et al., 2022). Preventive approaches include capability building in mindfulness training, peer support initiatives, leadership coaching, and managing workloads attributed to decreasing burn out and increasing satisfaction at the workplace. In addition, organizational interventions such as creating balance between working and family life, recognition and staff development factors have been associated with lower staff turnover and enhanced general organizational health (Ofei et al., 2023). The current ongoing shortages of staff especially the nurses and changing needs of the healthcare consumer's demands that healthcare systems pay attention to the workplace wellness of the nurses for the sustainability of the health workforce and quality of patient outcomes (Singh et al., 2020).

Problem Statement

The challenges that affect the workplace well-being of the nursing profession revolve around burnout, job satisfaction and skill retention. Specifically, burnout has emerged as a rampant phenomenon due to high ratio of patient-to-patient health variation, emotions, and poor resources in facilities caring for healthcare staff. These adversities hinder the necessary quality of achieving good health to patient but worsen workforce shortage with high turnover increase the load on the healthcare's system. It is crucial to understand how burnout correlates with job satisfaction and thereby with turnover intentions, and, therefore, develop solutions to such a connection in order to keep examining the issues affecting the nursing staff's well-being and guarantee that the healthcare organizations can rely upon a stable staff that is motivated to work.

Significance of Study

This study is important because the relationships of burnout, job satisfaction, and retention have changes in the nursing profession and the antecedents that contribute to these aspects not well understood. Using the findings based on the analysis of the existing literature and specifying the deficiencies of the current approaches, the study helps to understand the role of the workplace environment and the organizational practices for the status of the nurse. The implications are that the results used to promote modifications that may decrease burnout, increase satisfaction, and retain talented nursing personnel, thereby promoting a healthier working climate. To this extent, this study is important in bringing out solutions to the persisting nursing workforce problems in the face rising health care needs and dearth of staff.

Aim of Study

The objectives of this paper are therefore to review on the trends and patterns associated with burnout, job satisfaction, and retention in nursing. In this review, the study aims at determining factors that affects these aspects of workplace well-being as well as the correlation between the factors. Consequently, the study intends to identify from the existing body of literature proposals for improving organizational climates and decreasing level of burnout and increasing job satisfaction among nurses to help improve their retention and overall workforce stability. This study targets to advance the knowledge and formulations of the strategies and policies that can enhance the health of the nurses and consequently the improvement of the service in the healthcare sector.

Methodology

The focus of this SLR was to assess the status of burnout, job satisfaction, and retention. The prevalence of nursing professionals. This review examined the way different workplace characteristics and organizational policies affected these crucial areas of workplace wellness. The research question concerned reviewing and comparing patterns and trends of burnout, job satisfaction, and retention in nurses as reported in the findings of the studies of the past decade. The review collected papers from Pubmed, CINAHL, and Scopus and established the factors that have led to the concerns of nurse well-being, and workforce retention.

Research Question

Research Question		What are the trends in burnout, job satisfaction, and retention among nursing professionals from 2020 to 2024?
Population	P	Nursing professionals in healthcare settings.
Intervention	I	Workplace interventions, including staffing levels, work environment improvements, and leadership support.
Comparison	C	Settings with and without specific workplace interventions.
Outcome	O	Burnout, job satisfaction, and retention rates.
Timeframe	T	Over the past five years (2020 to 2024).

As the study based on the investigation of the burnout, job satisfaction and retention rates within the group of nursing professionals in healthcare sector for the period of 2020-2024, its research question is as follows: Target sample refers to the nursing professionals in different healthcare setting. The work explores research about workplace practices that targeted at the enhancement of the healthy working of the nurses; that include changes in staff nursing ratio, changes in the working conditions within the workplace, and change in leadership support. These interventions compared using facilities with and without such organizational changes more... These are burnout, job satisfaction and retention of nurses and the trends of the past five years. It also targets relatively recent changes and trends in the nursing workplace and workforce well-being within this period.

Selection Criteria

Inclusion Criteria

- The resultant articles are those published between 2020 and 2024.
- A study concentrating on working nurses in healthcare facilities.
- Research on burn out, job satisfaction and attrition rates in nurses.
- Studies that assess return on investment of various workplace initiatives, employment density, work environment changes, and managerial sponsorship initiatives.
- Original research articles in English available in the peer reviewed journals.
- Both survey and experimental research.

