The Contributing Factors on Nurse Job Satisfaction during COVID-19 Pandemic: A Scooping Review

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ABSTRACT

A bad work environment due to COVID-19 pandemic could cause losses for nurse, such as low level of job satisfaction and nurse intention to leave nursing profession. This review aimed to identify factors that might contribute nurse job satisfaction during COVID-19 pandemic. The Research conducted a scooping review method by identifying the article from four databases as ScienceDirect, ProQuest, Ebsco, and PubMed from March 2019 until August 2021. The articles were selected through PRISMA flow diagram based on inclusion and exclusion criteria that have been determined. Moreover, this article used keywords "job satisfaction", "nursing care", and "COVID-19 pandemic". they found 20 out of 1012 articles wich were selected based on inclusion and exclusion criteria. The analysis result then categorized the factors that could affect nurse job satisfaction into two factors: internal factor and external factor. The internal factor was consisted of psychological aspect, time management, communication, physical condition, and human resource. Meanwhile, the external factor was consisted of system and support. The positive factors could be improved to maximize nurse job satisfaction and minimize negative factors.

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ABSTRAK

Kondisi lingkungan kerja yang buruk akibat pandemi COVID-19 dapat menyebabkan kerugian bagi perawat, seperti tingkat kepuasan kerja yang rendah dan perawat memiliki niat untuk meninggalkan profesi keperawatan. Artikel ini bertujuan untuk mengidentifikasi faktor-faktor yang mungkin berkontribusi terhadap kepuasan kerja perawat selama pandemi COVID-19. Peneliti menggunakan metode scooping review dengan mengidentifikasi artikel dari empat database yaitu ScienceDirect, ProQuest, Ebsco, dan PubMed mulai Maret 2019 hingga Agustus 2021. Artikel diseleksi melalui diagram PRISMA berdasarkan kriteria inklusi dan eksklusi yang telah ditentukan. Selain itu, artikel ini menggunakan kata kunci "kepuasan kerja", "keperawatan", dan "pandemi COVID-19". Peneliti menemukan 20 dari 1012 artikel yang dipilih berdasarkan kriteria inklusi dan eksklusi. Hasil analisis kemudian mengkategorikan faktor-faktor yang dapat mempengaruhi kepuasan kerja perawat menjadi dua faktor yaitu faktor internal dan faktor eksternal. Faktor internal terdiri dari aspek psikologis, manajemen waktu, komunikasi, kondisi fisik, dan sumber daya manusia. Sedangkan faktor eksternal terdiri dari sistem dan dukungan. Faktor positif dapat ditingkatkan untuk memaksimalkan kepuasan kerja perawat dan meminimalkan faktor negatif.

INTRODUCTION

Pandemic of coronavirus 2019 (COVID-19) has spread rapidly to all over the world starting from December 2019. (Hussin A. Rothana, 2020) In this case, the nurses have an important role because they are the front line within management and prevention of COVID-19 (Y. Liu et al., 2016). COVID-19 pandemic raises a great pressure on nurses.(Savitsky et al., 2021) This pressure is raised due to the increase of workload, physical burnout, insufficient personal protective equipment, fear to be infected or even infect the family member, disruption of work balance, ignorance of personal and family need, and lack of update information about new disease.(Pappa et al., 2020; Raudenská et al., 2020)

Since COVID-19 has been announced as pandemic situation, the data on September 15, 2020, about 225,680,357 million people have been positively confirmed for COVID-19 with the number of death about 4,644,740 (4,8%) people were died.(WHO, 2020) According to the report from International Council of Nurses (ICN), about 90% have stated for a heavy work burden, lack of resources, exhaustion and stress relating to the pandemic. Those factors drive the increase of total nurse who decide to leave their profession.(ICN, 2021) The nurses who intend to leave the profession are highly affected by job characteristic, psychological stress, and job dissatisfaction.(Labrague & de los Santos, 2021) A preliminary research that has been conducted on 210 nurses in Egypt stated that more than half of total nurses (51,0%) experience a low job satisfaction due to the work stress during pandemic of COVI-19.(Labrague & de los Santos, 2021)

