



Influence Of Organisational Climate On Job Satisfaction And Intention To Stay

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Abstract

The healthcare industry across the globe is facing severe workforce shortage which is only likely to increase in future. India would need at least 4.3 million nurses by 2024 owing to its large population, increasing incidence of disease and people needing medical needs. Climatic factors like supportive work culture, working conditions, justified work distribution, transparency etc. affect employee satisfaction.

It is believed that the majority of the challenges faced by the Indian healthcare can be addressed through organisational climate. This research aims to study the influence of organisational climate on job satisfaction and intention to stay of nursing staff.

Researcher surveyed 285 nursing professionals working at Maharaja Agrasen Hospital, Punjabi Bagh and Dwarka, India. Findings of the study established a direct and statistically significant link between organisational climate and both job satisfaction and nurse's intention to stay. Also, factors other than organisational climate also affected job satisfaction and intention to leave. Findings of this research were similar to findings of several of the previous researchers.

Further research is needed to identify other factors which might influence job satisfaction and intention to stay.

Introduction

Healthcare industry is one of the most basic and critical infrastructures for any country which directly impact its social and economic performance (Al Maqbali, 2015). According to KPMG (2022), the Indian healthcare sector is likely to increase from \$110 billion in 2019 to \$372 billion in 2022 with an CGAR of 22%. In India context, the healthcare sector is one of the largest employers providing employment to over 4.7 million workers as on 2021 (Deloitte, 2022). Largely, this increased demand for healthcare is attributed to factors like increasing income, higher expectations, increased healthcare awareness and increasing incidence of disease due to changing lifestyle (Chien & Yick, 2016).

According to Flinkman et al. (2013), the healthcare industry across the globe is facing severe workforce shortage which is only likely to increase in future. Lu et al. (2019) further argue that nursing staff is the backbone of the healthcare delivery mechanism. While the job of doctor is largely consulting (diagnostic and treatment), the nursing staff is the caregiver. The valuable contribution of the nursing staff cannot and should not be ignored. Compared to the recommended WHO standard of 3 nurses per 1000 people, India has only 1.7 nurses. According to an estimate by Pradhan (2020), India would need at least 4.3 million nurses by 2024 owing to its large population, increasing incidence of disease and people needing medical needs.

Scholars like Burns (2014) and Ellangovan (2021) have highlighted the need for investment in nursing and midwifery profession to ensure adequate supply of nursing staff in India and globe. Researchers like Nutsugah (2021) and Heinen et al. (2013) have direct linkage between organisational climate and job satisfaction among the nursing staff. It has been noted that climatic factors like supportive work culture, working conditions, justified work distribution, transparency etc. affect employee satisfaction (Raziq & Maulabakhsh, 2015; Bhaskar & Ashok, 2012; Alotaibi et al., 2016).

Han et al. (2015) further notes low salary and increasing expectations as another factors causing dissatisfaction among the nursing staff. Stress and burnout among the nursing is becoming a global concern because of its adverse impact on employee turnover (Chien & Yick, 2016), attrition and absenteeism (Wolff et al., 2021). The nursing staff is known to face professional hardships like changing roles (Van Bogaert et al., 2010), increasing workload (Meeusen et al., 2011), insufficient growth opportunities (Kocaman, 2016), unsupportive work culture (Gök and Kocaman, 2011) and so on.

Wolff et al., (2021) further argue that dissatisfaction among employees is likely to not only affect employee retention but also the quality of healthcare by adversely affecting employee commitment to work. Sudrajat et al. (2021) who studied the nursing staff working in Indian private and public sector organisations found that 63% of the surveyed respondents were not satisfied with their present employment.

Labrague et al. (2018) further argues that nursing profession has a long learning curve. High employee turnover can adversely affect the quality of healthcare. At the same time, Judge et al. (2020) noted the signs of stress and burnout among nursing staff due to work overload, unsupported or disconnected culture and lack of growth opportunities. It is further argued that nursing staff are looking for better employment opportunities abroad further promoting workforce shortage in Indian healthcare (Burns, 2014).

According to Nantsupawat et al. (2017), majority of the challenges faced by the Indian healthcare can be addressed through organisational climate. Organisational climate is often considered a reflection of the importance given by the management to the employee needs and expectations. While an open, transparent and supportive climate promotes job satisfaction and intention to stay, an opposite one can effectively lead to problems like high employee turnover, low commitment and poor quality of work (Bhaskar & Ashok, 2014).