Exclusion Criteria

- The present study does not cover nursing professionals.
- Conducting research from other years apart from those mentioned between 2020 and 2024.
- Research that does not cover burnout, job satisfaction or turnover intention in nurses.
- Articles in other languages the English not be included.
- Such papers include operational documents, non-Non- peer-reviewed papers, grey literature, or opinion papers.
- Research that does not take place in healthcare facilities nor impact health care professional workers' well-being.

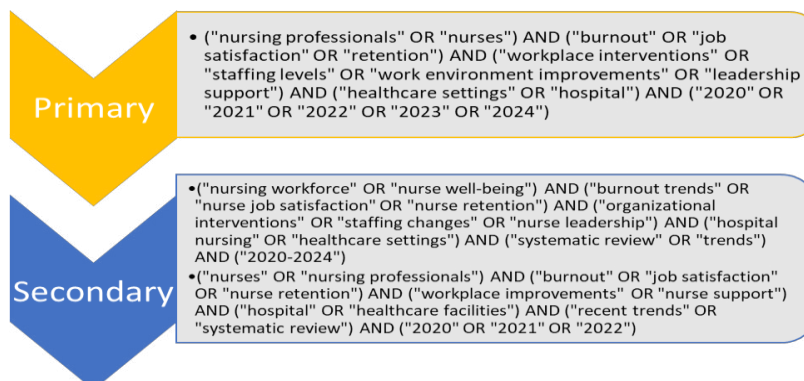
Database Selection:

The identified databases for the present SLR were PubMed, CINAHL, Scopus, and Google Scholar. These databases selected because, according to the information obtained, they contain extensive updating materials related to healthcare, nursing, and other related fields, and provide access to a large number of reliable and reviewed sources. A search of PubMed and CINAHL offered richness of information on nursing and healthcare practices while scope was richer in multidisciplinary research including both qualitative and quantitative designs. Google Scholar was included for the general search and the accessibility of gray literature, conference papers, and other similar documents not available in conventional academic databases.

Data Extracted:

Information from the selected studies comprised variables like; study design, number of participants, population variables, nature of the workplace interventions examples; staffing levels, changes to work environment, leadership support, results in relation to burnout, job satisfaction, and retention rates. More data were also obtained on methodological quality of the studies, the tools or instruments used to assess burnout and job satisfaction and the context, the healthcare setting and the geographical location and the time period of the study. These data were used to make synthesis of the trends as well as to make identification of common patterns of the included studies.

Syntax



The initial keywords goal the studies on nursing professionals, burnout, job satisfaction, and turnover intention, with an emphasis on the workplace interventions and the healthcare organizations from the year 2020 to 2024. The first secondary syntax addresses nurse well-being and organizational interventions together with staffing changes from the year 2020 to 2024. The second secondary syntax deals with work place enhancements support to nurses, and the trends on retention in the health care facilities in the same period. These syntaxes intend to organize appropriate studies of the factors affecting the welfare and stability in nursing workforce.

Literature Search

To accommodate the required types of articles for this systematic review, the search for literature done through a variety of databases encompassing PubMed, CINAHL, Scopus, and Google scholar. Through literature review, research articles, cross-sectional studies and intervention studies that sought to cover a specified time frame of 2020 to 2024 were searched and selected for analysis using the following keywords; nursing professionals, burnout, job satisfaction, retention, interventions, and workplace. The search narrowed down to the following parameters: Nursing, Burnout, Job satisfaction, and Turnover intention where the following limiter applied: A, Peer reviewed only, Human and Animal, Nursing, Healthcare setting. Studies and papers that applied with the criteria for the inclusion chosen in order to present relevant articles only for review.