The bad work condition due to COVID-19 pandemic can cause losses on nurse, for example the low level of job satisfaction and nurse intention to leave nursing profession.(Jones et al., 2015) The dissatisfaction can trigger nurse deviant behaviors such as productivity drop, absence, work accident, relation with coworker, relation with senior, turnover, and resignation.(Chung et al., 2020) The global public health crisis nowadays worsen the nurse's chronic problems as a heavy workload and patient ratio which does not match to the nurse number.(Cho et al., 2020)

The job satisfaction is one of construction that has been many discussed and studied in disciplines such as psychology, human resource management, organizational management, economics, and health nursing.(Y. Liu et al., 2016) The nurse job satisfaction is regarded as an inner conflict between fact and professional standard that must be practiced by the nurses; this condition can cause job dissatisfaction and a high rate of nurse turnover which affects inadequate number of nursing staff.(Cho et al., 2020) The nurse job dissatisfaction impacts on nurse health, productivity, and efficiency.(Giménez-Espert et al., 2020) Based on the problem explained above, it's importance to knowing the factors that affect the job satisfaction of nurses to prevent the decline in the quality of care provided by nurses to patients in this pandemic, because effective and efficient services are affected by all aspects of the hospital environment, and this article intends to explain the factors that can affect nurse job satisfaction during COVID-19 pandemic.

METHOD

The scooping review study was aimed to discuss the factors that could affect nurse job satisfaction during COVID-19 pandemic. This study used PRISMA checklist to select scientific literatures that have been found from databases, then they were fitted to the article purpose.

Data Collection

Inclusion and Exclusion Criteria

The scientific article search was restricted according to the inclusion criteria, the studies which discussed about factors that could affect nurse job satisfaction during pandemic of COVID-19. The respondents were nurses who worked during COVID-19 pandemic. Moreover, the articles have been published in database in the time range of March 2019 – August 2021. The scientific literatures were original research findings with quantitative research method. And, we have confirmed that the articles were available in full text and English version.

Literature Search Strategy and Selection Process

The researcher used PRISMA guideline as the strategy to search scientific literatures that fitted to this research. The scientific literatures selected in this research should discuss the factors that could affect nurse job satisfaction during COVID-19 pandemic and the articles could be developed through a systematic process. The searches of data-based reputable literature were reviewed systematically in order to obtain empirical evidences. The search used ScienceDirect, ProQuest, EBSCO, and PubMed databases by inserting these following keyword combinations: job satisfaction, nursing care, and pandemic of COVID-19 to collect related articles according to the objectives of scooping review.

RESULTS AND DISCUSSION

This review resulted that according to the databases collected in this research, from the total of 1983 articles, 127 articles from ScienceDirect, 726 articles from ProQuest, 33 articles from EBSCO, and 126 articles from PubMed. We have identified about 83 articles to be included into a complete text screening in order to assess the eligibility. Next, we have found about 20 articles that fitted to the inclusion criteria and worth to be reviewed. The process of literature screening was explained in the figure 1, and summary of result was explained in the table 1.

This research used the nurses who worked during COVID-19 pandemic as the research respondents. The nurse's work environment was either in hospital or community. The factors that could affect nurse job satisfaction were divided into two: internal factor and external factor. The internal factor was consisted of psychological aspect, time management, communication, physical condition, and human resource. Meanwhile, the external factor was consisted of system and support. Both internal and external factors were defined in the figure 2.

