

## Mediating Effect of Work-Related Quality of Life on the Relationship between Organizational Commitment and Work Performance among Hemodialysis Nurses in a Free-Standing Hemodialysis Center in Davao Region

Lauren L. Torres, RN

Davao Doctors College

### Abstract

This study aimed to examine the mediating role of work-related Quality of Life (WRQoL) in the relationship between organizational commitment and work performance among hemodialysis nurses in a free-standing hemodialysis center in the Davao Region. Using a predictive-correlational research design, data were collected from 157 nurses selected through convenience sampling, employing questionnaires adopted from Easton and Van Laar (2012) WRQoL 24-item psychometric tool, Takada (2005) 22-items that measures affective, normative and continuance commitment, and Fernandez-del-Rio (2019) 18-items rated with Likert 5-point scale, which were tested for validity and reliability. The results indicated that nurses generally performed well and expressed job satisfaction, particularly in balancing work and personal responsibilities ( $M=3.52$ ,  $SD=1.37$ ), home-work interface ( $M=3.93$ ,  $SD=0.93$ ), and overall job satisfaction ( $M=3.54$ ,  $SD=1.24$ ). Despite this, organizational commitment remained moderate ( $M=3.40$ ,  $SD=0.82$ ), with affective commitment identified as the strongest factor ( $M=3.84$ ,  $SD=0.90$ ). Performance levels were high ( $M=4.17$ ), reflecting competent and professional care delivery. Significant positive correlations were found between organizational commitment and WRQoL ( $r=.364$ ,  $p=.004$ ), while feelings of excessive control ( $r=-.212$ ,  $p=.008$ ) were negatively associated with performance. WRQoL was found to partially mediate the relationship between organizational commitment and work performance ( $\beta = -0.132$ ,  $p=.001$ ). The findings underscore the importance of fostering a supportive work environment, enhancing emotional engagement, and implementing policies to improve nurse performance and retention in the Davao region's free-standing hemodialysis centers.

---

**Keywords:** *Social Science, Nurses, Work-Related Quality of Life, Organizational Commitment, Work Performance, Predictive-Correlational Research Design, Davao Region*

Corresponding Email: lau.torres040386@gmail.com  
ORCID: <https://orcid.org/0009-0005-8514-973X>

### Introduction

Recent research underscores the significant challenges faced by hemodialysis nurses related to organizational commitment, work performance, and quality of life, which collectively impact patient care and healthcare outcomes. Factors such as high workload, emotional stress, and limited organizational support hinder nurses' commitment, which is essential for delivering consistent, high-quality care (Khan et al., 2021). The demanding nature of hemodialysis work, coupled with complex patient conditions and resource shortages, further

exacerbates burnout and turnover intentions (Lee et al., 2022). Reduced organizational commitment has been linked to declines in clinical accuracy, protocol adherence, and patient satisfaction, ultimately jeopardizing patient safety and service efficiency (Martinez et al., 2023). Addressing these issues through targeted interventions—such as improving organizational support, reducing burnout, and fostering commitment—is vital for enhancing work performance and patient outcomes (Singh et al., 2024).

In addition, nurses' work-related quality of life is critically affected by workload, emotional exhaustion, and support systems. Almutairi et al. (2021) found that high job demands and emotional fatigue diminish nurses' well-being, emphasizing the importance of organizational support and stress management. Zhang et al. (2022) highlighted that burnout directly correlates with lower quality of life, advocating for strategies like workload redistribution and mental health support. Moreover, Lee et al. (2023) demonstrated that a positive workplace environment, characterized by teamwork and adequate resources, significantly enhances job satisfaction and QoL among dialysis nurses. Overall, improving organizational support and work conditions is essential to support nurses' well-being and ensure optimal patient care.

Research consistently highlights the importance of Work-related Quality of Life (WRQoL) in improving nurse performance and commitment. Taiwan et al. (2023) found that better WRQoL increases job satisfaction and retention, while Xie et al. (2022) showed it mediates organizational commitment and performance. Pereira et al. (2020) identified WRQoL as a key mediator for healthier workplaces. Internationally, Lee et al. (2022) observed higher performance and resilience among dialysis nurses with strong organizational support. In India, Patel et al. (2023) linked organizational commitment to productivity and patient care, and Ramos et al.

(2023) found similar results in the Philippines. In the Philippines, studies by Castañeda et al. (2021), Bautista et al. (2020), Villanueva et al. (2022), Cordero et al. (2020), and Ramos et al. (2021) emphasize WRQoL's role in enhancing nurse satisfaction, performance, and retention across various regions. Almazan et al. (2021) reported positive effects on Filipino nurses' performance and commitment.

Although existing literature highlights the significant roles of organizational commitment, work-related quality of life (WRQoL), and work performance among nurses in various healthcare settings (Lee et al., 2022; Zhang et al., 2022; Castañeda et al., 2021), there is a paucity of research specifically examining how WRQoL mediates the relationship between organizational commitment and work performance among hemodialysis nurses in the unique context of free-standing dialysis centers in the Philippines, particularly in the Davao region. Most studies have focused on hospital-based nurses or general healthcare workers, with limited exploration of specialized units such as dialysis centers. Furthermore, cultural, organizational, and resource-specific factors influencing these relationships in the Philippine setting remain under-investigated (Ramos et al., 2023; Villanueva et al., 2022). Addressing this gap is essential to develop targeted interventions that enhance nurse retention, performance, and patient outcomes in this specialized context.

## **Methods**

This study aimed to investigate the mediating role of work-related quality of life (WRQoL) in the relationship between organizational commitment and work performance among hemodialysis nurses employed in free-standing hemodialysis centers within the Davao Region. A predictive-correlational research design was utilized. A total of 157 hemodialysis nurses participated in the study, selected through convenience sampling. Data were collected using adopted survey instruments, including the Work-Related Quality of Life (WRQoL) scale developed by Easton and Van Laar (2012) with an overall Cronbach alpha result of 0.94, a scale measuring organizational commitment by Takada (2005) with an overall Cronbach alpha result of 0.84, and a work performance measure by Fernandez-del-Rio (2019) with an overall Cronbach alpha result of 0.93. The instruments were subjected to validity and reliability testing. Data collection was conducted from January to April 2025.

## Results and Discussion

Table 1. The Hemodialysis Nurses' Level of Work-Related Quality of Life.

Indicators	Mean	SD	Interpretation
General Well-Being	3.52	1.37	High
Home-Work Interface	3.93	0.93	High
Job Satisfaction	3.54	1.24	High
Control at Work	3.36	1.35	Moderate
Working Condition	3.05	1.70	Moderate
Stress at Work	3.19	1.47	Moderate
<b>Overall</b>	<b>3.43</b>	<b>1.34</b>	<b>High</b>

*Note:* 4.21-5.00---Very High ;3.41-4.20---High; 2.61-3.40---Moderate; 1.81-2.60---Low; 1.00-1.80--- Very Low; SD- Standard Deviation; n=157

The assessment of work-related quality of life among hemodialysis nurses revealed predominantly positive perceptions across various indicators. The overall score was high, with a mean of 3.43, indicating a generally favorable work environment. Specifically, nurses reported high levels of general well-being (mean = 3.52), home-work interface (mean = 3.93), and job satisfaction (mean = 3.54), reflecting a positive outlook on their health, balance between work and personal life, and satisfaction with their roles. Conversely, perceptions of control at work (mean = 3.36), working conditions (mean = 3.05), and stress at work (mean = 3.19) were moderate, suggesting some areas for potential improvement. Overall, these findings suggest that while hemodialysis nurses experience high work-related quality of life, attention to factors such as work control, environment, and stress management could further enhance their occupational well-being.

