



PSYCHOLOGICAL AND ORGANIZATIONAL DETERMINANTS OF HEALTHCARE WORKERS' RETENTION IN GERIATRIC CARE: A SYSTEMATIC REVIEW

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ABSTRACT

The increasing elderly population increases the demand for geriatric care, while nurse retention remains a major concern due to high workloads, emotional demands, and limited organizational support. High turnover disrupts care continuity and reduces service quality. This systematic review aims to identify key psychological and organizational factors influencing geriatric nurse retention. Method: The review followed PRISMA 2023 guidelines using the PEOS framework. Quantitative cross-sectional studies published between 2015–2025 were retrieved from PubMed, Web of Science, ProQuest, Springer Nature, and ScienceDirect. Study quality was evaluated using the JBI Critical Appraisal Checklist. A total of 13 studies met the inclusion criteria, while 28,076 were excluded. Findings were narratively synthesized to integrate the overall evidence. Thirteen studies from multiple countries identified five main themes: psychological and organizational factors, individual characteristics, student interest, and the interaction between personal and institutional conditions. Intrinsic motivation, social and organizational support, and safe, flexible work environments enhance retention, whereas burnout, excessive workload, and low salary reduce retention intentions. Geriatric nurse retention is influenced by psychological, social, and organizational factors. Supportive leadership, flexible work policies, and early geriatric education are important for sustaining long-term engagement in geriatric nursing.

Keywords: burnout; geriatric nursing; intrinsic motivation; nurse retention; organizational support

How to Cite (in APA Style)

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INTRODUCTION

The increase in life expectancy in various countries has led to rapid growth in the elderly population. This has led to an increase in demand for specialized health services for the elderly, including geriatric care units, long-term care facilities, and nursing homes (Shrivastava & Ali, 2025). The presence of competent nurses is important to maintain continuity of care for the elderly, while high workload and low well-being increase their intention to leave (Xie et al., 2024). High nurse turnover is still a serious problem that threatens the stability of the service system (Saito et al., 2018). Therefore, the low retention of nurses in geriatric services is a challenge that needs serious attention to ensure the sustainability and quality of services for the elderly population.

High turnover of nurses not only reduces manpower in the field but also has an economic impact and lowers the quality of services, including the cost of recruitment, training, procurement of temporary personnel, decreased productivity and quality of nursing care (Kurnat-Thoma) et al., 2017; S Eltaybani et al., 2018; Bae, 2022). Geriatric services rely heavily on experienced nurses, so high turnover disrupts continuity and quality of care as new nurses are less familiar with patient needs, increasing safety risks and lowering service standards (Berthelsen & Hansen, 2024; Randa & Phale,

2023). High staff turnover also triggers repeated hospitalizations and increases the workload of remaining staff, potentially jeopardizing patient safety and lowering service quality (Bradford & Burrell, 2025; Gandhi et al., 2021).

The lack of interest of nurses to pursue a career in geriatrics is a factor that worsens the retention of health workers. Low emotional attachment to the profession, high work pressure, and limited career development opportunities make many nurses reluctant to pursue a career in geriatric services (Gilmartin, 2023). Geriatric nurses also face high levels of stress due to heavy workloads, time pressures, and the physical and emotional demands of work, which are often exacerbated by a lack of staff and organizational support (Dierckx de Casterlé et al., 2020; Väisänen et al., 2024). In addition, perceptions of limited career development opportunities, insecure working conditions, inadequate reward systems, and lack of promotion opportunities also reduce nurses' motivation and commitment to the organization (AbdELhay et al., 2025).

Based on the complexity of factors influencing the well-being and retention of geriatric nurses, this systematic review aims to identify key psychological and organizational factors influencing geriatric nurse retention across different cultural and healthcare contexts. The findings are expected to provide an empirical foundation for developing effective retention strategies and human resource management policies in geriatric nursing. Moreover, the results are intended to enrich theoretical understanding of nurse retention while offering practical insights for strategic policy formulation in health workforce management.

METHOD

Study Design

This study is a systematic review of quantitative (cross-sectional) studies prepared based on the guidelines of PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses, 2023). Narrative synthesis with a quantitative study approach was used to integrate and interpret findings related to psychological determination and motivation towards the intention of health workers to work in geriatric services and long-term care.