Internal Factor

The internal factors that could affect nurse job satisfaction were psychological aspect, time management, communication, physical condition, and human resource
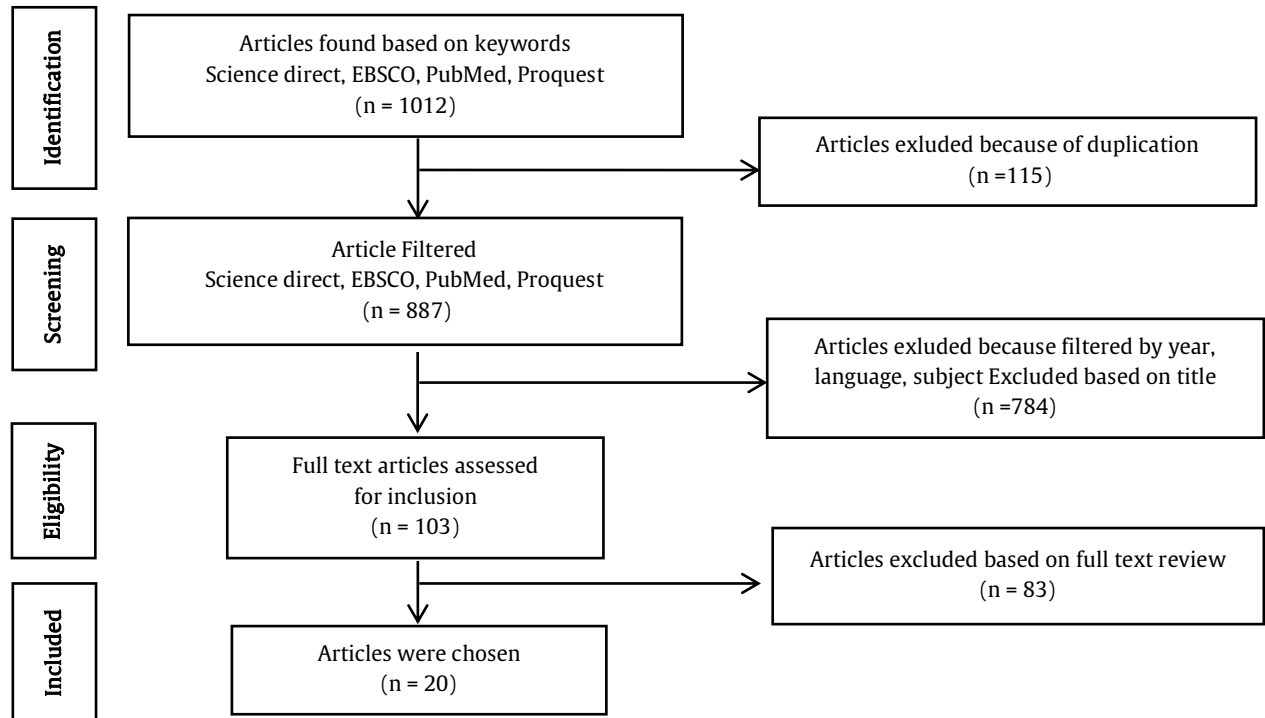
Figure 1. Flowchart Of The Articles Selection Process

Table 1. Summary of selected studies (N=20)

No	Author	Summary
1	Wu et al, 2021	Interpersonal relationship, career advancement, reward and appreciation on nursing team, work environment and facilities, lack of work achievements, health factor, family support, there are not sports facilities, and there are not additional salary.
2	Melanie Lavoie, 2021	Physical burnout, job satisfaction, and intention to resign.
3	Papathanasiou, 2021	Emotional intelligence, and work boredom
4	Dai & Akey, 2016	Hope, job autonomy, and psychological condition
5	Farhadi, 2021	Quality of life and self-concept
6	Loes Keur, 2021	Team support, work environment, and education
7	Michaela et al, 2020	Missed registration time, lack of support, anxiety, lack of daily sleep, and overtime work.
8	Randa, M, & Dalia, A E., 2020	Stress, lack of work achievements, heavy work pressure, work environment and interactions within the team, and hospital policies that hinder the ability of nurses to make decisions.
9	Hamid Sharif et al., 2020	Job satisfaction, organizational satisfaction, work burden, supervisor quality, double role on duty, and awareness in treating COVID-19 patients.
10	Leodoro, 2020	Fear and anxiety
11	Monroe., et al 2021	Psychological intervention for nurses who experience fatigue
12	Zhang., et al, 2020	Health status (negative COVID-19), and easy access of personal protective equipment
13	Savitsky., et al, 2021	Work environment, workload, availability of personal protective equipment, not treating COVID-19 patients, control towards shift schedule, personal achievement (as managerial position), high education, professional support and child presence.
14	Ryusuke & Mahyuni 2021	Leadership model, workload and work environment.
15	Espert., et al, 2020	Human resources, nursing implementation and information.
16	Putra,et al., 2021	Education, salary, reward, supervision and communication.
17	Janet Alexis ,et al 2021	Psychological support, assurance and convenience
18	Diana et al 2021	Support and development of nurse self-competence
19	Xiaoyan Yu et al 2021	Work stress, work intensity and daily rest time.
20	Feliks Sebedeus Taiget et al 2021	Work duration and work motivation.