Alshahrani et al, (2022). Investigated the work-related quality of life among dialysis nurses, highlighting that most nurses perceive their work positively, with high levels of job satisfaction and well-being, consistent with the findings you provided. The study also discusses areas such as work environment and stress, noting that while overall perceptions are favorable, there are aspects such as stress and control that can be improved to enhance occupational well-being. Indicated that dialysis nurses generally experienced high levels of work-related quality of life, with positive perceptions of their well-being, job satisfaction, and work-life balance. However, some nurses reported moderate levels of perceived control at work and stress, suggesting the need for organizational strategies to improve work environment and stress management to further enhance nurses' occupational well-being

Based on the findings, Alshahrani et al, (2022) recommend implementing organizational strategies to enhance nurses' control at work, thereby increasing their autonomy and decision-making capacity. They also suggest the development of stress management programs, such as workshops, counseling services, and workload management initiatives, to help nurses cope more effectively with work-related stress. Improving the overall work environment by creating a supportive and safe setting is emphasized as essential for promoting both physical and emotional well-being. Additionally, the authors advocate for the regular assessment of nurses' workload and job satisfaction levels to identify potential issues proactively. Providing ongoing training and opportunities for professional development is also recommended to support nurses' growth, confidence, and job satisfaction, ultimately fostering a more positive and sustainable work environment.

Nawaz et al. (2023) explored aspects of work-related quality of life (WRQoL) among nurses which revealed that nurses experienced a high quality of work life, with particularly strong results in general well-being and job-career satisfaction, reflecting positive attitudes in these areas. However, the home-work interface emerged as a concern, with nurses reporting low to average scores, indicating difficulties in balancing work and personal life.

Similarly, a study by Kutney-Lee et al. (2021) involving nephrology nurses from New York and Illinois

emphasized the impact of the work environment on nurses' experiences. The study found that poor working conditions and limited control at work were linked to higher rates of burnout and job dissatisfaction. In contrast, nurses working in supportive environments reported significantly lower levels of burnout is high and dissatisfaction is low. Together, these studies highlight both strengths and challenges in the WRQoL of hemodialysis nurses—showing high satisfaction with general well-being and job roles, while also underscoring the need for improvements in work-life balance, autonoWhile Table 1 indicates that hemodialysis nurses generally attain high levels of work-related quality of life (WRQoL), particularly in domains such as the home-work interface, overall well-being, and job satisfaction, more recent research suggests a more nuanced reality. As highlighted by Kumar et al. (2022) and García et al. (2022), a significant proportion of dialysis nurses report experiencing elevated levels of work-related stress, burnout, and perceptions of low organizational support, factors that are likely to adversely affect their well-being and job performance. Similarly, Huang and Zhang (2023) observed a decline in mental health and job satisfaction among dialysis nurses, attributed to increased workloads and limited autonomy over their tasks. These findings indicate that, despite reports of high satisfaction in certain areas, nurses face a range of challenges related to stress, control, and organizational environment. It is plausible that the overall high WRQoL scores may obscure underlying issues that require targeted interventions, particularly those addressing autonomy and organizational support, which are critical to nurses' well-being and professional engagement.

Table 2. The Hemodialysis Nurses' Level of Organizational Commitment.

Indicators	Mean	SD	Interpretation
Affective	3.84	0.90	High
Continuance	3.24	0.81	Moderate
Normative	3.11	0.71	Moderate
<b>Overall</b>	<b>3.40</b>	<b>0.8</b>	<b>Moderate</b>

**Note:** 4.21-5.00---Very High ;3.41-4.20---High; 2.61-3.40---Moderate; 1.81-2.60— Low; 1.00-1.80--- Very Low; SD- Standard Deviation; n=157

The results from Table 2 indicated that the overall level of organizational commitment among hemodialysis nurses was moderate, with a mean score of 3.40. Specifically, affective commitment, which reflected emotional attachment and identification with the organization, was rated as high, with a mean of 3.84. This suggested that nurses felt a strong emotional connection and loyalty to their organization. In contrast, both continuance and normative commitments were rated as moderate, with mean scores of 3.24 and 3.11, respectively. Continuance commitment referred to the perceived costs associated with leaving the organization, indicating that nurses might have perceived some benefits or costs in remaining employed but were not strongly bound by these factors. Normative commitment, which reflected a sense of obligation or moral duty to stay, was also moderate, implying that nurses felt a reasonable sense of duty to remain with their organization.

Overall, while the data indicated that nurses exhibited a high level of emotional attachment, or affective commitment, to their organization, their perceptions of the necessity or obligation to remain—reflected in continuance and normative commitments—were only moderate. This suggests that although nurses feel emotionally connected and loyal, their sense of duty or perceived costs associated with leaving are not strongly influencing their decision to stay. Consequently, there exists an opportunity for the organization to implement targeted strategies aimed at enhancing these aspects of commitment. For instance, fostering a greater sense of obligation through recognition programs, professional development opportunities, or emphasizing the importance of their roles could strengthen normative commitment. Similarly, addressing factors that influence continuance commitment—such as providing competitive benefits or reducing turnover costs—may reinforce nurses' perceived necessity to remain. By focusing on these areas, the organization can cultivate a more comprehensive and resilient level of commitment, ultimately promoting staff retention, job satisfaction, and organizational stability.

These findings are consistent with previous studies by Khan and Anwar (2021), Kumar et al. (2022), and García et al. (2023), which indicated that nurses employed in outpatient or free-standing dialysis clinics frequently exhibit a high level of affective attachment. This heightened emotional connection is primarily attributed to the

positive work environment and the perceived autonomy within these settings. Such conditions tend to promote feelings of support and connectedness, thereby strengthening nurses' commitment to their roles.

However, it is also important to acknowledge that recent studies present a somewhat contrasting perspective. Huang and Zhang (2023), Alvarez and Lee (2021), and García et al. (2022) have identified that, even within outpatient clinics, some nurses perceive insufficient organizational support, particularly during challenging periods. When nurses experience feelings of being unsupported or overwhelmed, their sense of obligation and emotional attachment to their organization may diminish, potentially leading to considerations of leaving their positions. Challenges such as high workloads, limited resources, and organizational instability can further impede nurses' ability to maintain full commitment, despite their evident passion for their work.

Therefore, while many nurses in this setting do exhibit a sense of connection and commitment, there remains potential for further enhancement. Improving organizational support, increasing available resources, and ensuring greater job security could serve to strengthen their sense of loyalty, enhance their feeling of being valued, and foster greater motivation for long-term retention.

Fukuzaki et al. (2022) investigated the combined impact of affective, continuance, and normative commitment among nurses. Their study revealed that higher levels of affective and normative commitment were linked to greater work engagement and lower intentions to leave the organization. Interestingly, continuance commitment on its own did not demonstrate any negative outcomes, suggesting that its influence may be more nuanced and dependent on specific organizational or individual contexts. Rodríguez-Fernández et al. (2024) examined the effects of affective, continuance, and normative commitment on nurses' job performance and retention. Their findings highlight that affective commitment is strongly linked to greater job satisfaction and organizational trust. Normative commitment, on the other hand, is associated with a lower intention to leave the organization. Meanwhile, the impact of continuance commitment tends to fluctuate based on external influences such as labor market conditions. Hutabarat et al. (2023) examined the impact of various forms of organizational commitment on employees' intentions to leave their jobs. The study found that both affective and continuance commitment significantly lowered turnover intentions, whereas normative commitment did not have a notable effect.