Population, Sample and Sampling

The target population includes studies that address factors related to nurses' intentions to work in geriatric services (nursing homes, geriatric care rooms, long-term care facilities). Inclusion criteria include: (1) A study of health workers working in geriatric services, (2) assessing psychological and motivational factors for intention to work, (3) a quantitative (cross-sectional) study approach with full-text (4) published in English. Exclusion criteria include: (1) research on informal caregivers, health workers outside of geriatric services (2) qualitative study approaches, narrative reviews, or non-full-text forms of protocols.

Instruments

The instrument in this systematic review is in the form of a critical assessment checklist from the Joanna Briggs Institute (JBI, 2020) to assess the methodological quality of qualitative studies. The checklist consists of eight items that assess methodological rigor, including the clarity of inclusion criteria, detailed description of study subjects and settings, validity and reliability of exposure and outcome measurements, identification and management of confounding factors, and appropriateness of statistical analysis.

Procedure

Literature searches were conducted systematically in four databases: PubMed, Web of Science,

ProQuest, Springer Nature, and Science Direct. The search term was developed using the term MeSH and Boolean operators based on the PEOS (Population, Exposure, Outcome, and Study) framework, combining keywords related to nursing, geriatric services, work motivation, career choice, career commitment, retention, intention to stay, and quantitative research. The search is limited to full-text articles published in English between 2015 and 2025. The complete search strategy for each database is provided in Table Supplementary.

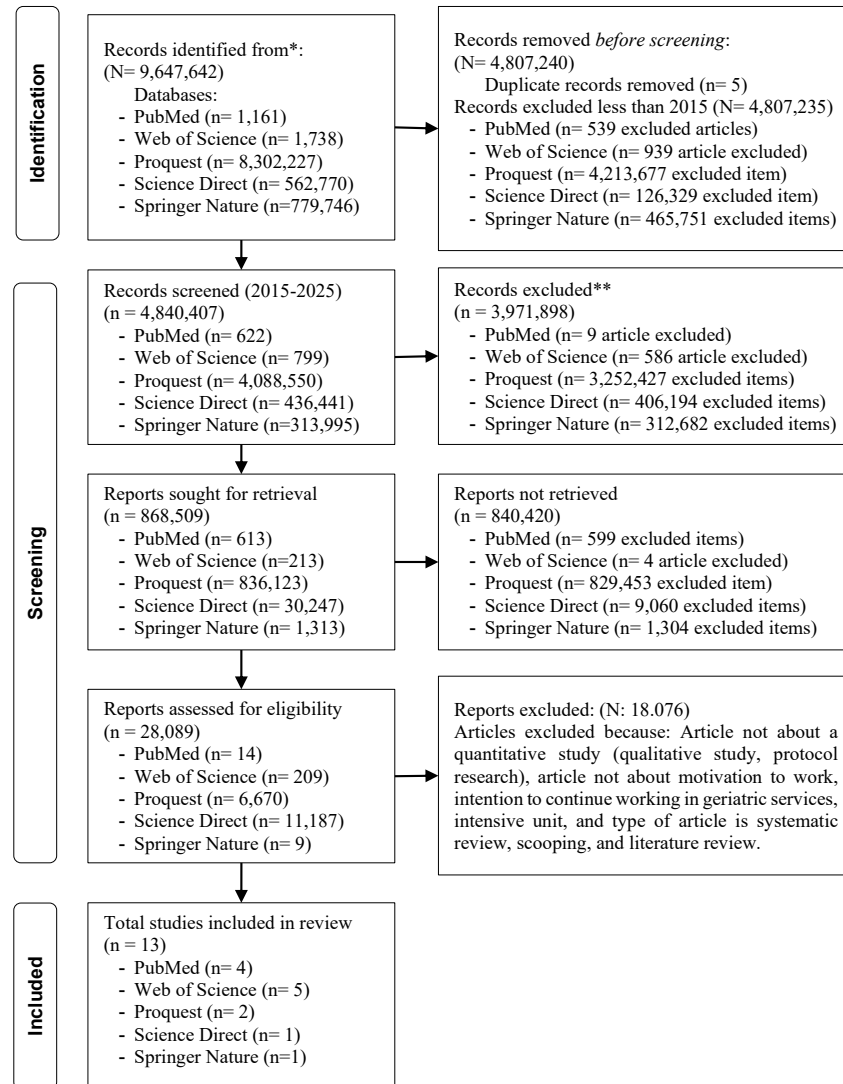


Figure 1 PRISMA Flow Diagram

The study selection process in a systematic review on the psychological and motivational determinants of healthcare workers' intention to continue working in geriatric service. After the identification process, there were 9.647,642 articles. After removing duplicates and articles before 2015, there are 4.840.407 articles left for the screening stage. Selection based on titles and abstracts resulted in 18.076 articles, and after full-text screening, a total of 28.089 articles were fully evaluated based on inclusion criteria. A total of 13 articles were finally included in the review.