Table 2: Databases Selection

No	Database	Syntax	Year	No of Researches
1	PubMed	Syntax (Primary) and (Secondary)	1 2020 – 2024	412
2	CINAHL			208
3	Scopus	2		76
4	Google Scholar			12,520

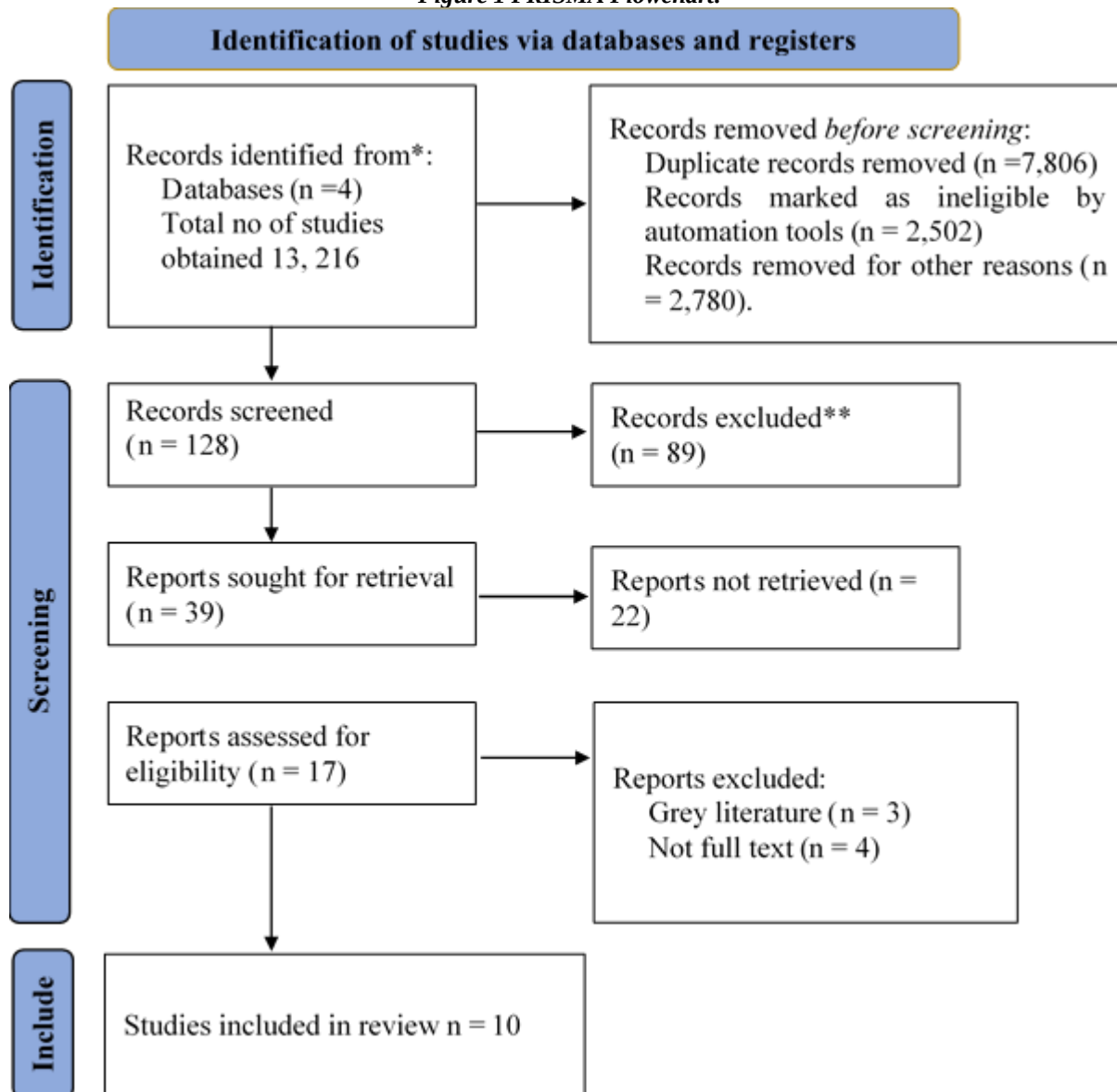
Table 2 illustrates the set of databases, the syntax of the search and the publication years or the selected articles, as well as the total number of articles found. The search was conducted using both primary and secondary syntaxes across four major databases: PubMed, CINAHL, Scopus, and Google Scholar were used to search for articles published between 2010 and 2021. This search returned 412 articles from PubMed, 208 from CINAHL, 76 from scopes and an impressive 12,520 from Google Scholar. The utilization of several databases increased the overall variability and inclusiveness of the search so that the articles of the list included herein were all the studies on burnout, job satisfaction, and attrition among nursing workers published during 2020-2024.