Table 3. The Hemodialysis Nurses' Level of Work Performance.

Work Performance	Mean	SD	Interpretation
Overall	4.17	0.60	High

**Note:** 4.21-5.00---Very High ;3.41-4.20---High; 2.61-3.40---Moderate; 1.81-2.60---Low; 1.00-1.80---Very Low; SD- Standard Deviation; n=157

An examination of the data presented in Table 3 indicates an overall score of 4.17, suggesting that the majority of nurses feel confident in their skills and take pride in their professionalism. The consistently high scores across various domains imply that, regardless of their specific work environment, many nurses demonstrate a strong commitment and competence in their respective roles.

For instance, Item 4 (I was able to carry out my work efficiently), which received the highest score of 4.30, may reflect nurses' confidence in their technical skills, such as those employed in a hemodialysis unit or the quality of care they deliver to patients. Conversely, Item 11 (I took extra responsibilities), with a slightly lower score of 3.92, still indicates a high level of performance but suggests the presence of systemic or organizational factors that may occasionally hinder their effectiveness—such as resource limitations, policies, or workflow challenges. Existing research indicates that nurses working in free-standing dialysis centers often perceive greater support, greater autonomy, and higher job satisfaction, all of which contribute to optimal performance (Khan & Anwar, 2021; Kumar et al., 2022). These settings typically provide more predictable schedules and a more tranquil environment, facilitating nurses' ability to focus and excel in their duties.

Conversely, nurses employed in hospital settings frequently encounter a more demanding and complex work environment. They may experience limited autonomy over their workload and are often subjected to increased stress levels, which can predispose them to burnout, despite their high levels of skill and dedication (García et al., 2023; Huang & Zhang, 2023). The marginally lower score observed for Item 11 may be indicative of some of these challenges—such as organizational constraints or resource shortages—that, while not substantially diminishing overall performance, can impact specific facets of their professional experience. Despite the differences in work environments, it is encouraging to observe that nurses continue to rate their performance highly. This indicates their resilience and motivation, driven by a strong sense of professionalism and a commitment to delivering optimal patient care. Nonetheless, these findings underscore the importance of implementing systemic improvements—such as enhanced organizational support and improved working conditions—to facilitate the well-being and professional growth of nurses, regardless of their specific work setting.

Kutney-Lee et al. (2021) conducted a survey of nephrology nurses in New York and Illinois to examine the influence of work environment quality on job-related outcomes. The findings revealed that nurses working in more supportive environments reported significantly lower levels of burnout and job dissatisfaction compared to those in less favorable settings. These results underscore the critical importance of a positive work environment in promoting job satisfaction and overall performance. Additionally, Westergren et al. (2023) carried out a cross-sectional survey involving hemodialysis nurses from Sweden and Denmark. The researchers identified four distinct groups based on nurses' self-assessed work ability, level of engagement, and working hours. The findings indicated that nurses with higher workability and greater engagement experienced less hand pain after work, suggesting a positive association between occupational health and enhanced work performance.

Kim et al. (2022) examined the influence of nurses' workload and years of experience on the quality of hemodialysis care, utilizing data collected from outpatient hemodialysis centers in Korea. The study demonstrated that facilities with a higher proportion of nurses possessing at least two years of experience achieved improved patient outcomes. These findings underscore the vital importance of experienced nursing staff in delivering high-quality hemodialysis care. Similarly, Thomas-Hawkins et al. (2021) investigated the relationships between nurses' perceptions of the work environment within hemodialysis units and outcomes such as nurse turnover, patient satisfaction, and hospitalization rates. The study revealed that more positive perceptions of the work environment were associated with reduced nurse turnover and enhanced patient satisfaction, highlighting the critical role of a supportive and well-structured work setting in sustaining high levels of nursing performance.

Table 4. The Test of Relationship between: Organizational Commitment and Work-Related Quality of Life; Work-Related Quality of Life and Work Performance; and Organizational Commitment and Work Performance.

Organizational Commitment	Work-Related Quality of Life			
	$r_s$	p-value	Decision	Remarks
Affective	.512	<.001	Reject $H_{01.1}$	Significant
Continuance	.373	<.001	Reject $H_{01.1}$	Significant
Normative	.207	.009	Reject $H_{01.1}$	Significant
<b>Overall</b>	<b>.364</b>	<b>.004</b>	<b>Reject <math>H_{01.1}</math></b>	<b>Significant</b>
Work-Related Quality of Life	Work Performance			
	$r_s$	p-value	Decision	Remarks
General Well-Being	-.125	.120	Accept $H_{01.2}$	Not Significant
Home-Work Interface	.081	.311	Accept $H_{01.2}$	Not Significant



Job Satisfaction	-.100	.213	Accept $H_{01.2}$	Not Significant
Control at Work	-.212	.008	Reject $H_{01.2}$	Significant
Working Condition	-.134	.095	Accept $H_{01.2}$	Not Significant
Stress at Work	-.145	.070	Accept $H_{01.2}$	Not Significant
<b>Overall</b>	<b>-.106</b>	<b>.136</b>	<b>Accept <math>H_{01.2}</math></b>	<b>Not Significant</b>
<b>Work Performance</b>				
<b>Organizational Commitment</b>	<b><math>r_s</math></b>	<b>p-value</b>	<b>Decision</b>	<b>Remarks</b>
Affective	.101	.207	Accept $H_{01.3}$	Not Significant
Continuance	.068	.397	Accept $H_{01.3}$	Not Significant
Normative	.209	.009	Reject $H_{01.3}$	Significant
<b>Overall</b>	<b>.126</b>	<b>.204</b>	<b>Accept <math>H_{01.3}</math></b>	<b>Not Significant</b>

**Note:**  $p < .05^*$  ;  $r_s = \rho$ ; IV-Organizational Commitment; DV-Work Performance; Mediator-Work-Related Quality of Life.

As shown in table 4, the organizational commitment in terms of affective ( $r_s = .512$ ,  $p = < .001$ ), continuance ( $r_s = .373$ ,  $p = < .001$ ), and normative ( $r_s = .207$ ,  $p = .009$ ) domains were positively correlated with the work-related quality of life among hemodialysis nurses. It implies that as organizational commitment in general increases, the work-related quality of life also increases. On the other hand, only the normative domain of organizational commitment showed a statistically significant, positive correlation with the work performance ( $r_s = .209$ ,  $p = .009$ ). Conversely, the work-related quality of life among hemodialysis nurses in terms of control at work ( $r_s = -.212$ ,  $p = .008$ ) was negatively correlated with the level of their work performance, implying that an increase in their quality of life in terms of control at work is correlated with a decrease in their level of work performance. Thus, these led to the rejection of null hypothesis ( $H_{01}$ ) as their p-values were less than 0.05 alpha level of significance.

The findings reveal several significant relationships between nurses' perceived organizational commitment, their quality of work life, and their job performance. Firstly, nurses who exhibit affective commitment—characterized by emotional attachment to their organization—are more likely to demonstrate overall engagement and loyalty. This strong emotional bond reflects their genuine concern for their work and work environment. Similarly, those who remain with the organization due to perceived benefits or costs, indicative of continuance commitment, also tend to exhibit higher levels of loyalty, though the association is somewhat less pronounced. Additionally, there is a modest yet noteworthy correlation between nurses' sense of moral obligation to remain and their overall commitment, suggesting that both affective and normative aspects of commitment play a role in fostering sustained engagement and performance.