RESULT

Based on table 1, all 13 articles included in this systematic review used a quantitative research design with a cross-sectional approach. The study was conducted in countries representing cross-cultural

contexts and health systems, including Japan, Turkey, the United Kingdom, China, Germany, Australia, Taiwan, Portugal, Sri Lanka, and China, with the largest number coming from the East Asian region.

Table 1.
Characteristics of the included study

Author/Year	Country/Setting	Design Study	Database
(Fehr & Koob, 2025)	Germany	Cross-sectional	Proquest
(Luke <i>et al.</i> , 2025)	Portugal	Cross-sectional	PubMed
(Sommer <i>et al.</i> , 2024)	Germany	Cross-sectional	Proquest
(Shoki <i>et al.</i> , 2023)	Japan	Cross-sectional	Web of Science
(Liang <i>et al.</i> , 2023)	Taiwan	Cross-sectional	Springer Nature
(Zeng <i>et al.</i> , 2022)	Japan	Cross-sectional	PubMed
(Guo <i>et al.</i> , 2021)	China	Cross-sectional	PubMed
(Okuyan <i>et al.</i> , 2020)	Turkey	Cross-sectional	Science Direct
(Bell & Sheridan, 2020)	English	Cross-sectional	Web of Science
(Li <i>et al.</i> , 2020)	China	Cross-sectional	Web of Science
(Halcomb & Bird, 2020)	Australia	Cross-sectional	Web Of Science
(Eltaybani <i>et al.</i> , 2018a)	Japan	Cross-sectional	PubMed
(Rathnayake <i>et al.</i> , 2016)	Sri Lanka	Cross-sectional	Web of Science

Table 2.
Analysis Article

Author/Year	Design Study	Sample	Variable	Instrument	Analysis Data	Results
Associations between key job resources, job demands, and affective organizational commitment among nursing professionals in German hospitals: a cross-sectional study (Fehr and Koob, 2025)	Cross-sectional (quantitative)	312 professional nurses	Work resources (autonomy, supervisor support, transformational leadership, managerial justice), work demands (workload, work-life disruptions, compensation), affective commitment to the organization (AOC)	Online questionnaires (SoSci Survey; (COPSOQ, SALSA, KFZA, OCA subscale)	Multiple linear regression (R software), multicollinearity, normality, heteroscedasticity test	This study shows that nurses' affective commitments are influenced by fair and authentic management, workload, and compensation. Fair management increases commitment, while excess workload and inadequate compensation decrease it. Other factors such as employer support, work autonomy, and work-life balance did not have a significant effect. These findings highlight the importance of ethical leadership, workload management, and a decent compensation system in retaining nurses.
The Nursing Practice Environment and Job Satisfaction, Intention to Leave, and Burnout Among Primary Healthcare Nurses: A Cross-Sectional Study (Luke <i>et al.</i> , 2025)	Cross-sectional (descriptive and correlational)	1,059 primary health care nurses	Nursing practice environment, job satisfaction, intention to quit, burnout	RN4Cast Nurse Survey (PES-NWI, MBI-HSS)	Descriptive and inferential analysis (Pearson correlation, Cronbach's α)	Nurses in Portugal's primary health care experience a less supportive work environment, resulting in low job satisfaction and a high desire to change jobs. Although the overall burnout rate is relatively low, the symptoms of emotional fatigue are still quite noticeable. The results of the analysis showed that a better work environment was closely related to a decrease in burnout rates, especially in the aspect of emotional fatigue. These findings underscore the importance of improving the nursing practice environment to improve the well-being and retention of nursing personnel.