Selection of Studies

The choice of articles to be included in this systematic review done systematically after developing specific criteria of inclusion and exclusion. At first, studies filtered based on titles and abstracts to include nursing professionals, burnout, job satisfaction, and retention in the healthcare organization, and published between 2020 and 2024. The articles then filtered based on their full text and excluded from inclusion if they were not peer reviewed, if they published outside the set period, or if the content was unrelated to the topics of interest. Finally, only the articles that were included into the variety of studies concerning the application of interventions in the workplaces as well as consequences for the nurses' well-being chosen as the objects for the more detailed analysis and the synthesis. To increase the methodological quality assessment of the selected studies, the goals and objectives of the study strictly defined at the selection stage.

In Figure 1 below is our PRISMA flowchart that shows the systematic approach we followed to arrive at the selection of studies for this systematic review. It starts with the specification of the number of records initially searched including those across the databases. These records then filtered using the title and abstract to make sure they are relevant to the frame of reference of the study. In the flowchart, it is easily determined how many studies excluded at one point or the other due to reasons like not fulfilling the inclusion criteria or not conducted within the right period. Last of all, the size of population from full-text articles screened to the number of studies included in the systematic review presented. Thus, the unambiguous and orderly organization of the information provides higher methodological transparency and replicability of the selection of studies.

Figure 1 PRISMA Flowchart:



The next flow diagram following PRISMA 2020 for this systematic review aims at showing the process of identifying research and including relevant studies. From four databases, a preliminary list of 13,216 records was retrieved; out of them, duplicates and ineligible records were excluded. Seven thousand eight hundred and twenty-six duplicate records were excluded and 2,502 records excluded by automation tools were identified as ineligible. Furthermore, other 2,780 records excluded for other reasons such as the studies were not relevant to the topic under consideration. Following the title and abstract filter, 128 full-text articles assessed, and 89 studies did not meet the inclusion criteria. Based thereon, subsequent to the search, 39 reports identified to be in the possession of which 22 were not available. Out of the 17 identified reports, 3 were classified as grey literature while 4 of the remainder did not meet the inclusion criteria at the full-text stage. Therefore, the author of the review selected 10 studies to examine; the choice allowed her to assess only important data. This rigorous approach guarantees that analysis is finally restricted to quality work, closely associated with research questions.

Quality Assessment of Studies

The criteria used in the quality assessment of the studies incorporated in this systematic review were determined based on their methodological quality and relation to the research question. For the purpose of review, these studies considered based on parameters such as sample characteristics, study type, data collection method, and

statistical analysis approach. Every study also assessed for any form of bias as selection bias, reporting bias and conflict of interest among others. By the end, a scoring criterion used to filter out the quality and relevance of the studies included in the final synthesis that meet high standards of scientific evidence. This assessment process designed to improve the reliability and validity of the review to help build a more comprehensive understanding of trends concerning burnout, job satisfaction and retention with nurse professionals.

Table 3: Assessment of the literature quality matrix

#	Author	Are selection studies described and appropriate	the of literature covered and relevant studies	the Does method section all described?	Were findings clearly described?	Quality rating
1	Aiken et al (2023)	Yes	Yes	Yes	Yes	Good
2	Ashraf & Siddiqui (2020)	Yes	Yes	No	Yes	Fair
3	Laws (2022)	Yes	Yes	Yes	Yes	Good
4	Ewen et al (2021)	Yes	Yes	Yes	Yes	Good
5	Sommer et al (2024)	Yes	Yes	Yes	Yes	Good
6	Alkhraishi et al (2023)	Yes	Yes	Yes	Yes	Good
7	Gelencsér et al (2023)	Yes	No	Yes	Yes	Fair
8	Snapp et al (2022)	NO	Yes	Yes	Yes	Good
9	Dreer et al (2024)	Yes	Yes	Yes	Yes	Good
10	Boamah et al (2022)	No	Yes	Yes	Yes	Fair

Table 3 shows the evaluation of the literature quality matrix used in the current review of the included studies. There are several criteria of assessment. For instance, the relevance of the choice of samples, the sample range, the readability of the method section, and the specific section where the findings elicited. Out of the studies, Aiken et al. (2023), Laws (2022), Ewen et al. (2021), Sommer et al. (2024), Alkhraishi et al. (2023), and Dreer et al. (2024) were rated as “Good” in all selected criteria indicating good methodological quality and reporting. However, Ashraf & Siddiqui (2020) and Gelencsér et al. (2023) assigned a “Fair” score in accordance with missing or unclear components in the method segment. Snapp et al. (2022) and Boamah et al. (2022) also considered “Fair” in study selection and reporting. However, both provided useful information. This matrix concerns the quality assessment of included studies and shows the contentious weakness and strength in the conducted researches.

