

Positive Work Environment in Nursing: Components and Strategies

Abstract

While sufficient infrastructure, materials, and resources are necessary for the provision of sustainable healthcare, the key factor in delivering these services is people. The most important resource for meeting human needs in healthcare is the workforce. To enhance the productivity of nurses, who represent the largest segment of the hospital healthcare workforce, it is essential to improve their work environment. The inadequacy of the nursing work environment is a global issue and poses a significant challenge to the delivery of quality healthcare services. The fact that quality care and positive patient outcomes are largely dependent on effective nursing highlights the importance of improving nurses' work environments. Particularly during the pandemic, the need for a positive work environment in nursing has become a timely and critical issue for healthcare quality, safety, and institutional success. This review offers recommendations for nurse leaders and institutions to support the development of a positive work environment.

Keywords: Components, nursing, positive work environment, strategies

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Introduction

During the Coronavirus Disease 2019 [COVID-19] pandemic, which had a global impact, there was a notable increase in nurse recruitment. However, this was accompanied by a significant rise in nurses leaving the profession and the migration of experienced nurses from their home countries.¹ The World Health Organization (WHO) estimates a global shortage of 13 million nurses and warns that this situation may worsen due to the aging population.² A report from the United Kingdom revealed that the National Health Service had approximately 40,000 vacant nursing positions, and 36% of the current workforce was considering leaving their jobs in 2021.³ Issues such as healthcare workforce shortages, high staff turnover rates, increased nurse migration, and departures from the profession are considered indicators of inadequate work environments in healthcare services.⁴ A study evaluating nursing work environments⁵ found that negative mental health outcomes, such as post-traumatic stress disorder, anxiety, depression, and high emotional exhaustion, were more prevalent in nursing settings. In contrast, organizational support, preparedness, workplace safety, and access to supplies and resources were reported at lower levels. These findings have brought existing problems in nurses' work environments into sharper focus.

Nursing work environments encompass organizational features that support professional nursing practice. These include nurses' relationships with management and other professionals, their involvement in institutional decision-making, their participation in quality improvement, as well as staffing levels and the availability of patient care resources.⁶ A meta-analysis highlighting the importance of the work environment for nurses' well-being found that nurses working in better environments were 28–32% less likely to experience job dissatisfaction, burnout, or intentions to leave their positions.⁶ Nurses, as the backbone of the healthcare system, require supportive, safe, and positive work environments. According to the International Council of Nurses (ICN), a positive work environment is defined as "settings that specifically ensure the health, safety, and personal well-being of staff, support high-quality patient care, and enhance the motivation, productivity, and performance of both individuals and organizations."¹ Research shows that positive work environments reduce hospital-acquired infection rates,⁷ hospital mortality,⁸ readmissions,⁹ missed nursing care,¹⁰ and adverse events.¹¹ A systematic review examining nurse retention strategies¹² revealed that nurses are most influenced by workplace characteristics. Specifically, creating a positive work environment, characterized by collaboration, teamwork, work-life balance, fairness, flexibility, support, and opportunities for professional development, has been identified as an effective strategy for retaining nurses. Furthermore, having nurse managers who embody and lead with these qualities helps nurses feel secure and supported.¹³

The development and maintenance of strategies by nurse leaders to create a positive work environment is a multifaceted process. These strategies are implemented across various levels of the healthcare system and involve a wide range of stakeholders, including government bodies, institutions, organizations, and nursing services management. The role modeling demonstrated by nurse leaders is essential in promoting, sustaining, and encouraging participation in positive work environments.¹⁴ By adopting flexible and supportive leadership qualities, nurse leaders can implement strategies to enhance teamwork, establish shared visions and goals, organize training sessions to empower themselves and their teams, and support various nursing roles. Additionally, organizing educational activities to define the components of a positive work environment and raising awareness among all staff members are crucial steps.¹⁵ Ensuring the participation of nurses in hospital management and policy-making

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processes, contributing to research that emphasizes the importance of positive work environments, and sharing research findings with hospital administrators can further strengthen the impact of these strategies. Moreover, hospital management can support the sustainability of these efforts by implementing practices that recognize and reward employees who contribute to a positive work environment and achieve favorable outcomes.¹⁶ In this context, delivering high-quality healthcare and achieving positive nursing outcomes require both a supportive work environment and leaders who actively foster such conditions. This review aims to contribute to the national literature and promote the development of positive work environments in nursing.