Internal Factor

The internal factors that could affect nurse job satisfaction were psychological aspect, time management, communication, physical condition, and human resource

Psychological Aspect

Psychological aspect that could affect nurse job satisfaction were composed of fear and anxiety, self-awareness and professional self-concept, emotional intelligence and boredom at work, psychological health, life quality, work stress and work motivation.

The severity level, death and susceptibility to disease could create or intensify anxiety and fear among the nurses and be potential to affect health and well-being also work effectiveness during infectious epidemic crisis.(Ahorsu et al., 2020) Moreover, the frontline nurses especially who worked and interacted directly to the patients of coronavirus, they would see how the patients were suffering and dying, which it could affect their emotional health and cause tired of affection (Bamaga et al., 2020) and post-trauma stress manifestation.(Kameg, 2021) In a previous research done by (De los Santos & Labrague, 2021), about 37,8% of frontline nurses have complained for dysfunctional level of anxiety concerning to pandemic of COVID-10.(De los Santos & Labrague, 2021) A systematic review study has found that the level of anxiety prevalence and depression on nurses was higher than on the other frontline health officers (Pappa et al., 2020) and public population.(Labrague & De los Santos, 2020) Therefore, the support for nurse staff during COVID-19 pandemic was really important(De los Santos & Labrague, 2021).

The job satisfaction would increase nurse commitment and intention to perform nursing care on COVID-19 patients. A previous research has been done to identify the determinant factors that could affect nurse intention to take care of COVID-19 patients, which the nurses in this case were the frontline to handle pandemic since the beginning of COVID-19 virus has been announced initially in this world. The research result has highlighted on nurse satisfaction, control quality, and extra role performed by the nurses, which the nurse behavior has positively contributed to the job satisfaction and work commitment, that would then affect the nurse intention to take care of COVID-19 patient.(Sharif Nia et al., 2021)

The individual emotional intelligences which were related to well-being, self-control, emotional feeling, and social ability indirectly affected individual job satisfaction and work boredom. The research result showed a negative relation between individual work boredom and emotional intelligence(WWan, Y., Shang, J., Graham, R., Baric, R. S., & Li, 2020).

The boredom in workplace was a result of doing monotonous work or boring tasks or uninteresting tasks for the employees, which could not maintain their interest at work in a long time. This negative relation between boredom and emotional intelligence defined that an individual with the higher emotional intelligence was able to facilitate his creativity overcoming the boredom and thinking new ways and approaches at work. Besides, it has been conveyed that an emotionally intelligent person would tend to be more optimistic and able to position himself into a positive emotional state and the person with emotional intelligence was able to handle complex tasks and demanded the opposite which could cause a high stress level. Then, the individuals with the higher level of emotional intelligence

could approach their works creatively in order to make the work more interesting while adopting positive perspectives and do not find the complex task as an overwhelming thing which otherwise it would discourage them.(Papathanasiou et al., 2021)