Data Synthesis

Integration and analysis of data in the present systematic review involved the use of the systematic approach wherein results obtained in the selected studies compared and contrasted to establish trends concerning burnout, job satisfaction and retention with the nursing workforce. In accordance with the clinical data, the results compared systematically across the studies as a function of the impact of workplace interventions that included staffing, improvements to the work environment, and leadership. Coded qualitative and quantitative data fused in order to provide a rich understanding of the factors affecting the nurses’ resilience. The present study utilized a thematic approach in order to extract the common themes as well as the results that were obtained in relation to the study objectives based on the different workplace interventions that were examined in the study, and in addition, statistical analysis as a method of establishing the degree and direction of the association between the interventions and the degree to which the intended outcomes were obtained. Data gathered for this synthesis, with an intention of coming up with an overview of positive nursing well-being, possible trends and other practice related factors.

Table 4: Research Matrix

Author, Year	Aim	Research Design	Type of Studies Included	Data Collection Tool	Result	Conclusion	Study Supports Present Study
Aiken, L. H., Lasater, K. B., Sloane, D. M., Pogue, C. A., Rosenbaum, K. E., F., Muir, K. J., ... & US Clinician Wellbeing Study Consortium. (2023)	Investigate physician and nurse well-being, preferred interventions to address burnout, and factors associated with turnover.	Cross-sectional survey	Survey studies on nurse and physician burnout and well-being	Surveys, interviews	Burnout linked to turnover, and preferred interventions improve well-being and patient safety.	Burnout reduction strategies are critical for retention and patient safety.	Supports focus on burnout and retention in nursing.
Ashraf, T., & Siddiqui, D. A. (2020)	Explore the impact of employee engagement on retention, focusing on psychological capital and job satisfaction.	Quantitative research design	Studies on employee engagement, psychological capital, and job satisfaction	Surveys, questionnaires	Engagement enhances retention via well-being and job satisfaction.	Psychological capital and control at work are key for improving retention.	Supports job satisfaction and retention in nursing.
Laws, L. (2022)	Explore the shift from burnout to integrative nurse wellness and retention.	Literature review and case studies	Studies on nurse wellness and burnout	Document analysis	Integrating wellness programs can reduce burnout and enhance retention.	Integrative wellness strategies are vital for reducing burnout and improving retention.	Supports strategies for nurse wellness and retention.
Ewen, C., Jenkins, H., Jackson, C., Jutley-Neilson, J., & Galvin, J. (2021)	Review well-being, job satisfaction, stress, and burnout among speech-language pathologists.	Systematic review	Studies on job satisfaction, burnout, and well-being in healthcare	Literature review	Stress and burnout significantly reduce job satisfaction and well-being.	Stress management interventions are essential to improve satisfaction and well-being.	Supports importance of burnout and stress on job satisfaction in healthcare.
Sommer, D., Wilhelm, S., & Wahl, F. (2024)	Investigate job satisfaction and retention intentions of nurses in southern Germany.	Cross-sectional survey	Studies on job satisfaction and retention in nursing	Surveys	Positive workplace perceptions enhance retention and job satisfaction.	Improving workplace perceptions can enhance retention and job satisfaction.	Directly relevant to nursing job satisfaction and retention.
Alkhraishi, M. Y.,	Examine the role of	Quantitative	Studies on	Surveys,	Burnout impacts	Burnout reduction	Directly