The Concept of a Positive Work Environment

The literature on nursing work environments has expanded in recent years, underscoring the growing importance of the concept of a "Positive Work Environment." This concept is broadly defined as a setting that is "safe, empowering, and satisfying."¹⁷ According to Pereira et al.,¹⁴ a positive work environment is "a setting conducive to high-quality care, one that supports professionals, involves them in decision-making processes, promotes collaboration and effective communication, supports autonomy and professional development, and is grounded in the core principles of nursing and the best available evidence." Similarly, the Registered Nurses' Association of Ontario¹⁸ describes it as "a practice setting that maximizes the health and well-being of professional nurses, enhances patient outcomes and satisfaction, improves institutional performance, and positively impacts societal outcomes." A positive work environment encompasses key elements such as a patient-centered culture, strong leadership, autonomy, supportive managers and colleagues, teamwork, and both structural and psychological empowerment.⁴ Achieving this type of environment requires dynamic collaboration among healthcare professionals, shared governance, and active participation in decision-making processes that promote safe and high-quality care.¹⁵ Positive work environments support employee well-being, foster excellence at both individual and organizational levels, and promote decent working conditions.¹⁹ They also safeguard employee health and safety, enhance the quality of patient care, and improve overall satisfaction and productivity for both individuals and organizations.¹² A study conducted among nurses found a positive relationship between satisfaction with work environment factors, such as benefits, support, respect, and safety, and healthy lifestyle behaviors and overall well-being.²⁰

A positive work environment yields significant benefits not only for nurses but also for patients and healthcare institutions. In a systematic review conducted by Paguio et al.,²¹ the impact of an improved work environment was evaluated across three dimensions: nurses, patients, and hospitals. The study found that positive work environments were significantly associated with better nurse outcomes, including increased job satisfaction, reduced burnout, decreased intent to leave, enhanced autonomy, and stronger leadership. For patients, improvements were linked to higher satisfaction levels, fewer medical errors, and reduced fall rates. At the institutional level, positive environments were correlated with reduced workload, lower nurse turnover rates, and improved quality of care. Another study²² reported that patients receiving care in positive work environments experienced lower rates of mortality and morbidity, fewer unexpected hospital events, better information and education at discharge, reduced readmissions due to complications, and higher satisfaction with the overall quality of care. Nurses working in such environments reported higher job satisfaction, reduced incidences of nursing missed care, lower levels of burnout and compassion fatigue, longer tenure in their positions, and decreased nurse turnover rates. Furthermore, hospitals that foster positive work environments demonstrate improvements in performance indicators and quality measures, along with high levels of nurse and patient satisfaction and increased institutional preference.²² In this context, it is essential to create a supportive and positive work environment that acknowledges and respects the rights, responsibilities, and needs of all stakeholders, including healthcare institutions, patients and their families, nurses, and other healthcare professionals.

A study conducted in Portugal¹⁴ identified several key conditions necessary for establishing a positive work environment in nursing. These include professionalism, clinical expertise, effective leadership, inclusive teamwork, adequate equipment and staffing, sufficient physical infrastructure, a culture of safety, a human-centered organizational culture, occupational health and safety policies, continuous quality improvement strategies, innovation and research policies, professional competency frameworks, work-life balance initiatives, talent management strategies, nursing standards and protocols, strategic nursing planning, and clinical supervision models. Additionally, the study highlighted specific components that shape a positive work

environment, such as collaborative practice, professional autonomy, patient-centered care, evidence-based practice, effective communication, foundational nursing principles, meaningful recognition, active involvement and shared decision-making, opportunities for professional development, and strong managerial support. In South Korea, nurses defined the key components of a positive work environment as "effective managerial leadership," "adequate nurse staffing," "professional autonomy," "access to education and support for professional development," and "strong interpersonal relationships." The study also revealed that 31.1% of nurses did not have a meal break, and 54.4% lacked rest breaks, reporting working conditions that negatively affected their physical health. Such negative working conditions lead nurses to leave their work environments, which, in turn, exacerbates the nursing workforce shortage and further deteriorates the quality of the work environment. To ensure that nurses benefit from a positive work environment, several key elements are required: physical satisfaction, psychological stability, autonomous competence, collaborative relationships, structural support, and attention to the clinical adaptation of newly graduated nurses.¹⁶ In the United States, incivility and bullying in nursing work environments are on the rise, posing harmful effects on nurses' health, well-being, and job satisfaction. Uncivil behaviors in the workplace negatively impacts nurse retention. For example, early-career nurses are particularly vulnerable to verbal abuse, which often leads them to leave their first jobs within six months or to exit the profession entirely.²³ It is especially critical for newly graduated nurses to experience a supportive environment during their first six months and to perceive the workplace positively, as these factors significantly influence their professional integration.²⁴ In this context, the challenges faced by nurses in both developed and developing countries underscore the necessity of creating and sustaining positive work environments.