It is argued that the nursing staff needs to be satisfied, motivated and retained to counter the ongoing problem of workforce shortage. The leaders need to introspect into management practices to improve organisational climate and minimise employee turnover (Chien & Yick, 2016).

This research aims to study the influence of organisational climate on job satisfaction and intention to stay of nursing staff.

Literature Review

State of Nursing Staff

Indian healthcare system comprises of three sectors namely primary, secondary and tertiary sectors. The tertiary healthcare sector includes both the institutions providing specialised healthcare facilities like and those engaged in medical education and research (Pradhan, 2020). In a developing country like India with the world's largest population, the healthcare sector plays a critical role. As the demand for healthcare services increases, industry experts are optimistic about its tremendous potential.

At the same time, the high employee turnover among nursing staff has generated concern among healthcare researchers, scholars and industry experts. The high turnover is expected to adversely affect the quality of healthcare (Flinkman, Leino-Kilpi & Salanterä, 2010; Hyrkas & Morton, 2013; Meeusen et al., 2011) and a possible shortage of workforce in near future (Murrells et al., 2008; Banaszak-Holl & Hines, 1996). Researchers like Applebaum et al. (2010) and Cowin et al. (2008) have further argued that the workforce shortage is a global problem spanning across countries and industries.

Nutsugah (2021) noted workforce shortage as both the cause and effect of workforce dissatisfaction. The ongoing shortage of workforce is increasing the workload upon the nursing staff which is further creating stress and anxiety among them causing them to leave their present employer or look for better employment. Gebregziabher et al. (2020) further noted that the increased stress among nursing staff is causing them to prematurely leave their profession and further deteriorating the workforce shortage.

Organisational Climate

According to Barbera (2014), organisational climate refers to the characteristic features which are observed in its culture over a reasonably long time-span. Poikkeus et al. (2020), on the other hand, describe climate as the one which distinguishes itself with other. Researchers like Joshi (2018), Balakrishnan & Raman (2020), Ghafoor & Haar (2020) and Qi et al. (2020) have studied features which make the organisational climate and identified factors like organisational structure, worker support, reward, leadership, growth and development, resource adequacy and so on.

Researchers like Latif (2010), Balakrishnan & Raman (2020) and Ghafoor & Haar (2020) have studied organisational climate and asserted its direct impact on employee performance. It has been argued that the employee becomes a part of the organisational system as soon as he/she joins it and the climate under which he/she works affects his job satisfaction, motivation and performance.

Swanburg and Swansburg (2002) identified six features namely organisational structure, responsibility, reward and recognition, standard, support, and commitment. These are the factors used in this research to evaluate the organisational climate of the organisations researched.

Job Satisfaction

According to Mullins (2002), job satisfaction is one's attitude towards work and represents one's feelings towards and the state-of-mind at the workplace. According to Ndulue and Ekechukwu (2016), the job satisfaction (or otherwise) affects his/her motivation, commitment and perception towards the work itself. Al-Haroon & Al- Qahtani (2020) studied job satisfaction in context of healthcare sector and observed that nurse's job dissatisfaction can directly impact the quality of nursing care and hence, healthcare. Kangas et al. (1999) found a direct linkage between nurse's job satisfaction and patient satisfaction. Other researchers like Buchan and Calman (2005), Latif (2010) and Mrayyan (2006) found evidence suggesting a direct correlation between job satisfaction and employee retention, turnover, quality of care and intention to leave.

Researchers like Sengin (2003), Seo et al. (2004), Stamps (1997), Shevchuk et al. (2019), Ingersoll et al. (2002), Qi et al. (2020), Agarwal (2019) and so on have identified factors like interactions, payment, task requirements, hospital policies, autonomy, professional status and several others. The mentioned six factors have been used to determine the job satisfaction of the respondents.

Intention to Stay

Hallaran et al. (2021) questions the understanding of the ongoing shortage of workforce due to complexity multiple and interactive forces affecting employee job satisfaction, their performance and intention to stay. It is argued that usually nursing shortage is often associated with financial rewards ignoring the role played by other factors like job satisfaction, employee stress, work culture, organisational climate and so on.

Researchers like Al Zamel et al. (2020) and Lee et al. (2020) noted in their study that work overload, managerial insensitivity, lack of autonomy and other such factors lead to nurses intending to leave their present employer. Some like Albougami et al. (2020) further noted nurses prematurely leaving their profession due to adverse organisational policies, insensitive management and non-supportive managerial support.

Chang et al. (2019) studied the impact of organisational climate on nurse's commitment towards employers and found evidence of a direct link between the two factors. Al Momani (2017) is of the opinion that to effectively resolve the problem of nursing shortage, one needs to understand the components of organisational climate and how these factors affect employee performance, motivation and their intention to leave.