Eivazzadeh, N., & Yeşiltaş, M. (2023)	burnout and job satisfaction in turnover intention among nurses.	study	burnout and turnover intention in healthcare settings	questionnaires	turnover intention, mediated by job satisfaction.	interventions can reduce turnover intention.	supports burnout's role in turnover among nurses.
Gelencsér, M., Szabó-Szentgróti, G., Kőműves, Z. S., & Hollósy-Vadász, G. (2023)	Investigate the impact of workplace well-being factors on employee retention.	Quantitative study	Studies on workplace well-being and retention	Surveys, questionnaires	Positive workplace well-being factors are crucial for retention.	Enhancing well-being factors is essential for employee retention.	Supports the role of workplace well-being in retention.
Snapp, B., McCutcheon, E. W., Moore, T. A., & Teel, D. (2022)	Investigate job satisfaction and mental well-being of neonatal nurse practitioners.	Cross-sectional survey	Studies on job satisfaction and mental well-being of nurses	Surveys	Job satisfaction and mental well-being are key predictors of retention.	Mental well-being interventions improve job satisfaction among nurses.	Relevant to mental well-being in nursing job satisfaction and retention.
Dreer, B. (2024)	Investigate the role of positive emotions in teacher well-being and job satisfaction.	Cross-sectional survey	Studies on well-being and job satisfaction in education	Surveys	Positive emotions correlate with higher job satisfaction and well-being.	Promoting positive emotions in the workplace enhances job satisfaction and well-being.	Supports emotional well-being as a factor in job satisfaction.
Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022)	Explore the effects of work-life interference and burnout on faculty turnover intentions and career satisfaction.	Longitudinal study	Studies on work-life interference, burnout, and turnover intention	Surveys, interviews	Work-life interference and burnout contribute significantly to turnover intention.	Balancing work and life reduces burnout and turnover intention.	Supports work-life balance in retention studies and burnout.

The research matrix provides a clear and systematic view of ten papers providing information on the factors that affect the employees' turnover intention, burnout rate and job satisfaction in various fields, but with a more emphasis on the healthcare and education sectors. Every review presented according to the purpose of the study, the type of research, the type of studies used, data collection instruments, the findings and the conclusion. Taken together these studies stress the importance of burnout decrease, mental health, satisfaction at work, and workplace health to address retention and performance issues. Concretely, several of those investigations do back the usefulness of psychological capital, stress, and emotional well-being training programs to fight burnout and strengthen job satisfaction, all of which are linked to the improvement of retention that is an issue of considerable relevance in nursing and healthcare organizations. Altogether, the conclusions derived from these studies support the present study's multivariate approach to examining the dynamics of burnout, job satisfaction and retention in the context of nursing.

Results

Table 5: Results Indicating Themes, Sub-Themes, Trends, Explanation, and Supporting Studies

Themes	Sub-Themes	Trends	Explanation	Supporting Studies
Burnout and Well-Being	Impact on Job Satisfaction	Burnout reduces job satisfaction and retention	High levels of burnout significantly decrease job satisfaction and increase turnover intention, making retention difficult.	Aiken et al. (2023), Ashraf & Siddiqui (2020), Alkhraishi et al. (2023), Ewen et al. (2021), Sommer et al. (2024)
	Burnout Reduction Interventions	Interventions improve retention and well-being	Strategies such as wellness programs and stress management interventions effectively reduce burnout and improve employee retention.	Aiken et al. (2023), Ashraf & Siddiqui (2020), Laws (2022), Gelencsér et al. (2023)
Job Satisfaction	Impact of Work Environment	Positive workplace perceptions enhance satisfaction	Work environment factors like autonomy, support, and recognition positively influence job satisfaction and retention.	Sommer et al. (2024), Snapp et al. (2022), Gelencsér et al. (2023), Boamah et al. (2022)
	Emotional and Mental Well-Being	Emotional well-being increases job satisfaction	Employees with positive emotions experience higher satisfaction and better job outcomes, leading to improved retention rates.	Dreer (2024), Snapp et al. (2022), Boamah et al. (2022)
Employee Engagement	Role of Psychological Capital	Psychological capital promotes job satisfaction and retention	Psychological capital (hope, optimism, resilience) improves employee engagement, well-being, and retention.	Ashraf & Siddiqui (2020), Alkhraishi et al. (2023)
Work-Life Balance	Work-Life Interference	Interference contributes to burnout and turnover intention	Balancing work and life reduces burnout, lowers stress, and enhances overall job satisfaction, contributing to lower turnover rates.	Boamah et al. (2022), Ewen et al. (2021), Ashraf & Siddiqui (2020)
	Importance of Well-Being Factors	Positive workplace well-being factors are key for retention	A supportive work environment that fosters well-being leads to improved retention and lower turnover rates.	Gelencsér et al. (2023), Aiken et al. (2023), Snapp et al. (2022)
Retention	Interventions to Enhance Retention	Implementing wellness strategies enhances retention	Integrating wellness programs, such as stress management, improves retention by addressing key factors like burnout and emotional well-being.	Laws (2022), Sommer et al. (2024), Aiken et al. (2023), Alkhraishi et al. (2023)