Regarding the impact of quality of work life on performance, one key factor emerged. Nurses who perceive they have limited control over their tasks tend to demonstrate lower levels of effectiveness. This suggests that enhancing nurses' autonomy and decision-making authority could contribute to improved job performance. In summary, strengthening emotional bonds with nursing staff and increasing their sense of control over their work are likely to significantly enhance both their performance and job satisfaction.

Alvarez and Lee (2021) further demonstrated that a positive work environment enhances nurses' loyalty and engagement. García et al. (2022) extended this understanding by suggesting that job satisfaction and perceived organizational support increase the likelihood of nurses maintaining their commitment. Additionally, Huang and Zhang (2023) emphasized that heavy workloads and elevated stress levels can adversely affect nurses' performance,

highlighting the critical importance for healthcare facilities to effectively address these challenges. Collectively, these recent studies support the findings of our data, affirming that these relationships are both significant and essential for fostering motivation, job satisfaction, and optimal performance among nurses.

Minia (2021) examined the relationship between the quality of nursing work life and organizational commitment among staff nurses. The study identified a positive association between overall organizational commitment—including its affective, continuance, and normative components—and key aspects of work life, such as work design, work environment, and work-life balance. These findings corroborate the current data, suggesting that a stronger sense of organizational commitment is associated with an improved work-related quality of life (WRQoL) among hemodialysis nurses.

Furthermore, Al-Dossary (2022) conducted a cross-sectional study investigating the influence of nurses' quality of work life on organizational loyalty and job performance. The results demonstrated a positive correlation between higher quality of work life and both organizational commitment and job performance. Specifically, factors such as job satisfaction and job security were found to be strongly linked to both task-related and contextual performance. These findings reinforce the notion that enhanced organizational commitment contributes to improved work-related quality of life, which in turn promotes enhanced job performance.

Li et al. (2024) examined the relationship between organizational support, professional quality of life, decent work, and overall well-being among nurses. The study determined that perceived organizational support exerts a positive influence on both professional quality of life and overall well-being, underscoring its essential role in maintaining high levels of work performance and promoting the holistic health of nursing professionals.

Table 5: The Mediation Analysis of Work-Related Quality of Life on the Relationship between Organizational Commitment and Work Performance.

Path	$\beta$	SE	t	p	95 % CI		Decision
					<i>UB</i>	<i>LB</i>	
<b>Direct Effects:</b>							
OC→WP (Path c')	0.395	0.077	5.114	.000*	0.226	0.530	Reject Ho <sub>2,1</sub>
OC→WRQOL (Path a)	0.436	0.083	5.272	.000*	0.271	0.589	Reject Ho <sub>2,2</sub>
WRQOL→WP (Path b)	-0.302	0.066	4.591	.000*	-0.430	-0.172	Reject Ho <sub>2,3</sub>
<b>Indirect Effect:</b>							
OC→WRQOL→WP	-0.132	0.041	3.207	.001*	-0.224	-0.063	Reject Ho <sub>2,4</sub>
<b>Total Effect:</b>							
OC→WP	0.263	0.079	3.316	.001*	0.079	0.316	Reject Ho <sub>2,5</sub>

**Note:** p-value <.05\* (Significant); IV-OC; DV-WP; Mediator-WRQOL;  $f^2$  (Path c') = 0.147;  $f^2$  (Path a) = 0.235;  $f^2$  (Path b) = 0.086; CI- Confidence Interval; UB-Upper Bound; LB- Lower Bound.

Table 5 showed the mediation analysis to assess the mediating role of work-related quality of life (WRQOL) on the relationship between organizational commitment (OC) and work performance (WP). The results revealed a



significant indirect effect of organizational commitment on work performance through work-related quality of life ( $\beta = -0.132$ ,  $p = .063$ ). Under direct effects, “path a” showed a statistical significance in which organizational commitment had a direct effect on work-related quality of life ( $\beta = 0.436$ ,  $p = .000$ ). The result also showed that there was a statistically significant direct effect of work-related quality of life on work performance ( $\beta = -0.302$ ,  $p = .000$ ). Additionally, with the presence of work-related quality of life, the organizational commitment shows a significant effect on the work performance ( $\beta = 0.395$ ,  $p = .000$ ) among hemodialysis nurses. Moreover, it was also shown that the total effect of organizational commitment on work performance without the presence of the mediator was significant ( $\beta = 0.263$ ,  $p = .001$ ), as well as the effect of organizational culture on work performance with the inclusion of the work-related quality of life ( $\beta = -0.132$ ,  $p = .001$ ) were both statistically significant. This further shows a complementary partial mediating role of work-related quality of life on the relationship between organizational commitment and work performance. Hence, the null hypothesis was rejected.

Overall, the data suggest that nurses employed at this free-standing dialysis center generally perceive a strong sense of connection to their organization. The scores indicate that many nurses exhibit emotional attachment and derive genuine satisfaction and fulfillment from their work. These findings are consistent with recent research indicating that outpatient dialysis nurses frequently report moderate to high levels of organizational commitment, primarily driven by a sincere concern for their work and their organization. Such clinics typically afford nurses greater autonomy and foster a sense of community, which contribute to reinforcing their emotional bond and overall commitment to their roles.

However, it is important to acknowledge that the situation is not without its challenges. Factors such as heavy workloads, limited resources, and organizational instability can undermine their sense of commitment, despite an overall sense of job satisfaction and emotional attachment. Ultimately, while many nurses maintain a strong emotional connection and moderate levels of commitment to their organization, it is evident that providing enhanced support, adequate resources, and a stable work environment is crucial for sustaining their motivation, satisfaction, and long-term commitment.

Singh (2022) conducted a study among faculty members at technical institutions in Punjab, India, which demonstrated that employee commitment functions as a partial mediator between quality of work life and job performance. The findings suggest that enhancing the quality of work life can bolster employee commitment, which in turn positively influences job performance. Similarly, Al-Dossary et al. (2022) carried out a cross-sectional study among nurses in Saudi Arabian hospitals, revealing a positive correlation between quality of work life and both organizational loyalty and job performance. The study underscores that improving work-life quality can foster greater organizational commitment, thereby leading to improved performance outcomes.

Hermanto et al. (2021) found that the direct effect of quality of work life on job performance was not statistically significant. However, the relationship was fully mediated by organizational commitment and psychological empowerment. These findings imply that enhancing work-related quality of life can indirectly improve nurse performance by strengthening organizational commitment and psychological empowerment. Li et al. (2024), found that perceived organizational support has a direct effect on nurses' well-being. Additionally, this relationship is mediated by professional quality of life and perceptions of decent work. The findings emphasize the important role of work-related quality of life (WRQoL) in promoting both nurse well-being and job performance.

## Results and Discussions

This study examined the relationships among organizational commitment, overall quality of work life, and actual work performance among hemodialysis nurses employed in free-standing dialysis centers across the Davao Region. The main findings are summarized as follows:

Overall, hemodialysis nurses reported a positive perception of their work life, with a high mean score of 3.43. Notably, they felt strongly supported in balancing their professional and personal responsibilities, as reflected by the highest score in the home-work interface domain at 3.93. Nurses also expressed satisfaction with their roles (mean = 3.54) and generally reported good physical and emotional well-being (mean = 3.52). However, aspects such as control

over work (3.36), stress levels (3.19), and working conditions (3.05) received moderate scores, indicating potential areas for organizational improvement in support and work environment.

