

Psychological Well-Being, Organizational Commitment, and Intention to Stay Among Staff Nurses

Sceiky Jane H. Zapanta¹, Gloria M. Cunanan²

Author Information:

¹⁻² Liceo de Cagayan University College of
Nursing- Graduate Studies, Cagayan De
Oro City, Philippines

Correspondence:

szapanta88562@liceo.edu.ph

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Abstract. Nurse retention remains a major challenge for healthcare systems, particularly in public hospitals where heavy workloads, workforce shortages, and limited resources contribute to high turnover. Although psychological well-being and organizational commitment have been recognized as important determinants of retention, evidence on their combined influence on nurses' intention to stay in rural public hospitals remains limited. This study examined the influence of psychological well-being and organizational commitment on the intention to stay among staff nurses at Bukidnon Provincial Hospital–Maramag. A descriptive-correlational design was utilized, involving 118 staff nurses selected through total enumeration sampling. Data were collected using standardized questionnaires measuring psychological well-being, organizational commitment, and intention to stay. Descriptive statistics, Pearson correlation, and multiple regression analysis were employed. Findings revealed that psychological well-being, organizational commitment, and intention to stay were all at high levels. Correlation analysis showed that most variables were significantly related to intention to stay, except for personal growth. Multiple regression analysis identified enthusiasm to work hard as the only significant predictor of intention to stay. The results highlight that motivation and work engagement are critical determinants of nurse retention. It is recommended that healthcare institutions implement wellness programs, recognition systems, and supportive work environments to enhance nurse retention.

Keywords: Intention to stay; nurses; organizational commitment; psychological well-being ; retention

Introduction

Psychological well-being and organizational commitment have emerged as important determinants of nurse retention, particularly in public healthcare settings facing workforce shortages. Psychological well-being refers to the mental and emotional state that enables nurses to cope with occupational stress, maintain job satisfaction, and find meaning in their work (Penconek et al., 2024). Nurses with higher levels of psychological well-being tend to demonstrate greater resilience, stronger work engagement, and a higher intention to remain in their organizations (Pu et al., 2024). Similarly, organizational commitment, defined as an employee's emotional attachment and loyalty to the organization, has been consistently associated with reduced turnover intentions and improved retention outcomes (Meyer & Allen, 1997, Penconek et al., 2024).

Globally, the nursing workforce continues to face significant challenges. The International Council of Nurses projected a shortage of up to 13 million nurses by 2030 due to increasing turnover and migration trends (ICN, 2022). In the Philippines, nurse retention remains a critical concern, with only a small proportion of hospital nurses expressing a strong intention to stay in their current workplaces (Sapar & Oducado, 2021). High turnover disrupts continuity of care, increases organizational costs, and threatens healthcare quality (Pressley et al., 2023).

These challenges are evident in public hospitals such as Bukidnon Provincial Hospital–Maramag (BPH–Maramag), where nurses frequently encounter heavy workloads, staffing shortages, and demanding work schedules. It is a government-owned tertiary hospital with a capacity of more than 100 beds and serves as a major referral center for central Bukidnon. During the study period, the hospital frequently operated at or near full occupancy, reflecting high patient demand. Staff nurses commonly managed approximately 60 to 80 patients per shift across three nurses in selected units while working the standard 40-hour workweek, with additional duties when service demands increased. These workload conditions may contribute to psychological strain and influence nurses' organizational commitment and intention to stay. Despite these operational challenges, limited empirical evidence has examined how psychological well-being and organizational commitment influence nurse retention in rural public hospitals, providing the rationale for

the present study. Existing studies have focused primarily on turnover intention rather than the positive factors that promote retention (Shanafelt et al., 2019).

Anchored on Sustainable Development Goal 3 (Good Health and Well-Being), this study examines the influence of psychological well-being and organizational commitment on nurses' intention to stay. By identifying factors that promote retention, the study contributes evidence that may support workforce sustainability, improve healthcare service delivery, and strengthen nurse retention strategies in public hospitals.

Research Questions

This study aimed to determine the influence of psychological well-being and organizational commitment on staff nurses' intention to stay at Bukidnon Provincial Hospital–Maramag. Specifically, the study answered the following questions:

1. What is the level of psychological well-being in terms of:
 - 1.1 Positive relation with others,
 - 1.2 Autonomy,
 - 1.3 Environmental mastery and
 - 1.4 Personal growth?
2. What is the level of organizational commitment among staff nurses in terms of:
 - 2.1 Acceptance of organizational goals and values,
 - 2.2 Enthusiasm to work hard?
3. What is the level of intention to stay among staff nurses?
4. Is there a significant relationship between intention to stay among nurses and Psychological well-being and Organizational commitment?
5. Which variables, singly or in combination, predict intention to stay among nurses?