From the analysis of results from the selected studies, burnout, job satisfaction, and well-being seen to be the major antecedents of intended turnover in the workplace, especially in the health and education sectors. This is where the problem of retention arises since burnout is associated with low job satisfaction, and high turnover intentions. But, interventions which target burnout such as wellness programs and stress management techniques have been shown reduce both burnout and turnover. Organizational workplace factors such as autonomy, organizational support, and recognition improve organizational commitment, job satisfaction and hence minimize turnover. Moreover, the concepts that have the potentially most significant positive impact on job satisfaction and retention are well-being, and psychological capital comprising hope, optimism, resilience. Improve work-life balance, ramp down stress levels as a way of reducing burnout and turnover while enhancing well-being factors transforms the workplace and is a sure way of enhancing retention. The latter shows that wellness and mental health promotions are therefore important for the purpose of employee retention and increase of job satisfaction.

Discussion

Taken together, the works make it possible to emphasize the significant effect of burnout and the state of well-being on job satisfaction and the level of turnover in healthcare and education. Aiken et al. (2023) and Ashraf & Siddiqui (2020) argue that burnout leads to decreased job satisfaction that increase turnover intention. Ewen Et.al (2021) also Conduct a further analysis of this relationship; in translating that, burnout and Stress amplify a decrease in job satisfaction and retention among healthcare staff. Altogether, these results enforce prospects' negative impact of burnout for emotions of employees as well as their organizational commitment. As they found that burnout is related to high turnover intention, it is high time that organizations work to reduce this problem to increase retention levels and stability within organizations. The findings showing the inverted U-shape relationship between burnout and job satisfaction enhance understanding of the extent to which organizations must seek efficient interventions to address burnout and promote employees' well-being as a route to increasing retention.

One of the interventions identified across the studies is the promotion of wellness programs meant to reduce burnout and improve employees' health. As stated by Aiken et al. (2023) and Laws (2022) stress management techniques and other wellness initiatives are ought to adopt to reduce burning out teeth and retain the employees. These programs equip the employees with what they can use to tackle stress hence minimize the effects of burnout on job satisfaction and turnover intention. Similarly, Gelencsér et al. (2023) remind us that as organizational work-witness factors, mental health support is a critical factor for decreasing burnout and turnover intention. These presented results corroborate with the study of Ashraf & Siddiqui (2020) regarding to the viewpoint of psychological capital (hope, optimism and resilience) where they have suggested for enhancing the rate of employee engagement having positive work environment and to reduce turnover. Wellness interventions hence address not only the emotional and mental health of the employee but also strengthen the employee for the job that they have to do.

Wellness programs considered to among the most important means of retaining employees but that is not all; the work environment is also determinative factors when it comes to job satisfaction and turnover rates. Similarly, in their studies Sommer et al, (2024) and Snapp et al(2022) posit that employee's positive perception of workplace significantly correlates with positive attitude toward work. This stream of research postulates that when people provided with organizational care and feel appreciated in their responsibilities, they are more likely to retain at the company. It is the organizational climate that is the antecedent of employee satisfaction, and a favorable organizational climate helps influence commitment, satisfaction and organizational health of employees. Out of the four organizational factors revealed to determine job satisfaction and retention, leadership support, career advancement, and public recognition positively affect an employee's choice to remain with the company. It is, therefore, important for any workplace to consider these factors improve on the employees' retention rate and evaluate the impact that burnout has in an organization. These works imply that greater retention and happier employees achieved through strategies of improving the work environment.

Work attitude and mental health appear as the key demographical variables affecting job satisfaction and turnover intention. Snapp et al. (2022), similarly, Dreer (2024) confirms rationality of job satisfaction through positive impact of emotional well-being. , workers with positive feelings in their workplace have higher tendencies of reporting of high satisfaction in the jobs they do leading to better employment results and higher retention rates. This also confirmed by Boamah et al., (2022) who also confirm that emotion and job satisfaction are significant factors that affects retention. The job satisfaction boosted by showing positive emotions that keep the employees tuned with the goals of the organization, and thus they are not willing to change their employers. These investigations indicate that the support for positive emotional experience should be on the agenda of organizations that aim to enhance the level of organizational commitment and to minimize the rates of voluntary turnover. Proactivity interventions like offering psychic care and enhancing relationship enhancement on the workplace enhance staff satisfaction and staff retention.