The source of positive psychological capital was conceptually consisted of self-efficacy (individual ability), expectation, optimism, and resilience. According to Luthans, et al., the psychological capital has been built to create a profit competition for the organization or institution through development of expectation, optimism, endurance, and self. The employee independence in decision making at workplace was said as job autonomy. Experiencing job autonomy was seemed to be a job-promoting factor. Saragih, et al. have argued that a lot of creativities and task achievements were found when the employee experienced a high job autonomy, which could improve psychological capital well. The nurses who have job autonomy have been reported to provide positive effects, in which the nurses could perform nursing intervention more maximal by doing their best ability and capacity.(Dai & Akey-Torku, 2020)

The difference of individual work type could affect psychological capital, autonomy, and job satisfaction indicators. This context was really essential within a hospital case. The analysis on research variance referred difference and significance value on how within a different employee group could answer questions concerning to hope, optimism, endurance, self-efficacy, autonomy, and job satisfaction. In this context, the result showed that the significance value was higher than 0,05 which was indicated that the statistical significance of work type difference was not significant with confidence interval of 95% (De los Santos & Labrague, 2021).

The next finding was supported by previous research which stated that marital status and parent status could affect subjective well-being of nurse staff. The research found that the married people would have the higher level of positive emotion and life satisfaction, while the people with single status would have the higher negative emotion. The significant effect of marital status on nurse job satisfaction and stress level has become a public concern in previous studies. It has been reported that the nurses with single status have the higher level of work stress than those who have married. This condition might be caused by the fact that the married nurses have obtained emotional support from the partner at home after work.(Farhadi et al., 2021)

The stress at workplace gained the lower average score than the other subscales. The content of the item related to this subscale was associated with stress and pressure on the nurses with a high volume and work duration. Due to the COVID-19 transmission and critical period at this time, the nurse work situation at all hospitals, especially which were appointed as referral hospitals for COVID-19 patients in every province was highly impacted. The pressure, work stress, and work duration with specific condition as obligation of personal protective equipment wear and fear of virus infection have affected the lower average score determined for stress at workplace in between WRQoL subscales. A study done by Lu, et al. (2020) and Lai, et al. (2020) in China have reported the same result that the high pressure and psychological burden on nurse team, particularly the nurses who worked at frontline of COVID-19 treatment and prevention.(De los Santos & Labrague, 2021; Pouralizadeh et al., 2020)

The research result also found that two third of nurses have Work Related Quality (WLQ) or bad work quality, in which between the bad Work Related Quality (LQ) subscale, result of job satisfaction, career, and stress at workplace have

collected the higher average score and outwork has obtained the lowest average score. Another study in Iran on nurses who worked at a tertiary hospital in Teheran and operated in Intensive Care Unit (ICU) in Teheran has found that more than a half of nurses reported a moderate-to-low level of work-related quality of life.(Kelbiso et al., 2017) The other study on nurses who worked at the hospital and healthcare center in Nigeria has reported that Work Related Quality Of Life (WRQoL) in two third cases were at unsatisfactory level, this previous study was in line with the recent research. The life quality could be affected by a lot of factors such as salary, work allowance, demographical factor, safety and work health, work stress, work security, discipline at workplace, cleanliness condition, basic facility, also work prospect and target. Hence, the low rate of WRQoL on nurses could be considered as the consequence of critical situation flow during COVID-19 pandemic and increase of work pressure and stress that were caused by unidentified disease aspect.(Farhadi et al., 2021)

Seeing job satisfaction is important for meeting one's self-actualization needs. According to him, someone when them never has job satisfaction then will never reach his psychological maturity and it can even cause frustration. In addition, a lack of satisfaction in the job will cause decreased morale, lower productivity and lead to an unhealthy social environment. If employees feel more satisfaction at work then psychological well-being is higher. Conversely, the more employees feel job dissatisfaction, the lower psychological well-being.

Time Management

The lack of daily rest time on nurses was related to the excessive workload which would indirectly cause burnout and affect nurse job satisfaction.(Roney & Acri, 2018; Senek et al., 2020) Moreover, nursing time miss would indirectly cause enthusiasm loss concerning to nurse responsibility and disappointment because they were not able to give a direct quality nursing, in turn, it could affect their job satisfaction.(Hossain et al., 2017; Senek et al., 2020)

Time management is very important in working, including in providing nursing care to patients in this pandemic covid era. More workload and lack of nurse rest time will directly affect nurse performance and job satisfaction. Someone who has good time management will minimize unwanted circumstances or an omission so that job satisfaction is achieved because it provides optimal care.