The Components of a Positive Work Environment

Positive work environments are characterized by a high level of trust between leaders and employees, respectful behavior among colleagues, effective communication, an organizational culture that supports collaboration, and a climate in which employees feel both physically and mentally safe.²⁵ Several key components have been identified as essential for developing such a culture and climate. In healthcare, institutions that have led the way in fostering positive work environments include Magnet hospitals. These hospitals are recognized for creating supportive environments for nurses and ensuring high-quality patient care. The Magnet hospital concept was developed to acknowledge hospitals that promote excellence in patient care and support professional nursing practices. The Magnet model is built around 14 "Forces of Magnetism." These forces include quality of nursing leadership, organizational structure, management style, personnel policies and programs, professional models of care, quality of care, quality improvement, consultation and resources, autonomy, community and the healthcare organization, nurse educators, nursing image, interdisciplinary relationships, and professional development. Nurses working in Magnet hospital environments have been found to experience lower levels of psychological burnout, higher job satisfaction, and improved patient outcomes.²⁶ Innovative policies focused on recruitment and retention, strategies aimed at continued education and self-renewal, fair recognition of employees' efforts, awareness programs, a safe working environment, and the provision of adequate equipment and supplies are among the key characteristics of a positive work environment as defined by the ICN.¹ These characteristics closely align with the components found in Magnet hospitals.

In the United States, the Texas Health Education Center Program has developed 12 Nurse-Friendly Hospital Criteria, which outline the fundamental elements needed to create a positive work environment for nurses. The Nurse-Friendly Hospital Project was initiated to address the growing nursing shortage and to promote retention by improving workplace conditions. The 12 criteria are as follows:²⁷

1. **Control of Nursing Practices:** Ensuring the maintenance of nursing care standards and the application of evidence-based practices.
2. **Workplace Safety:** Protecting the health and safety of nurses in their work environment.
3. **Multidisciplinary Approach to Patient Care:** Encouraging collaboration with other healthcare professionals to enhance patient care.
4. **Nurse Orientation:** Providing competency-based orientation tailored to the nurses' education, experience, strengths, and areas for improvement.
5. **Nurse Leadership Competency:** Ensuring nurse leaders are supported by hospital administration, actively involved in management organizations, and hold a master's degree.

6. **Professional Development:** Offering opportunities to fulfill continuing education needs and to further develop professional expertise.
7. **Competitive Compensation:** Structuring pay to reflect employee performance in a competitive and market-aligned way.
8. **Recognition of Nurses:** Valuing achievements through awards, formal recognition, and expressions of gratitude.
9. **Balanced Lifestyle:** Promoting work-life balance through flexible scheduling practices.
10. **Zero Tolerance Policy for Nurse Abuse**
11. **Responsibility of Managers:** Holding managers accountable for maintaining leadership competencies in areas such as team building, collaboration, and analytical thinking.
12. **Quality Initiative:** Demonstrating a commitment to evidence-based practices through the collection, analysis, and application of institutional data.

Until the COVID-19 pandemic, published components aimed at fostering positive work environments did not explicitly include concepts such as nurses' involvement in decision-making, generational differences, technology and innovation, professional recognition, or diverse cultural characteristics. The pandemic underscored the critical importance of enhancing nursing work environments through more comprehensive and concrete interventions, highlighting the urgent need for up-to-date and inclusive components and strategies to define a positive work environment. Furthermore, it has become increasingly evident that there is a need to develop assessment tools capable of evaluating current work environments and incorporating the full scope of positive work environment components.²⁸ In this context, Maassen et al.⁶ identified 36 components for developing a positive work environment in nursing through the Delphi technique. These components are as follows: autonomy, career development, professional development, engaging and enjoyable work, recognizing employees as valuable partners, control over practices, feeling valued, motivation and job satisfaction, leadership, multidisciplinary collaboration, open communication, a patient-centered culture, staff development, physical comfort, professionalism and competence, a relational atmosphere (team spirit), a safety climate, teamwork, working conditions, supportive management, collegial and organizational atmosphere, knowledge sharing, preparedness for innovation and change, role sharing, organizational learning, self-care, alignment with the mission and vision, staffing adequacy and workload, work schedule (work-life balance), conflict management, availability of structural resources and tools, effective recruitment and retention strategies, event reporting and error handling, performance evaluation, justice, participation in policy-making, and the use of professional standards and guidelines. These components are critically important for conducting an in-depth analysis of nursing work environments in the post-pandemic era, ensuring that such environments are both current and comprehensive.