Author/ Year	Design Study	Sample	Variable	Instrument	Analysis Data	Results
Nurses' Workplace Perceptions in Southern Germany—Job Satisfaction and Self-Intended Retention towards Nursing (Sommer, Wilhelm and Wahl, 2024)	Cross-sectional (mixed method)	2,572 professional nurses	Age, living conditions, work area, salary, working hours, career opportunities, altruistic reasons, intention to stay	Online survey (IWS, MSQ, Work-Life Balance Scale, Nurse Retention Index)	Descriptive statistics, bivariate tests (Mann–Whitney, Chi-Square), multivariate binary logistic regression, qualitative analysis (template analysis)	The results showed that as many as 43.2% of nurses in Bavaria were not committed to staying in work in the next 12 months. The highest dissatisfaction was reported in the aspect of patient care time (66.7%), followed by service organization, documentation, participation in decision-making, and payment systems. Nurse retention tends to be higher in those who are older, live alone, and are satisfied with hours, salary, career options, development opportunities, and time off. In contrast, the desire to quit the profession increases when nurses feel incapable of providing optimal emotional support. Although empathy for the profession remains high, many nurses experience frustration due to working conditions that do not meet expectations, so improving the work environment is considered essential to increase retention.
Factors Related to Job Continuance of Nurses Who Migrated to Japan: A Cross-Sectional Study (Shoki <i>et al.</i> , 2023)	Cross-sectional (quantitative and qualitative descriptive)	40 migrant nurses (quantitative) and 9 (interviews)	Job satisfaction (salary, work relationship, night shift, life balance), intention to quit work (intention to quit)	Semi-structured questionnaires and interviews	Spearman, Mann–Whitney, Kruskal–Wallis correlation tests	This study shows that the sustainability of migrant nurses in Japan is influenced by job satisfaction, such as job content, work relationships, night shifts, and life balance. Support from the workplace, a positive nursing experience, and a personal desire to stay in Japan are the main factors that drive them to stay working. A supportive work environment and attention to personal needs proved essential in retaining migrant nurses.
The relationships among overcommitment, effort-reward imbalance, safety climate, emotional labour and quality of working life for hospital nurses: a structural equation modeling (Liang <i>et al.</i> , 2023)	Cross-sectional	295 teaching hospital nurses	Overcommitment, effort-reward imbalance (ERI), safety climate, emotional labour, quality of working life (QWL)	Standardized questionnaire	Structural Equation Modeling (SEM)	The results showed that the quality of work life (QWL) of nurses was at a moderate level and was influenced by overcommitment, effort-reward imbalance (ERI), safety climate, and emotional labor. Overcommitment increases ERI, which further reduces climate safety and QWL and increases emotional labor. Safety climate has the strongest positive effect on QWL, while emotional labor has a negative effect. The structural model is a good fit and explains 72% of QWL variations, emphasizing the importance of work-balance, safety climate, and emotional load management to improve nurses' QWL.
Impact of Intrinsic and Extrinsic Motivation on Work Engagement: A Cross-Sectional Study of Nurses Working in Long-Term Care Facilities (Zeng <i>et al.</i> , 2022)	Cross-sectional	565 nurses	Work engagement, job satisfaction, work motivation	Questionnaire	Multiple regression model	The results show that intrinsic motivation plays an important role in increasing nurses' work engagement, strengthening emotional and professional commitment, and lowering the rate of labor turnover. On the other hand, extrinsic motivation is temporary and influenced by situational factors. The results show that intrinsic motivation plays an important role in increasing nurses' work engagement, strengthening emotional and professional commitment, and lowering labor turnover rates, for example through gerontology education and community nursing training.
Willingness and	Cross-	853	Willingness	Questionnaire	Mann-	Students with a positive attitude and