Communication

The nurses needed support and affection, caring and good concern to fulfill patient needs (Hossain et al., 2017), the over stress and workload might occur among nurse, thus, team support in a nursing room reflected from either good interaction or communication process was really needed, because it could be indirectly related to job satisfaction.(Keur et al., 2021; Said & El-Shafei, 2021) Further, medical staff could have job satisfaction when they could perform the job well, gratify with their relationship with coworkers, or feel that their profession has social value.(Roney & Acri, 2018)

The job satisfaction was defined as a favorable perspective, along with the balance between individual work expectation, rewards offered, interpersonal relationship, and management type.(Acea-López et al., 2021) The interpersonal relationship was closely associated with job satisfaction.(Wang et al., 2020) The condition of interpersonal interaction in a work environment was

required because it was related to the achievement of objectives that have been set.(Said & El-Shafei, 2021) The over workload, burnout, and stress were often experienced by nurses during pandemic situation (Keur et al., 2021), therefore, it was important to maintain a good interpersonal relationship in order to perform mutual support and reinforcement.(H. Liu et al., 2017) In addition, giving support to the nurses was essential during pandemic.(Lavoie-Tremblay et al., 2021)

Effective communication needs to be applied by a team when doing the job. The process of weighing receiving messages and tasks must go well, especially in the nursing team at the hospital in treating patients with large numbers. The high workload that is not proportional to the number of workers will make the conditions in the workspace not conducive, therefore the need to establish effective communication between nursing teams. Two-way communication that is formed properly will reduce the risk of errors in work so that job satisfaction is achieved.

Physical Condition

The most chronic burnout experienced by medical staff was especially on nurses who directly interacted and treated COVID-19 patients, which the number of patient was increasing every day in the hospital (Jackson et al., 2020), and when the number of admitted patients was not in accordance with the number of medical staff, this condition induced the decrease of nursing quality and caused the low level of job satisfaction.(Gómez-Salgado et al., 2020; Lavoie-Tremblay et al., 2021) The longer work shift on health workers during pandemic could bring the greater harm for their physical and mental health (Jackson et al., 2020). Besides, the other supporting factors that could increase nurse burnout were lack of sleep and overtime work.(Martin & Ciurzynski, 2015)

The demand of health condition which required nurses to be in negative state of COVID-19 could also influence nurse job satisfaction, which they were supposed to be able to prevent themselves from COVID-19 virus during the nursing intervention (Zhang et al., 2020), this demand was also supported by a maximal wear of Personal Protective Equipment (PPE).(Savitsky et al., 2021) The lack of Personal Protective Equipment (PPE) caused the rise of COVID-19 transmission risk, which the frontline health staffs have the higher risk of getting positive for COVID-19 test than the public (adjusted hazard ratio).(Labrague & de los Santos, 2021)

Physical condition of health workers while caring for covid-19 patients needs to be a concern. The use of personal protective equipment during sift and fatigue felt by nurses in caring for patients indirectly affect performance and performance in care. The importance for nurses in maintaining their physical condition, in addition to nurses who maintain physical condition, the hospital must also pay attention to the welfare of the nurse itself such as not adding to the workload, giving time off and reward.