The American Association of Critical-Care Nurses (AACN) outlines six key components of positive work environments, providing evidence-based guidelines for success. These components are: skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, and authentic leadership. Together, they offer organizations a framework grounded in evidence to create work environments that empower nurses and healthcare professionals to perform at their highest potential, ultimately leading to optimal patient outcomes and greater professional satisfaction. The six AACN components are as follows:²⁸

1. **Skilled Communication:** Nurses must be as proficient in communication as they are in clinical practice.
2. **True Collaboration:** Nurses should be relentless in pursuing and promoting genuine collaboration across teams.
3. **Effective Decision-making:** Nurses must serve as valued and committed partners in policy-making, actively contributing to the guidance, evaluation, and improvement of clinical care, as well as the leadership of institutional operations.
4. **Appropriate Staffing:** Staffing strategies must ensure an optimal match between patient care needs and the competencies of the nursing force.
5. **Meaningful Recognition:** Nurses should receive acknowledgment for their contributions, and all team members should recognize and value the contributions of their colleagues to the organization's mission.
6. **Authentic Leadership:** Nurse leaders must fully embrace and model the principles of a positive work environment, fostering a culture of engagement and shared responsibility.

In Türkiye, the working environment is addressed under the title of "Healthy Work Life" in the Ministry of Health's "Quality Standards in Healthcare – Hospital Version 5." However, the 12 standards presented in this document are designed for all healthcare professionals and do not offer a nursing-specific framework for improving the work environment.²⁹ In contrast, the Nurse Managers Association has taken a more focused approach through the project titled "Development of Healthy Work Environment Standards for Nurses in Türkiye." This initiative established nursing-specific standards for positive work environments, consisting of six main standards and 35 substandards aimed at enhancing the nursing work environment. These standards include: nurse workload, development and career planning, social rights, occupational health and safety, suitable physical conditions and adequate tools and equipment, teamwork, communication, appreciation and recognition, and effective management and leadership.³⁰

Positive work environments benefit not only nurses but all healthcare professionals, supporting excellence in care delivery. At the same time, positive work environments contribute to improved institutional performance and better patient outcomes.¹⁴ Therefore, the focus of positive work environment initiatives should extend beyond nurses alone. Nurses, patients, and healthcare institutions should be recognized as the three central pillars in this context, and both the antecedents and outcomes of positive work environments should be evaluated with this comprehensive perspective. It is essential to establish nationwide, evidence-based policies that address the working conditions of nurses and all healthcare professionals. These policies can provide a foundation for the development of organizational or institutional guidelines that promote positive work environments. For instance, in the United Kingdom, the Department of Health has implemented the "Improving Working Lives Standard," which outlines clear criteria for all national healthcare service providers to follow. Additionally, national nursing organizations play a vital role in advocating for policy changes that emphasize the importance of healthy work environments. These professional associations are also instrumental in developing nationwide standards and strategic frameworks that foster and sustain positive and supportive workplaces for healthcare professionals.¹

Strategies for Developing a Positive Work Environment

Creating a positive work environment for professional practice is a critical responsibility for nurse leaders. When identifying strategies to improve the work environment, it is essential to conduct a thorough analysis of current working conditions. Nurses should be actively involved in the development and implementation of these strategies. When nurses understand the potential impact of their contributions, they are more likely to demonstrate greater effort and motivation to work toward shared goals.³¹ Although many nurse leaders recognize the importance of a positive work environment, they are also aware of the challenges involved in initiating change, uniting their teams, and bringing their vision to life. Creating and sustaining a positive work environment requires intentional effort and actionable steps. It is a long-term journey that demands cultural transformation at all levels of the organization. Common barriers nurse leaders face in this process include:³²

- Uncertainty about where or how to begin,
- Lack of clarity on who to approach or where to seek support,
- Lack of access to critical resources, such as time and funding,
- Difficulty translating evidence and theory into everyday practice,
- Insufficient support from all levels of the organization to initiate and maintain a positive work environment.