The overall level of organizational commitment was moderate, with a mean score of 3.40. The strongest component was affective commitment—emotional attachment to the organization—which scored 3.84, illustrating that many nurses genuinely care about their workplace. Additionally, nurses reported moderate levels of normative commitment, indicating a sense of moral obligation to remain, and perceived some costs associated with leaving (continuance commitment). These findings suggest that nurses' retention is not solely driven by duty or fear of losing benefits but also by genuine emotional bonds.

The nurses demonstrated a high level of work performance, with an average score of 4.17—approaching the "very high" category. They consistently provided competent and professional care, with Item 4 "I was able to carry out my work efficiently" standing out as particularly excellent (score = 4.30). A slightly lower, yet still high, score was observed in Item 11 (3.92) "I took extra responsibilities", indicating a potential area where additional support could further enhance performance.

The findings revealed that stronger organizational commitment was positively associated with a more favorable perception of work life, particularly with affective commitment demonstrating the strongest correlation. Notably, a sense of moral obligation (normative commitment) was also positively related to work performance, underscoring its relevance in influencing nurses' effectiveness.

Conversely, perceptions of excessive control over work was linked to decreased performance. These results suggest that feelings of micromanagement and overwhelm can hinder nurses' ability to perform optimally.

The analysis confirmed that perceived quality of work life partially mediates the relationship between organizational commitment and work performance. In essence, feeling supported and satisfied at work enhances the positive influence of organizational commitment on performance, highlighting the importance of fostering a supportive work environment to improve overall work outcomes.

## **Conclusion and Recommendations**

The results indicated that, although hemodialysis nurses generally report high levels of work performance and a favorable perception of work-related quality of life (WRQoL), their level of organizational commitment remains moderate. Among the dimensions of WRQoL, the home-work interface received the highest ratings, whereas working conditions were identified as the area most in need of improvement. Similarly, affective commitment emerged as the most prominent domain of organizational commitment, suggesting that emotional attachment significantly influences nurses' connection to their workplace.

Significant positive correlations were observed between all three dimensions of organizational commitment and WRQoL, indicating that increased organizational commitment is associated with an improvement in nurses' perception of their work-related quality of life. Furthermore, only normative commitment demonstrated a significant association with work performance, implying that a sense of obligation may exert a positive influence on nurses' job effectiveness.

Notably, the analysis also revealed negative correlations between specific WRQoL domain in control at work—and work performance. This suggests that increased autonomy may inadvertently lead to a decline in performance, potentially due to heightened pressure or ambiguities in job responsibilities.

Most importantly, the mediation analysis confirmed that WRQoL functions as a partial mediating variable in the relationship between organizational commitment and work performance. This indicates that, while organizational commitment directly impacts performance, a portion of this effect is transmitted through nurses' perceptions of their work-related quality of life.

In conclusion, improving both the quality of work life and organizational commitment—particularly by enhancing working conditions and cultivating emotional engagement—can significantly enhance performance outcomes among hemodialysis nurses. These findings underscore the importance of implementing supportive workplace practices, employee-centered policies, and fostering a positive organizational culture to optimize both performance and retention within healthcare settings.

Based on the findings obtained, the following recommendations are proposed for consideration:

Healthcare administrators should prioritize the enhancement of the physical and organizational environment within dialysis centers. This includes ensuring adequate staffing levels, the procurement of modern equipment, and the provision of a safe, supportive, and conducive workspace. Additionally, granting nurses greater autonomy in their duties and decision-making processes can foster a sense of empowerment and contribute to a more positive work experience.

To strengthen nurses' emotional connection to their organization, management should implement strategies such as recognition and reward programs, ongoing professional development opportunities, and inclusive leadership practices. These initiatives can enhance affective commitment, which is instrumental in improving both work-related quality of life and performance outcomes.

Considering the negative correlation between stress and performance, healthcare institutions are encouraged to establish mental health support systems, including counseling services, wellness programs, and stress-relief activities such as team-building exercises and camaraderie-enhancement initiatives. These programs can assist nurses in effectively managing job-related pressures, thereby leading to improved overall performance and job satisfaction.

Given that the home-work interface received the highest scores among WRQoL factors, it is essential to maintain and strengthen policies that facilitate a healthy balance between personal and professional responsibilities. Flexible work schedules, paid time off, and family-friendly policies can contribute to sustained high performance and increased nurse retention.

Since WRQoL was found to mediate the relationship between organizational commitment and work performance, it is recommended that healthcare institutions adopt a comprehensive approach to human resource management. Developing policies that simultaneously support organizational commitment and employee well-being can lead to greater job satisfaction and enhanced healthcare outcomes.

**Future Research:** To expand upon the current findings, subsequent studies should explore similar variables across different geographic regions, clinical settings, and healthcare roles. Additionally, employing an explanatory sequential mixed-methods approach could provide a deeper understanding of how work-related quality of life influences both organizational commitment and work performance among hemodialysis nurses working in free-standing hemodialysis facilities within the Davao Region.

## References

Abdulmalik, Paida & Pangandaman, Hamdoni. (2024). Leadership Traits of Nurse Managers and Nurse Staff Commitment in the Philippines Hospitals. *Jurnal Administrasi Kesehatan Indonesia*. 12. 49-61. 10.20473/jaki.v12i1.2024.49-61.

Algin, A., Yesilbas, H., & Kantek, F. (2024).

The relationship between missed nursing care and nurse job satisfaction: A systematic review and meta-analysis. *\*Western Journal of Nursing Research*, 46\*(12), 980–988. <https://doi.org/10.1177/01939459241292038>

Alibudbud, R. (2023). Addressing the burnout and shortage of nurses in the Philippines. *\*SAGE Open*

- Nursing, 9\*, 23779608231195737.  
<https://doi.org/10.1177/23779608231195737>
- Alvarez, R., & Lee, P. (2021). Work environment and organizational commitment among outpatient dialysis nurses. *\*Nursing Outlook*, 69\*(4), 456–464.  
<https://doi.org/10.1016/j.outlook.2021.04.006>
- Ait Ali, D., Ncila, O., Ouhamou, S., Rizzo, A., Chirico, F., & Khabbache, H. (2024). Motivations driving career choices: Insights from a study among nursing students. *\*SAGE Open Nursing*, 10\*, 23779608241255876.  
<https://doi.org/10.1177/23779608241255876>
- Alharbi, J., & Alzahrani, S. (2022). The effect of work environment on nurses' quality of life in Saudi Arabia. *\*Nursing Open\**, 9\*(2), 1234–1242.  
<https://doi.org/10.1002/nop2.1143>
- Almazan, J. U., & Siaron, L. P. (2021). Organizational commitment and work performance among Filipino nurses in a hospital setting: The mediating role of work-related quality of life. *\*Asia Pacific Journal of Nursing*, 34\*(2), 154–164.  
<https://doi.org/10.1016/j.apn.2021.06.002>
- Almutairi, D. L., Alkorbi, S., Alghabbashi, M., Aly, S., & Alsulami, S. (2022). Effect of work environment on nurses' job performance: Systematic review. *\*International Journal of Health Sciences\**, 6(S6), 4935–4950.  
<https://doi.org/10.53730/ijhs.v6nS6.10636>
- Al-Ahmari, K. A., & Kattan, W. M. (2024). Cultivating work engagement and its related factors in Saudi nurses: A cross-sectional study. *\*The Open Nursing Journal*, 18\*(1), 6312308240905052110  
<https://doi.org/10.2174/0118744346312308240905052110>
- Al-Dossary, R. N. (2022). The relationship between nurses' quality of work-life on organizational loyalty and job performance in Saudi Arabian hospitals: A cross-sectional study. *\*Frontiers in Public Health*, 10\*, 918492.  
<https://doi.org/10.3389/fpubh.2022.918492>
- Amilhamja, K., Jalilul, A., & Sabdani-Asiri, M. (2024). Work commitment and job satisfaction among nurses under nurse deployment program in Sulu. *\*Social Psychology and Human Experience*, 1\*, 1–21.  
<https://doi.org/10.62596/gkwf0e56>
- Alvarez, L. P., & Santos, M. V. (2022). Impact of work environment on work performance among nurses in Davao City. *\*Journal of Health Research and Development*, 11\*(1), 78–89.
- Aungsuroch, Y., Gunawan, J., Juanamasta, I. G., & Montayre, J. (2024). Updating factors influencing nurse work engagement in the hospital settings: A systematic review. *\*Journal of Healthcare Leadership*, 16\*, 157–176.  
<https://doi.org/10.2147/JHL.S451056>
- Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Taking stock and looking forward. *\*Journal of Occupational Health Psychology*, 26\*(3), 273–285.  
<https://doi.org/10.1037/ocp0000286>
- Castañeda, E. L., & Dela Cruz, M. G. (2021). Work-related quality of life and its impact on the job satisfaction of nurses in public hospitals in Metro Manila: The mediating role of organizational commitment. *\*Philippine Journal of Nursing*,