At the same time, some like Dousin et al. (2021) believe that nursing shortage is likely to become a greater challenge in times to come given the increasing demand for healthcare services, aging population and apparent reluctance of the organisations to acknowledge and resolve employee issues. Chen et al. (2019) further this argument and maintain that the problem is relatively the same across different industries and countries however, the nursing shortage is typical as it involves life-and-death situation.

This research is dedicated to determine how organisational climate affects employee satisfaction and their intention to leave in context of Indian nursing staff.

Research Aim and Objectives

Research Aim

The aim of this research is to study the influence of organisational climate on job satisfaction and intention to stay of nursing staff.

Research Objectives

Based on the research aim, the following research objectives have been decided:

- a. To assess the relationship between 'Organisational Climate' with 'Job Satisfaction' of nursing staff.
- b. To assess the relationship between 'Organisational Climate' with 'Intention to Stay' of nursing staff.
- c. To assess the relationship between 'Job Satisfaction' with 'Intention to Stay' of nursing staff.

Research Methodology

Research Design: The researcher adopted positivism philosophy to ensure that the findings are free from personal bias of the researcher and are strictly based on statistical evidence. Since the research needed to prove the influence of organisational climate upon job satisfaction and employee's intention to leave, this research uses deductive approach to draw interpretations.

Sampling: Using random sampling method, the researcher collected responses from 285 nurses working at Maharaja Agrasen Hospital, Punjabi Bagh and Dwarka, New Delhi, India. 262 nurses participated from the Punjabi Bagh branch while 23 participants gave their responses from the Dwarka Branch.

Data Collection Tool: The data was collected from the respondents using structured questionnaire. The questionnaire was broadly divided into four sections namely demography, organisational climate, job satisfaction and intention to stay. Each section contained questions or statements seeking respondent's views. Likert's scale was used to determine the degree of respondent's agreement or disagreement to the statements.

Theoretical construct: Four constructs were built and studied namely background variables, organisational climate, job satisfaction and intention to stay. The background variable consisted of the demographic profile while the other three variables were assessed using statements seeking response on Likert's scale.

Analysis and Interpretation

The responses collected from the 285 respondents were manually checked, coded and entered into MS Excel software. The data thus organised was then fed into Statistical Package for Social Sciences (SPSS) for further processing and analysis. The results obtained were tabulated and used for interpretation. The important findings of this research are discussed below:

Frequency Distribution

As can be seen in the Table 1 below, the mean age of the sample size was 29.29 years with present work experience of 4 years and total work experience of 5 years. An average nursing staff travelled nearly 17.18 kilometres from his/her residence to work at the hospital.

Table 1: Demographics of the Sample Size

Parameter	Mean	Standard Deviation
AGE	29.29Yr	5.952
Present Exp (PEXP)	4.088Yr	3.997
Total Exp (TEXP)	5.537Yr	5.612
Distance (DIS)	17.18KM	15.79

Relationship between Organisational Climate, Job Satisfaction and Intention to Stay

This researcher applied Pearson Correlation method to determine the relationship between three different variables namely organisational climate, job satisfaction and intention to stay. Findings of the analysis are presented in Table 2.

		OCF1	OCF2	JSF1	JSF2	JSF3	AIT5	OOC	OJF
OCF1	Pearson Correlation	1	-.458**	.707**	.662**	-.334**	.462**	.875**	.730**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	285	285	285	285	285	285	285	285
OCF2	Pearson Correlation	-.458**	1	-.442**	-.304**	.243**	-.162**	.029	-.397**
	Sig. (2-tailed)	.000		.000	.000	.000	.006	.627	.000
	N	285	285	285	285	285	285	285	285
JSF1	Pearson Correlation	.707**	-.442**	1	.555**	-.163**	.409**	.555**	.914**
	Sig. (2-tailed)	.000	.000		.000	.006	.000	.000	.000
	N	285	285	285	285	285	285	285	285
JSF2	Pearson Correlation	.662**	-.304**	.555**	1	-.253**	.413**	.579**	.803**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	285	285	285	285	285	285	285	285
JSF3	Pearson Correlation	-.334**	.243**	-.163**	-.253**	1	-.076	-.244**	-.031
	Sig. (2-tailed)	.000	.000	.006	.000		.202	.000	.606
	N	285	285	285	285	285	285	285	285
AIT5	Pearson Correlation	.462**	-.162**	.409**	.413**	-.076	1	.431**	.460**
	Sig. (2-tailed)	.000	.006	.000	.000	.202		.000	.000
	N	285	285	285	285	285	285	285	285
OOC	Pearson Correlation	.875**	.029	.555**	.579**	-.244**	.431**	1	.605**
	Sig. (2-tailed)	.000	.627	.000	.000	.000	.000		.000
	N	285	285	285	285	285	285	285	285
OJF	Pearson Correlation	.730**	-.397**	.914**	.803**	-.031	.460**	.605**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.606	.000	.000	
	N	285	285	285	285	285	285	285	285