Author/ Year	Design Study	Sample	Variable	Instrument	Analysis Data	Results
associated factors of working with older people among undergraduate nursing students in China: a cross-sectional study (Guo <i>et al.</i> , 2021)	sectional	students	to work, attitudes, knowledge, motivation		Whitney U test, Kruskal-Wallis H test, Spearman correlation test and Ordinal logistic regression analysis	experience of direct interaction with the elderly are more willing to work in the field of geriatrics. Intrinsic motivation and professional understanding play a big role in the intention to work in elderly services. Lack of practical experience and perception of heavy workload are the main obstacles. Therefore, it is necessary to have a nursing education approach that strengthens the gerontology component and clinical exposure of the elderly.
Factors affecting nursing students' intention to work as a geriatric nurse with older adults in Turkey: A cross-sectional study (Okuyan, Bilgili and Mutlu, 2020)	Cross-sectional	688 2nd, 3rd, and 4th year nursing students from two public universities	Academic year, experience living/caring for the elderly, geriatric training, attitude towards the elderly, intention to work as a geriatric nurse	Sociodemographic Questionnaire and Kogan's Attitude Toward Old People (KAOP)	Descriptive statistics, one-way ANOVA, Chi-square test, and Cramer's V	Final year (4th year) students, those who live or have cared for the elderly, and those who take special courses in geriatrics, tend to have higher intentions to work in geriatric nursing ($p < 0.05$). Positive attitudes towards the elderly are significantly related to interest in a career in this field. However, most students are not interested due to a lack of knowledge and skills, negative experiences during clinical practice, as well as the absence of incentives such as higher salaries. Nursing education that lacks emphasis on gerontology is also an obstacle. Therefore, it is recommended that the nursing curriculum add geriatric-specific courses and practices to increase students' interest in caring for the elderly.
How organisational commitment influences nurses' intention to stay in nursing throughout their career (Bell and Sheridan, 2020)	Cross-sectional	756 registered nurses (Registered General Nurses)	Organizational commitment, job satisfaction, burnout, intention to remain in the nursing profession (ITSN), age, marital status, part/full-time job, dependent children, type of work facility	McCloskey Mueller Satisfaction Scale (MMSS), Shirom Melamed Burnout Measure (SMBM), Organisational Commitment Questionnaire (OCQ), Nurse Retention Index (NRI)	SPSS v24; descriptive, Pearson correlation, ANOVA, t-test, multiple linear regression	Most nurses (70%) have a strong intention to stay in the nursing profession. The most influential factor is organizational commitment, followed by low burnout and high job satisfaction, especially from peer support and flexible work schedules. Nurses who are 36–50 years old, married, have dependent children, work part-time, and work in nursing homes tend to be more likely to want to survive. In contrast, young nurses (<35 years old), working full-time in acute hospitals, prefer to get out of the profession. These findings emphasize the importance of organizational support in retaining nurses.
Nurses' intention to stay: The impact of perceived organizational support, job control and job satisfaction (Li <i>et al.</i> , 2020)	Multicenter cross-sectional	2,352 clinical nurses from 9 tertiary hospitals in 9 provinces	Perceived organizational support, job control, job satisfaction, intention to stay	Questionnaire (perceived organizational support, job satisfaction scale, intention to stay Chinese version)	Structural Equation Modeling (SEM)	The results of this study show that organizational support, control over work, and job satisfaction have a major effect on nurses' intention to stay in work. Organizational support not only directly increases the intention to stay, but also makes nurses feel more in control, which ultimately increases their job satisfaction. Of these three factors, job satisfaction is the strongest influence. Overall, these three factors are able to explain almost 40% of

Author/ Year	Design Study	Sample	Variable	Instrument	Analysis Data	Results
						the reasons nurses want to stay on the job. This means that if hospitals want to retain nurses, they need to increase support, provide freedom in work, and create a pleasant work environment.
Job Satisfaction and Career Intention of Australian General Practice Nurses: A Cross-Sectional Survey (Halcomb and Bird, 2020)	Cross-sectional (web-based survey)	786 general practice nurses	Job satisfaction, turnover intention	Job satisfaction questionnaire, nurse retention index	Descriptive statistics, Spearman correlation, significance test (p<0.0001)	The results showed that most general practice nurses in Australia were satisfied with their jobs, especially in aspects of the nature of the job such as pride and achievement. However, satisfaction with salaries and opportunities to use skills optimally is still low. As many as 86% of respondents intend to remain in the nursing profession, and 77% want to remain in general practice, although 16% are still hesitant. Job satisfaction has been shown to have a significant effect on exit intentions; Dissatisfied nurses tend to have higher exit intentions. These findings emphasize the importance of improving job satisfaction to retain nurses in general practice services.
Factors related to intention to stay in the current workplace among long-term care nurses: A nationwide survey (S Eltaybani <i>et al.</i> , 2018)	Cross-sectional	3,128 nurse staff and 257 managers from 257 hospitals with LTC wards	Age, burnout, work engagement, manager support, perception of quality of care, educational opportunities, reasons for choosing a workplace	Questionnaire	Multilevel logistic regression analysis	Only 40.1% of nurses intend to remain in their workplace. The intention to stay employed is significantly influenced by older age, high work engagement, adequate support from managers, positive perception of the quality of the treatment process, and the availability of training opportunities. Personal reasons such as interest in gerontological nursing and a good work atmosphere also play an important role. Conversely, emotional exhaustion and depersonalization lower the intention to persevere. No association was found between intent to survive and nurse qualifications, unit size, or patient medical severity. This study confirms the importance of creating a supportive work environment and taking into account individual factors to retain nurses in long-term care services.
Attitudes toward and willingness to work with older people among undergraduate nursing students in a public university in Sri Lanka: A cross sectional study (Rathnayake, Athukorala and Siop, 2016)	Cross-sectional	565 nurses	Work engagement, job satisfaction, work motivation	Questionnaire	Multiple regression model	Students with experience living with the elderly showed more empathy and a positive attitude, while most who did not have such experience found caring for the elderly difficult, boring, and emotional. Low interest in geriatrics is caused by negative experiences, limited communication, and less attractive job perceptions.