Another factor that found in the reviewed studies is work-life balance as a direct antecedent to burnout and turnover intention. Boamah et al. (2022)) & Ewen et al. (2021) describe how work-life interference as a factor can bring about burnout & turnover intent. Those employees who deal with work and family conflict are likely to experience that their stress level and work burnout will rise. This consequently results to higher turnover intention or dissatisfaction with their jobs. Ashraf & Siddiqui (2020) do the same in their work supporting that efficient work-life balance management decreases the levels of stress, increases the levels of job satisfaction and thus has positive effects on retention rates. As much as employees expected to work, there is always an aspect that work-life balance is highly essential because organizations reap from a healthy workforce, productivity being one of them. Some of the beneficial strategies are work-life programmes that make it easier for the organization to discourage burnout and decrease measures of job satisfaction and turnover. These outcomes support the thinking about the need for work and life conditions as significant elements. In both enhancing the quality of people's lives and achieving long-term organizational stability.

Lastly, as Gelencsér et al. (2023) and Aiken et al. (2023) note, retention focused on the well-being factors is important because it has positive organizational well-being, which includes mental health support, stress management, and a favorable organizational culture. In other words, when organizations focus on the welfare of their employees in the workplace, there will be less turnover and a better and happier workforce. These studies indicate that organizations need to redefine working conditions as one of the most significant organizational priorities to address in overall employee satisfaction but not only for the reasons of long-term staff turnover. Promoting employee's welfare results in productivity as satisfied people produces better results for the company hence increases performance while reducing staff working capacity. The current evidence underscores the importance of a multi-faceted model of employee's well-being, involving the emotional and mental health, work-life balance, and organizational support.

Overall, the findings in the research highlight the need to tackle burnout as well as to enhance prevention of staff un-wellness and offering favorable interventions for enhancing work satisfaction and retention. From wellness programs, enhancing the working conditions, positive emotional health and work life balance organizations can improve the satisfaction and declining the turnover of their employees. Based on the available evidence from such studies, it becomes apparent that the notions of 'employee retention' are not synonymous to 'employee remuneration' – rather, they are our collective duty to ensure the optimally healthy environments where employees would receive every vouch safe to develop themselves to the very best of their potential. Through the management of these factors, organizations deepen their understanding of their employees, engage in meaningful ways that promote health, satisfy job roles and needs, and build a stable workforce thereby increasing retention levels as well as productivity.

Future Direction

Another subject of research is the timeline impact of WP on burnout and turnover rates. More studies should be dedicated to comparing the influences of several interventions in the industry as well as the impact that varies for different organizational climates. In addition, more studies could be useful in examining other aspects of person's life that can affect their burnout and job satisfaction at work, for example, family responsibilities and position of a candidate at the workplace. Research should also look into how technological developments may help lessen burnout including Pro activity wellness apps and virtual mental health services as well as the impact of leadership on the health and wellbeing of employees.

Limitations

However, the present systematic review has some limitations; these are the cross-sectional studies and most of the data is based on self-report, confounding the results, as people are likely to give faulty information on issues like burn out and job satisfaction. Moreover, the results of the majority of the studies are cross-sectional, which does not allow one to establish the connection between interventions and outcomes. Further, health care sector may dominant most of the research leading to the restricted generalizability of the results to other sectors of work place. Future research should focus on increasing the generalizability of the results in terms of demographics and time because the present study is limited to a relatively small, homogeneous sample and a short period.

Conclusion

The results of the selected studies put weight on burnout, well-being, and job satisfaction as essential factors for turnover in all organizations. Workplace wellness programs, modifications in workplace conditions, and other techniques to promote a balance between work/leisure are important in the prevention of burnout and in the promotion of job satisfaction.. Nevertheless, all these studies demonstrate the importance of proper attitude from organizations towards their employees as a factor that promotes the long-term retention only and organizational

success. By considering these factors, an organization can help create a healthier and more engaged workforce that in turns means high productivity rates and less turnover.

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