Human Resource

The development of nurse self-competence and control towards shift schedule was needed among nurses, which professional job autonomy was affected by self-efficacy and individual optimism.(Dai & Akey-Torku, 2020) The nurse personal achievement as managerial position could also affect the higher level of job satisfaction.(Savitsky et al., 2021) The high education, this factor could be explained

through a fact that the nurses with bachelor and master's degree have the higher responsibility on patients, workload, and job expectation than those with diploma's degree.(Jacob et al., 2017) The nurses with diploma's degree were generally prepared to perform technical skill, while the nurses with bachelor and master's degree were prepared to perform the higher level of professional role. Moreover, the nurses with a high education degree were expected to perform management and leadership role, from their role to direct and lead nurse activities until complex management activities such as material resource and financial management.(Kamanyire & Achora, 2015) Those tasks were regarded to be distressing and waste a lot of energy, and raise emotional exhaustion, which then it could increase nurse burnout level and affect emotional well-being and job satisfaction.(Adriaenssens et al., 2015)

Human resources owned by each nurse become one of the factors that affect job satisfaction. Diploma, bachelor' and master graduates have their own workload and responsibilities in caring for patients. The importance for hospitals to provide provision in the form of training for nurses with different educational backgrounds in accordance with their competence to improve the quality of human resources so that it will increase job satisfaction from nurses because it has been equipped with an adequate educational and training background.

External Factors

The external factors that could affect job satisfaction on nurses were consisted of system and support.

System

The system applied in a hospital which has been established according to the hospital policies could affect nurse job satisfaction while performing duties during pandemic. A number of aspects in the hospital policies which could affect nurse job satisfaction, for instance regulation, working time, work environment, reward and appreciation on nursing team, and hospital facility for nursing team. The hospital policies established according to the hospital condition from either in terms of number of patients and number of nursing staff were aimed not to hamper nurse ability in decision making.(Said & El-Shafei, 2021) This balance was related to the workload which could reduce nurse job satisfaction.(Said & El-Shafei, 2021; Sharif Nia et al., 2021) Moreover, the policy of supervision measures on nursing staff was needed to be conducted regularly in order to assess nurse quality, performance, and complaint at workplace.(Sharif Nia et al., 2021) This attempt was done to improve nurse job satisfaction, so they could improve public service quality.(Sharif Nia et al., 2021) The nurse satisfaction was also affected by a leadership model in nursing.(Ryusuke & Mahyuni, 2021) An authoritative leader would be different from a democratic leader in policy determination and nursing staff management.(Ryusuke & Mahyuni, 2021) The leader who was willing to hear member complaints and make policy based on suggestion or situation might be able to increase nurse satisfaction level.

The nurses were medical teams who interacted most directly with patients, so it was risky to perform double role on duty.(Sharif Nia et al., 2021) The double role could increase work load on nurses, add work duration, and decrease nurse job satisfaction in performing nursing care on patients during pandemic.(Senek et al., 2020) This condition could also induce the lack of nurse's break time, overtime work, until loss of nurse passion in nursing.(Senek et al.,

2020) During pandemic and a high increase of positive cases, the nurse intensity to interact with infected patients was also increasing and risky for both physical and psychological health of nurses.(Labrague & de los Santos, 2021) Those impacts could decrease nurse job satisfaction while performing duty during pandemic of COVID-19. During pandemic situation, the medical work environment was really stressful especially for nurses. Therefore, it needed an evaluation on nurse job satisfaction, stress and intention to quit nursing for COVID-19 patients.(Said & El-Shafei, 2021) Further, the unsupportive work environment could also reduce nurse enthusiasm performing nursing care.(Wu et al., 2021)

The staff appreciation could be given periodically for nurses who have a good achievement in form of reward or incentive, so it could encourage the nurses at work.(Wu et al., 2021) The suitable amount of reward or salary also affected nurse quality and psychological condition at work.(Savitsky et al., 2021) Also, the lack of work achievements while being a nurse was associated with the level of nurse job satisfaction.(Wu et al., 2021) Other than nurse appreciation, the facility for nurses was also needed to improve their convenience at work. The physical and mental health of health workers could be increased when the organization was willing to provide sport center facility, improve nurse well-being, offer recreation or holiday time.(Wu et al., 2021) Next, the physical or mental health assurance could maintain the nurse calm while taking care of risky COVID-19 patients. (De los Santos & Labrague, 2021) The psychological support could be provided through special counseling service for nurses when they encountered work stress.(De los Santos & Labrague, 2021) The nurses with a good psychological state at work cold minimize their intention of resignation as COVID-19 nurses.(De los Santos & Labrague, 2021) The other need that should be provided for nurses in taking care and nursing COVID-19 patients was availability of personal protective equipment (PPE). The availability and easy access of personal protective equipment could affect the better physical health status and job satisfaction, and lessen work pressure.(Zhang et al., 2020)