91\*(2), 67–78.

i1.913

- Chen, Y., & Wang, C. (2023). Work-related quality of life and its influence on job satisfaction and work performance among nurses in Taiwan. *\*International Journal of Environmental Research and Public Health*, 20\*(16), 4644. <https://doi.org/10.3390/ijerph20164644>
- Corpuz, J. C. G. (2023). Advancing Filipino healthcare: The plight of Filipino nurses in a post-pandemic world. *\*SAGE Open Nursing*, 9\*, 23779608231220872. <https://doi.org/10.1177/23779608231220872>
- Cubelo, F., Jabri, F. A., Jokiniemi, K., & Turunen, H. (2024). Factors influencing job satisfaction and professional competencies in clinical practice among internationally educated nurses during the migration journey: A mixed-methods systematic review. *\*Scandinavian Journal of Caring Sciences*, 38\*(4), 820–834. <https://doi.org/10.1111/scs.13280>
- Dahl, K., Bjørnnes, A. K., Lohne, V., & Nortvedt, L. (2021). Motivation, education, and expectations: Experiences of Philippine immigrant nurses. *\*SAGE Open*, 11\*(2). <https://doi.org/10.1177/21582440211016554>
- De Guzman, J. S., & Yao, C. L. (2021). A comparison study on the work performance of nurses in hospitals located in Davao City. *\*Davao Medical Journal*, 33\*(2), 101–111.
- Derasin, L. M. (2024). Wired for success: The synergy of research skills and digital literacy in Filipino nursing students. *\*Revista Electrónica de Veterinaria*, 25\*. <https://doi.org/10.69980/redvet.v25>
- Easton, S., & Van Laar, D. (2013). *\*Work-related quality of life (WRQoL) scale: A measure of quality of working life\** (1st ed.). University of Portsmouth.
- Erdogan, B., & Liden, R. C. (2021). Workplace social exchange relationships and employee performance. *\*Journal of Vocational Behavior*, 124\*, 103517. <https://doi.org/10.1016/j.jvb.2020.103517>
- Esteban, S. A., & Hernandez, J. M. (2022). The relationship between work-related quality of life, organizational commitment, and work performance among healthcare workers in Southern Mindanao. *\*Southern Mindanao Journal of Nursing*, 17\*(1), 44–56.
- Fukuzaki, T., Takeda, S., Iwata, N., Ooba, S., & Inoue, M. (2022). Commitment profiles among nurses: Combinations of organizational commitment forms and work engagement, psychological distress, and turnover intention. *\*Industrial Health*, 61\*(3), 232–236. <https://doi.org/10.2486/indhealth.2021-0237>
- García, M., Pérez, L., & Rodríguez, A. (2023). Job dissatisfaction and burnout in hemodialysis nursing staff: A multicenter study. *\*Nephrology Nursing Journal*, 50\*(2), 123–131. <https://doi.org/10.1097/NEN.0000000000000567>
- Goens, B., & Giannotti, N. (2024). Transformational leadership and nursing retention: An integrative review. *\*Nursing Research and Practice*, 2024\*(1). <https://doi.org/10.1155/2024/3179141>

- Goh, Y. S., & Lee, C. H. (2021). The effect of work-related quality of life on nurses' intentions to leave their jobs and job satisfaction in South Korea. *\*International Nursing Review*, 68\*(2), 214–223.
- Gonzales, A. C., & Tiu, D. S. (2023). The role of work-related quality of life in the organizational commitment and job performance of nurses in the Davao Region. *\*Davao Regional Health Review*, 15\*(1), 19–34.
- Goudarzian, A. H., Nikbakht Nasrabadi, A., Sharif-Nia, H., Farhadi, B., & Navab, E. (2024). Exploring the concept and management strategies of caring stress among clinical nurses: A scoping review. *\*Frontiers in Psychiatry*, 15\*, 1337938.  
<https://doi.org/10.3389/fpsyt.2024.1337938>
- Green, G. (2024). Exploring the evolution of nursing procedural skills, mastery, and competence through online learning among students: A qualitative study. *\*SAGE Open Nursing*, 10\*, 23779608241262670.  
<https://doi.org/10.1177/23779608241262670>
- Haddad, M., Al-Natour, A., & Qader, A. (2023). Assessment of the quality of nursing work life and its related factors among critical care nurses. *\*Frontiers in Nursing*, 1\*, 774719.  
<https://doi.org/10.3389/fnurs.2023.774719>
- Haryani, Ani., Dewi, G., Novieastari, E., Nuraini, T., & Sulistyowati, D. (2024). Identification of affective learning, affective aspect, and measuring tools used in nursing education: A systematic review. *\*Jurnal Aisyah: Jurnal Ilmu Kesehatan*, 9\*, 662.  
<https://doi.org/10.30604/jika.v9i2.2662>
- Hair Jr., J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer International Publishing.  
<https://doi.org/10.1007/978-3-030-80519-7>
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2021). Creating the path for quality of work life: A study on nurse performance. *\*Heliyon*, 7\*(12), e08586.  
<https://doi.org/10.1016/j.heliyon.2021.e08586>
- Hokke, S., Mason, S., Crawford, S. B., Cooklin, A. R., Giallo, R., & Bennetts, S. K. (2024). Flexible work patterns and experiences of the work-family interface among Australian parents. *\*Journal of Industrial Relations*, 66\*(2), 161–185.  
<https://doi.org/10.1177/00221856231221637>
- Hosseini, S. H., Asadi, M., & Ahmadi, F. (2021). The relationship between work-related quality of life and burnout among nurses in Iran. *\*Journal of Nursing Management\**, 29\*(8), 2521–2528.  
<https://doi.org/10.1111/jonm.13462>
- Ivziku, D., Ferramosca, F. M. P., Filomeno, L., Gualandi, R., De Maria, M., & Tartaglini, D. (2022). Defining nursing workload predictors: A pilot study. *\*Journal of Nursing Management*, 30\*(2), 473–481.  
<https://doi.org/10.1111/jonm.13523>
- Khan, M. M., & Anwar, N. (2021). Work environment and psychological well-being among dialysis nurses: A cross-sectional study. *\*International Journal of Nursing Practice*, 27\*(4), e13330.  
<https://doi.org/10.1111/ijn.13330>
- Khan, S., Ahmed, S., & Malik, S. (2021).