Theme 1 The Role of Psychological Factors in Nurse Well-Being and Retention Intrinsic Motivation as a Driver of Work Engagement

Intrinsic motivation plays a role in increasing engagement and job satisfaction in geriatric services (Zeng et al., 2022). Interest in gerontology nursing and the meaning of the profession encourages strong professional commitment (Zeng et al., 2022). In contrast, extrinsic motivations such as job placement, recommendations, and low-incentive working conditions only play a role in the initial

decision to choose a job, not in maintaining long-term work engagement (Okuyan et al., 2020; Zeng et al., 2022).

Burnout and Organizational Commitment as Determinants of Survival Intention

Nurses with low burnout rates and high organizational commitment show a greater desire to work in the nursing profession (Bell & Sheridan, 2020). Demographic factors such as age 36–50, marital status, having dependent children, and working part-time in a nursing home also contribute to stronger survival intentions than young nurses who work full-time in hospitals (Bell & Sheridan, 2020).

Theme 2 Organizational and Work Environment Factors on Job Retention and Satisfaction

Organizational Support and Work Autonomy

Peer support and flexible work schedules reinforce nurses' survival intentions in nursing homes (Bell & Sheridan, 2020; Lucas et al., 2025). A safe and supportive work environment improves well-being and a sense of control over work (Li *et al.*, 2020; Hole *et al.*, 2023). A fair and honest leader makes nurses feel more attached and want to stay on the job, whereas transformational leadership styles don't show significant influence (Fehr & Koob, 2025). Decent working conditions are more effective at building loyalty than technical factors such as facilities or work autonomy (Fehr & Koob, 2025). Conversely, high job demands and disproportionate compensation reduce organizational commitment and survival intent (Fehr & Koob, 2025).

Quality of Work (QWL) and Safety Climate

The higher the imbalance between effort and reward, the lower the quality of work life that nurses feel. This imbalance also lowers the climate of job safety and increases emotional work, which ultimately worsens the well-being of nurses (Liang et al., 2023).

The Impact of the Work Environment on Burnout and Job Satisfaction

Several studies show that the practice environment has an effect on the burnout rate in nurses (Liang et al., 2023; Lucas et al., 2025; Shoki et al., 2023; Sommer et al., 2024). High commitment without adequate rewards triggers stress and emotional exhaustion (Liang et al., 2023). Heavy workloads, limited resources, hectic schedules, and erratic rotational work patterns reduce job satisfaction and increase intention to move (Lucas et al., 2025; Sommer et al., 2024). Although empathy and professional responsibility remain high, nurses often feel frustrated by working conditions that don't meet expectations (Sommer et al., 2024). A supportive work environment that pays attention to personal needs has been proven to increase comfort and survival (Lucas et al., 2025; Shoki et al., 2023).

Theme 3 Sociodemographic Factors and Job Characteristics on Survival Intention

Age, Family Status, and Work Pattern

Some studies show that nurses' intention to stay on the job increases with age (Bell & Sheridan, 2020; Eltaybani et al., 2018a; Sommer et al., 2024). Nurses aged 36–50 years have higher survival intentions than younger age groups (Bell & Sheridan, 2020). Only 40.1% of nurses intend to stay in their workplace, with older age proving to be a significant factor (Eltaybani et al., 2018a; Sommer et al., 2024). Retention is higher in nurses who live alone and are satisfied with hours, salaries, and career opportunities (Sommer et al., 2024). Meanwhile, nurses who are married, have children, work part-time, and work in nursing homes are also more likely to stay longer (Bell & Sheridan, 2020). In contrast, young nurses (<35 years old) who worked full-time in hospitals were more likely to show intention to leave (Bell & Sheridan, 2020).

Job Satisfaction

The highest job satisfaction is found in the aspects of work meaning, achievement, and pride in the profession (Bell & Sheridan, 2020). Peer support, schedule flexibility, and positive working relationships reinforce satisfaction and commitment to the profession (Li et al., 2020; Lucas et al., 2025; Shoki et al., 2023). However, satisfaction with salaries and career development opportunities is still low. Limitations in the optimal use of skills also increase the intention to move (Halcomb & Bird, 2020). Dissatisfied nurses are more likely to leave the workplace than those who are satisfied (Halcomb & Bird, 2020).