A review of the literature highlights 'providing adequate staffing and resources' as one of the most critical strategies. During the COVID-19 pandemic, nurses were among the highest-risk groups for exposure and mortality, largely due to working conditions such as inadequate staffing and shortages of personal protective equipment.⁵ When organizations lose qualified nurses, they are required to restart the recruitment and orientation process. This results in significant losses in terms of quality, cost, and time within healthcare services. To prevent such outcomes, institutions and nurse leaders must engage in efforts that strengthen organizational commitment, such as improving nurses' social rights and providing psychosocial support.²⁴ Recruiting and retaining newly graduated nurses, in particular, is both costly and time-consuming for healthcare institutions. This process is often stressful and challenging for nurses entering the workforce for the first time. A vital part of recruitment is assessing whether the candidate possesses the appropriate attitude, skills, and knowledge, and determining if they are a good fit for the organization. To

ensure a smooth transition, newly hired nurses must be supported through comprehensive orientation programs. Research has shown that when newly graduated nurses engage in communication with experienced senior nurses, their job-related stress decreases, and their adaptation process is accelerated.³³ Senior nurses must also be aware of the challenges faced by newly graduated nurses. Each nurse has unique individual circumstances and needs. Strategies to address these needs include implementing mentorship programs for new nurses,²⁴ ensuring easy access to the necessary equipment, materials, and resources required to perform their duties,³⁰ providing opportunities for socialization and work-life balance,³⁴ and supporting fair and decent work conditions.¹⁹ These strategies help foster a work environment that effectively supports nurses. Adequate staffing and the provision of essential resources enhance job satisfaction and performance among nurses, which in turn leads to better outcomes for both patients and healthcare staff.¹⁴

Among the various strategies, *'providing teamwork and multidisciplinary collaboration'* stands out as particularly impactful. Teamwork facilitates the equitable sharing of power, allowing each team member, regardless of their educational or professional background, to contribute meaningfully to safe and effective patient care. In healthcare institutions, teamwork is a collaborative process involving the interactions and relationships among healthcare professionals, and it plays a crucial role in establishing and maintaining a positive work environment.¹⁵ Facilitating such collaboration involves several key factors, including: providing team training to address negative behaviors,³⁵ promoting effective physician-nurse collaboration,³⁶ establishing an environment that supports clear and open communication,³⁷ encouraging active information sharing within teams,³⁸ and enhancing nurse autonomy and fostering self-awareness.³⁹ At the same time, nurse leaders play a critical role in fostering supportive work environments by creating opportunities for effective dialogue and open communication among team members.²³ Teamwork and collaboration help nurses feel heard and respected.⁴⁰ A study by Poghosyan et al.⁴¹ found that positive work environments and strong collegial relationships contribute to improved management of chronic diseases, while also reducing emergency department visits and hospitalizations related to complications.

To improve and sustain a healthy nursing work environment, it is essential to support nurse leaders at all organizational levels. Creating such environments through evidence-based transformational leadership is a key leadership strategy rooted in relationships built on trust and respect.⁴⁰ In this context, the strategy of *'transformational and supportive leadership'* can be implemented through several actions, including: organizing mentorship training for nurse leaders,⁴² encouraging participation in leadership training programs,¹⁶ supporting the creation of unit-specific visions and values,⁴³ promoting nurse involvement in decision-making,¹⁴ facilitating nurses' career development,⁴⁴ and fostering innovation and positive outcomes among nursing staff.⁴⁵

To foster a positive work environment, the next strategy focuses on *'enhancing job satisfaction'*. Key actions for achieving this goal include: establishing reward programs and recognition programs,¹⁵ scheduling meal and rest breaks in alignment with working conditions,⁴⁶ organizing enjoyable social activities,³⁴ addressing generational differences and preventing peer bullying,³³ implementing a fair wage system,⁴⁷ ensuring flexibility in work schedules,³⁴ maintaining a healthy physical work environment,⁹ and fostering a peaceful, conflict-free workplace. Employees both desire and deserve a work environment where they are valued as assets and consistently recognized for their individual and collective contributions to the institution's success. Highly desirable work environments promote employee satisfaction and encourage the open expression of diverse perspectives.²³