Table 2: Correlation Analysis

As can be seen in the table above, the correlation coefficient for overall organisational climate (OOC) and the overall job satisfaction (OJF) came out to be positive. Indicating a positive and significant correlation between the two variables. This clearly indicates that a positive employee perception of organisational climate improves employee job satisfaction or that a positive organisational climate improves employee job satisfaction.

Similarly, it can also be seen in the table above that the correlation coefficients of OCC and employee intention to stay (AIT5) were also positive. This simply indicates that the OCC is positively and significantly correlated with employee's intention to stay. Based on these findings, it is interpreted that a positive organisation climate shall promote employee's intention to stay and hence, employee retention.

Regression Analysis Between Organisational Climate, Job Satisfaction and Intention to Stay

This researcher applied simple linear regression using adjusted squared method to determine the predictability of the relationship established through Pearson correlation. Here, the organisational climate (OCC) was taken as independent variable while job satisfaction (OJS) and intention to stay (AIT5) were taken as dependent variables to test their predictability. Findings of the analysis were as follows

Organisational Climate (OCC) as Independent Variable & Overall Job Satisfaction (OJS)

As can be seen in the table 3 below, the adjusted squared method resulted in R score as 0.734 while the R^2 value came out to be 0.539. According to this method, the value of R^2 ranges between 0 and 1. The higher value (closer to 1) is indicative of a strong relationship between the predictor variable and response variable. In this case, the R^2 value being 0.539 indicates a statistically significant relationship between the predictor variable (OCC) and the response variable (OJS). At the same time, the R value of the relationship between OCC and OJS came out to be 0.734 suggesting that factors other than OCC may also be influencing OJS. Hence, while other factors may have been influencing OJS, OCC emerged as one statically significant factor influencing OJS. The adjusted R square value for the two variables came out to be 0.535 showing that the OJS is affected by OCC to the extent of 54% and also that factors other than OCC also influence variation in the OJS.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.539	.535	.2547

Table 3: Model Summary

ANOVA test was also conducted on the two variables, the findings of which can be seen in the table 4. As can be seen in the table below, the ANOVA value of 0.000 signifies that the dependence of the OJS over OCC as a predicting variable is significant.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.351	2	10.675	164.626	.000 ^b
	Residual	18.287	282	.065		
	Total	39.638	284			

Table 4: ANOVA test of relationship between OCC and OJS.

Overall, it can be said that OCC is a significant variable predicting OJS. This is an important evidence proving the direct and statistically significant influence of overall organisational climate on employee job satisfaction.

Organisational Climate (OCC) as Independent Variable & Intention to Stay (AITS)

To determine the predictability of the organisational climate (OCC) in determining employee intention to stay (AITS), this researcher applied R squared method and ANOVA. The findings of the analysis are described in tables 5 and 6.

As can be seen in the table 5 below, the adjusted R^2 value for the relationship between OCC as independent variable and AITS as a dependent variable came out to be 0.217. It shows that the OCC is a statistically significant predictor of ATIS. It can also be interpreted from the finding that OCC is a statistically significant predictor and can explain the variations in AITS to the extent of 22%. This means that factors other than OCC are also at play influencing AITS.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466 ^a	.217	.211	.3236

Table 5: Adjusted Squared findings for OCC and AITS.

The ANOVA analysis of the two variables, the OCC and AITS, as shown in the table six gives out a value of 0.000. This clearly shows that the influence of OCC as a predictor of AITS is statistically significant.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	21.351	2	10.675	164.626	.000 ^b
	Residual	18.287	282	.065		
	Total	39.638	284			

Table 6: ANOVA findings between OCC and AITS.

The OCC was calculated separately for the two branches of Maharaja Agrasen Hospital (OCF1 and OCF 2). Hence, the influence of OCF1 and OCF 2 were also compared from their influence on AITS. The results showed a significance value of 0.000 (See Table 7).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.398	.135		10.322	.000
	OCF1	.484	.032	.694	15.254	.000
	OCF2	-.046	.026	-.080	-1.755	.080

Table 7: The influence of OCF1 and OCF2 on AITS.