Theme 4 Students' Interest and Motivation in the Field of Geriatrics Attitudes towards the Elderly and Personal Experience

A small percentage of students show a high interest in geriatric services, while most are still hesitant (Guo et al., 2021; Okuyan et al., 2020; Rathnayake et al., 2016). Despite having a positive attitude towards the elderly, the level of knowledge about the aging process is still low (Rathnayake et al., 2016). Students who have personal experience caring for the elderly show greater empathy and willingness to work in geriatrics (Guo et al., 2021; Okuyan et al., 2020). On the other hand, lack of experience and negative exposure during clinical practice lowers interest (Rathnayake et al., 2016).

Geriatric Education and Curriculum Exposure

The lack of emphasis on the gerontology aspect in nursing education is the main obstacle in forming an interest in the field of geriatrics (Okuyan et al., 2020). Lack of exposure to geriatric theory and practice reduces students' readiness to care for the elderly (Guo et al., 2021; Okuyan et al., 2020). The integration of gerontology in the lecture curriculum and clinical practice can increase positive attitudes and motivation for a career in geriatric services (Guo et al., 2021; Zeng et al., 2022).

Factors Affecting Career Motivation in Geriatrics

The career motivation of nursing students towards the field of geriatrics is mainly influenced by the orientation of values and learning experiences during education. Students with intrinsic motivations such as a desire to help the elderly and search for the meaning of the profession show higher interest in a career in geriatric services (Guo et al., 2021; Rathnayake et al., 2016). On the other hand, extrinsic motivations such as salary considerations, career opportunities, or professional social status tend to have a weaker and temporary effect (Okuyan et al., 2020). Lack of institutional support and negative experiences during clinical practice hinder the formation of strong career motivation (Okuyan et al., 2020).

Theme 5 Balance between Individual and Institutional Factors Interaction of Personal and Organizational Factors

Nurses show stronger professional involvement and commitment when they have intrinsic motivation and a good understanding of the meaning of their profession (Guo et al., 2021; Zeng et al., 2022). Emotional commitment and work motivation play a role as personal factors that increase well-being and decrease intention to leave (Zeng et al., 2022). Organizational factors that strengthen retention include organizational commitment, low burnout, and high job satisfaction due to peer support and schedule flexibility (Bell & Sheridan, 2020). Commitment increases with fair management, but decreases due to overwork and low compensation (Fehr & Koob, 2025). An unsupportive work environment worsens psychological well-being and increases the risk of emotional burnout (Luke *et al.*, 2025).

All 13 cross-sectional studies were assessed using JBI instruments, with six studies being categorized as high (8/8), six moderate (7/8), and one adequate (6/8), suggesting that most studies had a valid and reliable design, data collection, and analysis. A common weakness is the lack of confounding factor

control reporting, but it does not significantly degrade methodological integrity. All studies were included because they met the JBI quality criteria and made a valid contribution to the synthesis of findings regarding psychological and organizational determinants in geriatric nurse retention.

Table 3.
Critical Appraisal

No.	Study	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Total Score
1.	(Fehr & Koob, 2025)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
2.	(Lucas et al., 2025)	Yes	Yes	Yes	Yes	Unclear	Yes	Yes	Yes	7/8
3.	(Sommer et al., 2024)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
4.	(Shoki et al., 2023)	Yes	Yes	Yes	Yes	Unclear	Yes	Yes	Yes	7/8
5.	(Liang et al., 2023)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
6.	(Zeng et al., 2022)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
7.	(Guo et al., 2021)	Yes	Yes	Yes	Yes	Unclear	Unclear	Yes	Yes	7/8
8.	(Okuyan et al., 2020)	Yes	Yes	Yes	Yes	Unclear	Not	Yes	Yes	7/8
9.	(Bell & Sheridan, 2020)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
10.	(Li et al., 2020)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
11.	(Halcomb & Bird, 2020)	Yes	Yes	Yes	Yes	Unclear	Yes	Yes	Yes	7/8
12.	(Eltaybani et al., 2018a)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8/8
13.	(Rathnayake et al., 2016)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	6/8

Abbreviations: Joanna Briggs Institute Assessment and Qualitative Review Instruments; N= no; NA= not applicable; U= Unclear; And, Y= yes