An empowering work environment is defined by 'access to information, support, resources, and opportunities for learning and development.'⁴⁰ In this context, *'enhancing structural and psychological empowerment'* emerges as a key strategy for fostering a positive work environment. Structurally empowered environments are supported by several factors, including: organizing training sessions and regular meetings to enhance nurses' professional knowledge and skills,⁴⁷ providing regular feedback from nurse leaders,¹³ offering opportunities for promotion within the organization,⁴⁴ ensuring nurses are informed about organizational policies and strategic decisions, and maintaining a clear focus on institutional goals and objectives.¹⁵ In addition, psychological empowerment is nurtured within positive work environments. Work settings that emphasize psychological empowerment are associated with nurses who feel autonomous in most job-related decisions,⁴⁸ possess strong self-efficacy,⁴⁹ experience alignment between job expectations

and personal values, and perceive themselves as empowered individuals.⁵⁰ A positive and empowering work environment that offers professional development, recognition, and growth opportunities motivates nurses to contribute more meaningfully and supports long-term retention within the organization.¹⁴

However, negative conditions in current work environments, such as limited resources, understaffing, and inadequate managerial support, present significant challenges to implementing effective strategies and cultivating positive settings. In particular, the absence of support and accessibility from nurse leaders contributes to employee dissatisfaction.⁴⁰ In this context, placing the right leaders, those with the appropriate qualifications, experience, and training, in key positions is essential. Effective leadership is critical to shaping a healthy work environment. Leaders play a central role in fostering professional engagement, defining nursing values and ethical standards, and promoting multidisciplinary collaboration, trust, and unity. Workplace leaders should model behaviors that reflect self-awareness, visibility, accessibility, open and transparent communication, professional recognition, and the encouragement of active participation and individual growth.³² To implement these strategies successfully, it is vital to recognize the value of nurses, secure strong management support, and ensure the active involvement of nurses in decision-making processes. Institutions bear a significant responsibility in this effort, including the provision of adequate financial resources and equipment, ensuring employee safety and well-being, and cultivating an organizational culture that supports continuous professional development. Additionally, the use of standardized language, digital communication tools, training healthcare professionals to use existing resources effectively, and ensuring proper physical infrastructure for employees are further elements that contribute to the development of a positive work environment. A work environment characterized by adequate supplies and technological resources, manageable workloads, supportive management, and appreciation from colleagues and the multidisciplinary team enhances nurses' empowerment, satisfaction, and motivation, while reducing their intention to leave the profession.⁴⁰ Opportunities for professional development and a supportive organizational climate are critically important for nurse retention and are strongly associated with professional empowerment.²⁸ Empowering nurses can lead to increased productivity, stronger organizational commitment, and greater participation in decision-making processes.¹⁴ At the same time, a positive work environment promotes professional safety by reducing all forms of discrimination, harassment, and the physical and psychological challenges faced by staff.⁵ Institutions that foster such environments clearly define nurses' roles and enhance the visibility of the nursing profession.⁴⁷ These strategies are essential for motivating nurses to remain in their positions and within the profession long-term.

A central focus of these strategies is the patient. Factors such as a culture of safety and effective communication, both of which are crucial for patient safety, help reduce errors and adverse events. Effective communication not only improves safety-related outcomes but also strengthens patient and family engagement, thereby increasing satisfaction with the care provided.²¹ In positive work environments, the design and delivery of nursing care are grounded in core nursing principles and the best available scientific evidence. High-quality care, interdisciplinary collaboration, autonomous nursing practice, and empowered staff work collectively to achieve optimal patient outcomes and high levels of patient satisfaction.¹⁵

Conclusion

A positive work environment is closely linked to improved patient outcomes, enhanced nurse well-being, and higher employee retention within healthcare institutions. Strong nursing leadership plays a critical role in establishing conditions that support safe, high-quality patient care. The responsibility for fostering such an environment lies largely with nurse leaders. To begin this process, nurse leaders must identify the underlying risks contributing to nursing shortages in current work environments, examine the existing components of positive work environments as outlined in the literature, and collaborate with relevant stakeholders to develop comprehensive strategies for improvement. Importantly, nurses should be actively involved in both the formulation and implementation of these strategies. Additionally, it is essential for nurses to evaluate their current work environments using positive work environment measurement tools. These tools offer valuable insight and serve as a foundation for monitoring the effectiveness of implemented strategies within the organization. In this context, nurse leaders and healthcare institutions share a critical responsibility: to implement strategies that cultivate a positive work environment, to address challenges that arise during implementation, and to evaluate their overall impact.

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