The balance between the number of patients and the number of nurses is related to the workload of nurses in the service. A balanced workload makes nurses feel comfortable to work thus increasing job satisfaction. Nurses who feel job satisfaction can increase their interest and ability to do nursing care. The satisfaction of nurses at work is also influenced by the decision of the leadership. Leaders who take policies following the advice and input of members make members feel valued and increase the spirit to work. Leaders should consider workload, time off, and rewards for nurses. Reward and rest time are needed to improve physical and psychological well-being so that it affects morale at work. So, it can be concluded that the policy not only regulates related to job management or workload balance but also considers time off, criticism and advice from staff, guarantees and facilities, and rewards for staff.

Support

The support was a feedback, interpersonal, and dependent process on the context of making other people felt as being respected, appreciated, and loved.(Ebrahimi et al., 2016) The lack of support could affect nurse job satisfaction, the main nursing focus was to deliver a safe and effective patient treatment, but when this aspect was not achieved and head of nurse or senior nurse did not respond the nurse complaints or anxiety, it would trigger

dissatisfaction feeling due to the lack of support on nurses.(Senek et al., 2020) The lack of nurse support could be anticipated by providing professional support, team support, and family support.(Keur et al., 2021; Lavoie-Tremblay et al., 2021; Savitsky et al., 2021) The professional support in this context was referred as a relationship between nurses and head of nurse, nurse staff, and other multidisciplinary staff.(Savitsky et al., 2021) The professional support was in forms of guidance from the head of room, respect, and fair treatment, head of nurse attention on staff need and acknowledgment of the nurse presence in the team.(Savitsky et al., 2021) The nurses could also give support each other in the team. (Keur et al., 2021) The team support could reduce stress, develop time interconnection, and increase compassion for the nurses, colleagues, and patients.(Maben et al., 2018) The close people like family could support the nurses.(Lavoie-Tremblay et al., 2021) This research asserted that the nurses who have child would tend to have the higher level of job satisfaction due to the family and child presence which could increase nurse motivation while doing role as nurses.(Savitsky et al., 2021)

Nurses need support from the hospital system as well as from their social environment. Support from the hospital system in the form of support from leaders or superiors, fair hospital policies and career development. While support from the social environment can come from family and close friends, especially in the nursing team. Support can lower nurse stress levels during the COVID-19 pandemic because nurses feel they are valued and protected. The support provided to nurses can affect the work environment more positively thereby increasing the job satisfaction of nurses. The support provided in the team not only increases the job satisfaction of one team member but the entire nursing team members because they feel they have each other. Support will be more effective if the support provider is a person who feels the same difficulties and burdens such as COVID-19 nurses providing support to fellow COVID-19 nurses.

CONCLUSIONS AND SUGGESTIONS

The bad work environment due to pandemic of COVID-19 could affect losses for nurses, such as low level of job satisfaction and nurse intention to leave nursing profession. The nurse job satisfaction was an inner conflict between reality and professional standard that must be implemented by the nurses, this situation could induce work dissatisfaction and high level of nurse turnover that would cause the lack of nursing staffs. Hence, it was important for nursing service to identify the factors relating to nurse job satisfaction in order to increase service quality on patients. The factor that could affect nurse job satisfaction was divided into two: internal factor and external factor. The internal factors included psychological aspect, time management, communication, physical condition, and human resource, while, the external factors was consisted of system and support. The positive factors could be developed to increase nurse job satisfaction, so the nursing service could be maximal even during pandemic of COVID-19.

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Conflict of interest

The authors have no conflict of interest with the material presented in this manuscript. The authors declare that no ethical issues may arise after the publication of this manuscript

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