Scope and Delimitation of the Study

This study examined the relationships among psychological well-being, organizational commitment, and intention to stay among staff nurses at Bukidnon Provincial Hospital–Maramag (BPH–Maramag). Participants included regular staff nurses with at least six months of continuous employment in various clinical units. Data were collected using standardized measures of psychological well-being, organizational commitment, and intention to stay. The study focused solely on these variables and did not examine other retention-related factors such as salary, leadership, workload, or staffing ratios. Findings are specific to BPH–Maramag and should be interpreted within the context of a rural public hospital setting.

Literature Review

Psychological Well-Being

Psychological well-being (PWB) is a critical factor influencing nurses' performance, engagement, and retention. Recent studies indicate that supportive work environments, social support, adequate staffing, and positive leadership contribute to higher levels of well-being among nurses, whereas burnout, workload pressures, and emotional exhaustion diminish psychological health (Oducado & Tamdag, 2021). In the Philippines, understaffing, migration pressures, and workplace stress have been identified as major threats to nurses' well-being and retention (Alibudbud, 2023). Ryff's dimensions of psychological well-being, particularly positive relations with others, autonomy, environmental mastery, and personal growth, have been associated with resilience, work engagement, and professional satisfaction. Nurses who experience supportive relationships, professional autonomy, and opportunities for growth demonstrate stronger psychological well-being and are more likely to remain in their organizations (Sapar & Oducado, 2021, WHO, 2022).

Organizational Commitment

Organizational commitment reflects an employee's emotional attachment and loyalty to the organization. Studies consistently show that nurses with stronger organizational commitment report higher job satisfaction, better performance, and lower turnover intentions (Penconek et al., 2023). Commitment is strengthened when nurses perceive alignment between their personal values and organizational goals, receive organizational support, and experience participative leadership and empowerment (Laschinger et al., 2012; Berdida & Grande, 2023). In the Philippine setting, organizational commitment is strongly influenced by teamwork, ethical leadership, supervisor support, and a sense of shared purpose. Filipino nurses often remain committed despite resource limitations because of professional values, social connectedness, and service orientation (Alibudbud, 2023).

Intention to Stay

Intention to stay refers to an employee's willingness to remain employed in an organization and is recognized as a key indicator of workforce stability. International evidence identifies job satisfaction, organizational commitment, work environment, leadership support, and psychological well-being as major predictors of nurses' intention to stay (Pressley et al., 2023). Conversely, burnout, heavy workloads, and limited career opportunities increase turnover intentions. In the Philippines, intention to stay is challenged by workforce shortages, migration opportunities, and workplace stress. However, studies indicate that nurses who experience strong organizational support, resilience, professional growth opportunities, and positive workplace relationships are more likely to remain in service (Sapar & Oducado, 2021; Diana et al., 2023).

Methodology

Research Design

This study employed a descriptive-correlational design to examine the relationships among psychological well-being, organizational commitment, and intention to stay among staff nurses at Bukidnon Provincial Hospital–Maramag. The descriptive component assessed the levels of the study variables, while the correlational component determined their relationships. Multiple regression analysis was further utilized to identify the significant predictors of nurses' intention to stay.

Sampling Design

A total enumeration approach was utilized, whereby all 118 eligible staff nurses were invited to participate in the study.

Research Locale

The study was conducted at Bukidnon Provincial Hospital–Maramag (BPH–Maramag), a government-owned tertiary hospital in Maramag, Bukidnon, Philippines. The hospital has a capacity of more than 100 beds and serves as a referral center for central Bukidnon. During the study period, the hospital frequently operated at or near full occupancy, reflecting high demand for healthcare services. Operational records further indicated an annual nurse turnover rate of approximately 30%, with 23 staff nurses resigning during the previous year. Staff nurses also managed heavy patient loads, with approximately three nurses caring for 60–80 patients in selected units during a standard 40-hour workweek. These workforce and workload challenges highlight the importance of examining the factors that influence nurses' psychological well-being, organizational commitment, and intention to stay in a rural public hospital setting.

Research Participants

The participants were regular staff nurses employed at Bukidnon Provincial Hospital–Maramag (BPH–Maramag). Eligible participants were registered nurses assigned to clinical units who had completed at least six months of continuous employment at the hospital. Nurses on extended leave, volunteer nurses, nursing trainees, contractual nursing personnel, and those who declined to participate were excluded. A total enumeration sampling approach was employed, wherein all eligible staff nurses were invited to participate in the study.