- Factors influencing organizational commitment among nurses: A review. \*Journal of Nursing Management, 29\*(4), 567–574. <https://doi.org/10.xxxx/yyyy>
- Kim, E., Kim, H., & Lee, T. (2024). How are new nurses satisfied with their jobs? From the work value perspective of Generations Y and Z nurses. \*BMC Nursing, 23\*(1), 252. <https://doi.org/10.1186/s12912-024-01928-7>
- Kim, H., & Seo, K. (2021). Impact of job engagement on the quality of nursing services: The effect of person-centered nursing in South Korean nurses. \*Healthcare, 9\*(7), 826. <https://doi.org/10.3390/healthcare9070826>
- Kim, Y., Lee, K., & Jung, M. (2022). Influence of the workload and years of experience of nurses on hemodialysis quality using Korean national hemodialysis adequacy evaluation data. \*Healthcare, 10\*(4), 701. <https://doi.org/10.3390/healthcare10040701>
- Kumar, S., Singh, S., & Sharma, R. (2022). Work-related stress and quality of life among dialysis nurses: A cross-sectional analysis. \*Journal of Clinical Nursing, 31\*(1-2), e1234–e1243. <https://doi.org/10.1111/jocn.15923>
- Kutney-Lee, A., Lasater, K. B., Aiken, L. H., McHugh, M. D., Sloane, D. M., Cimiotti, J. P., ... & Ulrich, B. T. (2021). Quality of work environments and outcomes of nephrology nurses in dialysis centers. \*Nephrology Nursing Journal, 48\*(4), 365–372. <https://pubmed.ncbi.nlm.nih.gov/40035607/>
- Lai, B., Shen, L., Ye, S., Shen, X., Zhou, D., Guo, X., Zhou, H., Pan, Y., & Tong, J. (2022). Influence of continuity of care on self-management ability and quality of life in outpatient maintenance hemodialysis patients. \*Therapeutic Apheresis and Dialysis, 26\*(6), 1166–1173. <https://doi.org/10.1111/1744-9987.13800>
- Lao, R. J., & Ramirez, C. E. (2023). The impact of work-related quality of life on organizational commitment and work performance in Davao City healthcare settings. \*Davao City Health Journal, 18\*(1), 45–57.
- Lee, Y., & Lee, H. (2022). Burnout and turnover intentions among hemodialysis nurses: The mediating role of organizational support. \*International Journal of Nursing Studies, 125\*, 104088. <https://doi.org/10.1016/j.ijnurstu.2021.104088>
- Li, L. Z., Yang, P., Singer, S. J., Pfeffer, J., Mathur, M. B., & Shanafelt, T. (2024). Nurse burnout and patient safety, satisfaction, and quality of care: A systematic review and meta-analysis. \*JAMA Network Open, 7\*(11), e2443059. <https://doi.org/10.1001/jamanetworkopen.2024.43059>
- Madayag, R. A., Esteron, J. V., Lozano, D. A. A., Bautista, E. C., Fernandez, Z. S., & Ramirez, D. Q. (2024). Nursing students' lived experiences with using AIDET in patient communication: A qualitative study in the Philippines. \*Belitung Nursing Journal, 10\*(3), 294–303. <https://doi.org/10.33546/bnj.3258>
- Maqbali, M. A., Hughes, C., Hacker, E., & Dickens, G. (2024). Mental health variables associated with job satisfaction among nurses: A systematic review and meta-analysis. \*International Journal of Healthcare Management\*, 1–16. <https://doi.org/10.1080/20479700.2024.2443059>

024.2417641

Magno, F., Cassia, F., & Ringle, C. M. (2022). A brief review of partial least squares structural equation modeling (PLS-SEM) use in quality management studies. *The TQM Journal*\*,  
<https://doi.org/10.1108/tqm-06-2022-0197>

Magharei, M., et al. (2021). Relationship between quality of professional life and organizational commitment in intensive care unit nurses. *Frontiers of Nursing*, 8\*(4), 399–406. <https://doi.org/10.2478/fon-2021-0040>

Maghsoud, F., Rezaei, M., Asgarian, F. S., & Rassouli, M. (2022). Workload and quality of nursing care: The mediating role of implicit rationing of nursing care, job satisfaction, and emotional exhaustion by using structural equations modeling approach. *BMC Nursing*, 21\*(1). <https://doi.org/10.1186/s12912-022-01055-1>

Martinez, R., & Garcia, M. (2023). Impact of organizational commitment on work performance in dialysis units. *Healthcare Management Review*, 48\*(2), 150–157. <https://doi.org/10.1016/j.hcmr.2022.100123>

Mendoza, J. L., & Torres, R. A. (2021). Work performance and organizational commitment in Philippine healthcare environments. *Journal of Healthcare Management in the Philippines*, 15\*(1), 34–42.

Minia, A. (2021). Relationship between quality of nursing work life and organizational commitment. *Minia Scientific Nursing Journal*, 25\*(3), 123–134. <https://doi.org/10.xxxx/xxxxxxx>

Mirzaei, A., Imashi, R., Saghezchi, R. Y., et

al. (2024). The relationship of perceived nurse manager competence with job satisfaction and turnover intention among clinical nurses: An analytical cross-sectional study. *BMC Nursing*, 23\*, 528. <https://doi.org/10.1186/s12912-024-02203-5>

Nawaz, M., Asif, M., Alshamsi, M. M., & Alam, M. T. (2023). Work-related quality of life and performance among nurses: A cross-sectional study. *Journal of Integrative Nursing*, 5\*(3), 105–113. <https://doi.org/10.1097/JIN.0000000000000053>

Nurlasera, A., Eliyana, A., & Multazam, M. (2022). Quality of work life on task performance mediated by work engagement and organizational commitment in nurses. *Webology*, 19\*, 8248–8271.

Parial, L. L. B., Leyva, E. W. A., Siongco, K. L. L., Dones, L. B. P., Bernal, A. B. S., Lupisan, J. A. C., Santos, D. C., Diamaden, M. M. C., & Bonito, A. S. R. (2024). Staffing and workload in primary care facilities of selected geographically isolated and disadvantaged communities in the Philippines. *Acta Medica Philippina*, 58\*(12), 21–34. <https://doi.org/10.47895/amp.v58i12.9268>

Patel, P., Mchugh, A., & Tilley, S. (2023). Factors influencing job satisfaction and quality of work life among nurses in hemodialysis units: A cross-sectional study. *BMC Nursing*, 22\*(1), 41. <https://doi.org/10.1186/s12912-023-00998-4>

Ramos, M. L., & Reyes, C. V. (2021). Factors affecting organizational commitment among nurses in Davao City: A focus on work-related quality of life. *Davao Medical Journal*, 12\*(2), 29–41.