DISCUSSION

This systematic review shows that geriatric nurse well-being and retention are influenced by psychological, organizational, and sociodemographic factors in a variety of cross-cultural contexts. Intrinsic motivations such as meaning to the profession, moral responsibility, and concern for the elderly play a major role in increasing work involvement and work commitment (Zeng et al., 2022), in accordance with Self-Determination Theory (Deci & Ryan, 2000) which emphasizes the importance of autonomy, competence, and connectedness in generating internal motivation. Nurses who feel their work is positive, have the support of leadership and a conducive work environment will show higher levels of engagement and loyalty (Layek & Koodamara, 2025). Strong intrinsic motivation increases geriatric nurse retention (Hoxha & Ramadani, 2024). Strengthening intrinsic motivation and social support in the work environment is an important strategy to improve the well-being and retention of geriatric nurses.

Extrinsic motivations such as salary, career opportunities, or professional social status tend to have a temporary impact (Okuyan et al., 2020). However, extrinsic rewards can cause demotivation if they are perceived as unfair or inadequate. (Marjerison et al., 2025). Low burnout rates and high organizational commitment can increase an individual's intention to stay on the job (Bell & Sheridan, 2020). In contrast, high levels of work burnout with emotional fatigue, depersonalization, and decreased personal achievement, are associated with an increased desire to change jobs (H. Wang et al., 2020; T. Wang et al., 2023). Employees with high organizational commitment tend to stay put, especially when they have a strong emotional attachment to their workplace (Amiri et al., 2025; Callado et al., 2023). The balance between intrinsic motivation and emotional commitment to the organization is a key factor in retaining medical personnel and preventing the intention to change jobs.

In addition to psychological factors, organizational characteristics such as peer support, fair leadership, and schedule flexibility will strengthen job retention (Fehr & Koob, 2025; Li et al., 2020). Peer support increases creativity and performance, thus strengthening commitment to the

organization (Z. Wang et al., 2021). Fair and supportive leadership creates a positive work climate that encourages employees to stay afloat (Elshaer et al., 2025). Flexible working hours help employees balance work and personal life, reduce stress, and improve overall well-being (Vander Weerd et al., 2025). Individual factors include age, family status, and work patterns in relation to the decision to stay, where older, family-stable caregivers tend to stay longer (Bell & Sheridan, 2020; Eltaybani et al., 2018b). This shows that personal stability and family support play an important role in strengthening nurses' work commitments.

Although personal factors play an important role, harsh working conditions are a major challenge for nurse retention. High workloads, lack of rewards, and an imbalance between responsibilities and salaries increase stress and lower the quality of work (Liang et al., 2023; Sommer et al., 2024). Physical and mental stress due to limited medical personnel triggers chronic stress that causes emotional exhaustion, musculoskeletal disorders, anxiety, and depression (Pula et al., 2025; Wollesen et al., 2019). This condition decreases empathy and quality of care, so that nurses feel that they are failing to meet the patient's needs (Hensen et al., 2023; Wollesen et al., 2019). Harsh working conditions have been proven to increase burnout, so attention is needed to the welfare of nurses to maintain the quality of geriatric services.

In the context of education, nursing students' interest in geriatric careers is still diverse. Lack of exposure to the gerontology curriculum and negative experiences during clinical practice can lower motivation (Guo et al., 2021; Rathnayake et al., 2016). By Social Cognitive Career Theory (Lent et al., 1994), positive experience and high self-efficacy are important for building a career interest in this field. The application of the geriatric curriculum from the beginning of education and direct practical experience with the elderly has been proven to increase students' knowledge, positive attitudes, and interest in geriatric nursing (Garbrah et al., 2020; Hagiwara et al., 2020). Overall, the results of this review show that geriatric nurse retention is influenced by interrelated psychological, organizational, and individual factors. Intrinsic motivation, social support, and a healthy work environment play an important role in improving well-being and retaining geriatric nursing personnel.

CONCLUSION

This systematic review shows that the well-being and retention of geriatric nurses are influenced by psychological, organizational, and sociodemographic factors. Intrinsic motivation, social support, and equitable leadership have been shown to increase engagement and work commitment, while high workloads and lack of rewards exacerbate burnout and decrease retention. The geriatric curriculum and positive experiences during education also play an important role in building career interest in this field. These findings underscore the importance of organizational and educational strategies that focus on strengthening intrinsic motivation, work well-being, and social support. Further research is recommended using longitudinal or mixed design to understand the dynamics of these factors in a more in-depth and cross-cultural context.

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