Influence of Job Satisfaction on Intention to Stay

With job satisfaction (OJS) as an independent factor, its influence on employee intention to stay (AITS) was also evaluated using R squared method and ANOVA. The findings of the analysis can be found in table 8 and 9.

As can be seen in table 8 below, the value of adjusted R square came out to be 0.218 which shows the influence of OJS on AITS is statistically significant. The score of 0.218 also indicated that while OJS influences AITS, there are other factors influencing AITS. The influence of OJS on AITS is said to be 22%.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 ^a	.218	.210	.3238

Table 8: R Squared method Analysis of OJS and AITS.

The ANOVA score for this set of variables gave out a score of 0.000 confirming statistically relationship between them (Table 9). It is interpreted here that a change in job satisfaction shall influence AITS in the organisation.

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	8.238	3	2.746	26.187	.000 ^b
Residual	29.468	281	.105		
Total	37.706	284			

Table 9: ANOVA analysis of the influence of OJS on AITS.

Discussion

The results obtained from the primary data analysis clearly showed evidence that the organisational climate (OCC) influenced both the job satisfaction (OJS) and employee's intention to stay (AITS). The results of Pearson correlation coefficient showed a strong and statistically significant relationship between OCC, OJS and AITS. The correlation coefficient for OCC and AITS was 0.431 while that of OCC and OJS was 0.605. The positive value of the two coefficients showed that an improvement in OCC is likely to improve both OJS and AITS. Simply put, it can be argued that if the healthcare organisations could improve their organisational climate, the nursing staff shall not only be more satisfied but also is likely to stay for long.

The regression analysis using R square method was used to determine the strength of the relationship between the different coefficient. The results showed that the relationships established using Pearson correlation were strong and statistically significant.

The ANOVA scores for all the three sets of data were 0.000 evidencing the strength of their relationships. It can clearly be argued here that OCC has a direct and statistically significant influence on both OJS and AITS. The results confirmed with the findings of previous researchers like Adriaenssens et al. (2017), Loh et al. (2019) and Smith et al. (2018) who found evidence of a direct relationship between OCC and employee job satisfaction.

The R square values for three relationships namely OCC (Predictor) and OJS (Response), OCC (Predictor) and AITS (Response) and OJS (Predictor) and AITS (Response). The R square scores for all of them showed a statistically strong relationship however, the predictability contribution to each of the outcome were different. For instance, OCC contribution as predictor for OJS was 54% while that for AITS was 22%. At the same time, it is also worth mentioning here that OCC was not the only factor affecting OJS or AITS.

Conclusion

Healthcare sector holds a special place for any country both from social and economic perspective (Al Maqbali, 2015). But, at the same time, this sector is facing problems as the demand for healthcare services increase due to several reasons. The increasing population, aging population, changing lifestyle and increasing health awareness are some such factors (OECD, 2013). According to Deloitte (2022), while the demand for healthcare services is increased, the supply still remain shortage.

According to Wolff et al. (2021), the ongoing workforce shortage is causing stress, anxiety and burnout among the nursing staff as they are the ones at the forefront of delivering healthcare

services. This stress and anxiety are causing the nursing staff to prematurely leave their profession leading to workforce shortage in healthcare section.

Nutsugah (2021) noted a two-way relationship between work load and workforce shortage. While workload is causing employees to leave due to stress and work-burden, the workforce shortage is increasing workload upon the nursing staff.

Several researchers like Tsukamoto et al. (2019), Shaffer & Curtin (2020), Loh et al. (2019), Antwi and Bowblis (2018) and so on have studied nursing workforce shortage for factors causing it. Several factors like organisational policies, autonomy, leadership, organisational culture, hierarchical structure and so on.

This research started with an aim to determine the influence of organisational climate on the job satisfaction and employee's intention to stay. Responses from 285 nursing staff working at Maharaja Agrasen Hospital, Punjabi Bagh and Dwarka branches. The responses received were analysed using statistical tools like Pearson correlation, regression analysis R square method and ANOVA.

The findings showed that the organisational climate is directly correlated with both job satisfaction and intention to stay. At the same time, factors other than organisational climate also affected job satisfaction and intention to stay as organisational climate was only partly influenced them.

The findings confirmed with findings of most of the previous researchers in the area. At the same time, the observation that organisational climate is not the only factor influencing job satisfaction and intention to stay demands further research in this area identifying other factors affecting job satisfaction and intention to stay.

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