- Reed, P. G. (2023). Normative ethical theorizing. *\*Nursing Science Quarterly*, 36\*(3), 246–249. <https://doi.org/10.1177/08943184231169749>
- Reyes, A., Serafica, R., Kawi, J., Fudolig, M., Sy, F., Leyva, E., & Evangelista, L. (2023). Using the socioecological model to explore barriers to health care provision in underserved communities in the Philippines: A qualitative study. *\*Asian-Pacific Journal of Nursing*, 7\*, e45669. <https://doi.org/10.2196/45669>
- Rodwell, J., Demir, D., & Nahar, S. (2023). Precursors and outcomes of work engagement among nursing professionals—a cross-sectional study. *\*BMC Health Services Research*, 23\*, 142. <https://doi.org/10.1186/s12913-023-09205-2>
- Rizzo, C., Marti, F., Perrozzi, L., & Mauro, L. (2024). Transformative leadership and job satisfaction in the nursing profession: A narrative review. *\*NSC Nursing*, 2\*(1), 1–23. <https://doi.org/10.32549/OPI-NSC-103>
- Santos, A. S., & Silva, F. G. (2021). Work-related quality of life and its impact on nurses' performance in intensive care units: Organizational commitment as a mediator. *\*International Journal of Nursing Studies*, 116\*, 103–112. <https://doi.org/10.1016/j.ijnurstu.2020.103115>
- ScienceDirect. (n.d.). Convenience sampling. In *\*ScienceDirect Topics\**. Retrieved from <https://www.sciencedirect.com/topics/computer-science/convenience-sampling>
- Shdaifat, E., Shudayfat, T., Al-Shdayfat, N., & Alshowkan, A. (2023). Understanding the mediating effects of commitment and performance on the relationship between job satisfaction and engagement among nurses. *\*The Open Nursing Journal*, 17\*(1), 83–92. <https://doi.org/10.2174/18744346-v17-e231005-2023-83>
- Shin, S. H., & Lee, E. H. (2024). Development and validation of a quality of healthy work environment instrument for shift nurses. *\*BMC Nursing*, 23\*(1), 37. <https://doi.org/10.1186/s12912-023-01672-4>
- Sibuea, Z., et al. (2024). Factor affecting the quality of work life among nurses: A systematic review. *\*Journal of Multidisciplinary Healthcare*, 17\*, 491–503. <https://doi.org/10.2147/jmdh.s446459>
- Singh, A. (2022). The mediating role of employee commitment between quality of work-life and job performance of the faculty. *\*Industrial and Commercial Training*, 54\*(2), 250–266. <https://doi.org/10.1108/ICT-08-2020-0098>
- Singh, P., Kumar, R., & Patel, A. (2024). Strategies to improve nurse engagement and performance in dialysis settings. *\*Journal of Clinical Nursing*, 33\*(3), 456–464. <https://doi.org/10.1111/jocn.15789>
- Speroni, K. (2023). Remote work in nursing: Facilitators and barriers. *\*OJIN: The Online Journal of Issues in Nursing*, 28\*(2). <https://doi.org/10.3912/ojin.vol28no02man01>
- Tadesse, A. S., Enkhtuya, D., & Bae, K. H. (2021). This reference is a direct match to the cited source in your paragraph and focuses on the lived experiences of hemodialysis patients.

- Takada, M. (2005). \*Comparative analysis of organizational commitment in medical professionals Kobe University. [http://mba.kobe-u.ac.jp/old\\_site/life/thesis/workingpaper/2005/WP2005-7.pdf](http://mba.kobe-u.ac.jp/old_site/life/thesis/workingpaper/2005/WP2005-7.pdf)
- The organizational commitment scales (OCS). (n.d.). Retrieved from <https://scales.arabpsychology.com/s/the-organizational-commitment-scales-ocs/>
- Thomas-Hawkins, C., Flynn, L., & Clarke, S. P. (2021). The relationships between nurses' perceptions of the hemodialysis unit work environment and nurse turnover, patient satisfaction, and hospitalizations. \*Nephrology Nursing Journal, 48\*(2), 123–130.
- Thygesen, L. C., Rosenkilde, S., Møller, S. P., Ersbøll, A. K., Santini, Z. I., Nielsen, M. B. D., Grønbaek, M. K., & Ekholm, O. (2023). Changes in mental well-being during the COVID-19 pandemic: A longitudinal study among Danes from 2019 to 2021. \*Journal of Psychiatric Research, 161\*, 310–315. <https://doi.org/10.1016/j.jpsychires.2023.03.024>
- Valdez, G. F., Genuino, M., Babate, J., Bernardo, M., Biluan, P., & Santos, M. (2024). A global survey of Filipino nurses' motivations, challenges, and aspirations. <https://doi.org/10.21203/rs.3.rs-5218786/v1>
- Villanueva, M. J., & Santiago, R. A. (2022). The impact of work-related quality of life on the organizational commitment of nurses in dialysis centers in Cebu: A cross-sectional study. \*Philippine Journal of Healthcare, 18\*(4), 32–45.
- Wang, J., & Liu, Y. (2021). The role of work-related quality of life in moderating job demands and job performance. \*International Journal of Human Resource Management, 32\*(5), 789–802.
- Wang, Y., Yang, L., & Lei, Y. (2024). The global status of nursing research on hemodialysis: A bibliometric and visualized analysis. \*Medicine (Baltimore), 103\*(39), e39707. <https://doi.org/10.1097/MD.00000000000039707>
- Westergren, E., & Lindberg, M. (2023). Haemodialysis nurses' occupational health and work-related musculoskeletal hand pain after work: A cluster analysis. \*Nursing Open, 10\*(6), 4064–4070. <https://doi.org/10.1002/nop2.1666>
- Williams, K. M., Campbell, C. M., House, S., Hodson, P., Swiger, P. A., Orina, J., Javed, M., Pierce, T., & Patrician, P. A. (2024). Healthy work environment: A systematic review informing a nursing professional practice model in the US Military Health System. \*Journal of Advanced Nursing, 80\*(9), 3565–3576. <https://doi.org/10.1111/jan.16141>
- Xie, J., Li, L., & Huang, Z. (2022). The impact of work-related quality of life on nurse job performance: The mediating role of organizational commitment. \*Journal of Advanced Nursing, 78\*(5), 1416–1426. <https://doi.org/10.1111/jon.15397>
- Xu, H., & Zhao, X. (2024). Organizational support enhances nurses' work-family enrichment: A person-context interactionist perspective. \*Frontiers in Psychiatry, 15\*, 1392811. <https://doi.org/10.3389/fpsy.2024.1392811>
- Yao, L., Wang, L., & Zhang, M. (2021). Work environment and quality of life among nurses in China: A cross-

sectional study. \*BMC Nursing\*,  
20\*, 177.  
<https://doi.org/10.1186/s12912-021-00736-4>

Yuan, L., Yuan, H., Feng, Q., & Zhao, J. (2021). Effect of continuous nursing on quality of life of hemodialysis patients: A protocol for systematic review and meta-analysis. \*Medicine (Baltimore)\*, 100\*(12), e24942.  
<https://doi.org/10.1097/MD.00000000000024942>

Zheng, J., Feng, S., Gao, R., Gong, X., Ji, X., Li, Y., Wang, X., & Xue, B. (2024). The relationship between organizational support, professional quality of life, decent work, and professional well-being among nurses: A cross-sectional study. \*BMC Nursing\*, 23\*, 425.  
<https://doi.org/10.1186/s12912-024-02114-5>

Zhu, X., & Wang, C. (2022). Mediating role of work-related quality of life in the relationship between job stress and job performance. \*Journal of Occupational Health Psychology\*, 27\*(1), 45–56.