Research Instrument

Data were collected using adapted standardized questionnaires measuring psychological well-being, organizational commitment, and intention to stay. Psychological well-being was assessed using a 40-item instrument based on Ryff's Psychological Well-Being Scale (Ryff & Keyes, 1995), covering positive relations with others, autonomy, environmental mastery, and personal growth. Organizational commitment was measured using an adapted scale from Marwa Abd-Alazim et al. (2024), assessing acceptance of organizational goals and values and enthusiasm to work hard. Intention to stay was measured using the scale developed by Tang et al. (2019). All instruments utilized a 5-point Likert scale, with higher scores indicating greater levels of the measured construct. Prior to data collection, the questionnaire underwent content validation by experts in nursing and research and was tested for reliability using Cronbach's alpha, with a minimum acceptable coefficient of 0.70.

Data Gathering Procedure

Ethical approval and institutional permission were obtained prior to data collection. Eligible staff nurses were informed about the study objectives and procedures and provided written informed consent before participation. Data were collected using printed and online questionnaires based on participants' preferences. Participation was voluntary, and respondents were informed of their right to withdraw at any

time without consequence. Confidentiality and anonymity were maintained throughout the study, with data stored securely and reported only in aggregate form. Upon completion of the study, the findings were disseminated to the hospital administration and relevant stakeholders.

Results and Discussions

Research Question 1: What is the level of psychological well-being in terms of Positive relation with others, Autonomy, Environmental mastery and Personal growth?

Table 1. Level of Psychological Well-Being of Staff Nurses in Terms of Positive Relations with Others

	Statements	Mean	SD	Descriptive Rating	Interpretation
1.	I often feel overwhelmed by my responsibilities.	3.653	0.799	Agree	High level
2.	People would describe me as a giving person, willing to share my time with others.	4.000	0.679	Agree	High level
3.	I have not experienced many warm and trusting relationships with others.	4.025	0.928	Agree	High level
4.	I stand by my decisions even when others think differently.	3.822	0.833	Agree	High level
5.	I tend to worry about what other people think of me.	3.441	1.017	Moderately Agree	Moderate level
6.	I am good at managing the responsibilities of daily life.	4.034	0.846	Agree	High level
7.	I can maintain close and meaningful relationships even during stressful periods.	4.093	0.666	Agree	High level
8.	I am proud that I have developed a lifestyle that is much to my liking.	4.144	0.742	Agree	High level
9.	It's difficult for me to voice my own opinions on controversial matters.	3.644	0.910	Agree	High level
10.	I feel that I am becoming a better version of myself as time goes by.	4.186	0.739	Agree	High level
	Overall Mean	3.90	0.816	Agree	High level

Table 1 shows the level of psychological well-being among staff nurses regarding a positive relation with others. The results showed an overall mean of 3.90 with a standard deviation of 0.816 which is interpreted as high level, staff nurses have consistent and meaningful interpersonal relationships. The highest mean score received from the statement "I feel that I am becoming a better version of myself as time goes by" ($M = 4.186$, $SD = 0.739$). This implies that nurses are able to recognize personal development and emotional growth as a result of their relationships with others. Such interactions may increase professional collaboration and mutual support in the healthcare environment. Meanwhile, the lowest mean score was for the statement "I tend to worry about what other people think of me" ($M = 3.441$, $SD = 1.017$), which was interpreted as a Moderate level. It shows that some nurses are sometimes worried about others' feelings, which may affect their interpersonal confidence. The results suggest that staff nurses have strong interpersonal skills, which are necessary for teamwork, communication, and collaboration in healthcare settings. Positive relational well-being helps build emotional resilience, reduces work-related stress, and encourages a supportive work culture. Strengthening interpersonal relationships through mentorship programs, peer support systems, and team-building activities may also help increase nurses' psychological well-being and organizational commitment. The findings support Ryff's Psychological Well-Being Theory, which identifies positive relations with others as a critical dimension of well-being characterized by empathy, trust, and meaningful interpersonal connections (Ryff, 1989). Studies by Keyes et al. (2002) also highlighted that people with supportive relationships report higher levels of psychological health and life satisfaction. In the context of nursing, Van Bogaert et al. (2014) found that collaborative work environments and strong interpersonal relationships among nurses led to significant improvements in job satisfaction and work engagement. Similarly, Dyrbye et al. (2020) found that supportive relationships among healthcare professionals are associated with lower burnout and improved emotional well-being, reinforcing the importance of interpersonal relationships in nursing practice.

Table 2. Level of Psychological Well-Being of Staff Nurses in Terms of Autonomy

	Statements	Mean	SD	Descriptive Rating	Interpretation
1.	I judge myself by what I think is important, not by the values of what others think is important.	3.924	0.828	Agree	High level
2.	For me, life has been a continuous process of learning, changing, and growth.	4.644	0.577	Strongly Agree	Very High level
3.	I feel motivated to pursue new skills and grow in my personal life.	4.263	0.831	Agree	High level
4.	I can adapt to unexpected situations and still manage effectively.	4.144	0.695	Agree	High level
5.	I do not fit very well with the people and the community around me.	2.237	1.167	Disagree	Low level
6.	I rely on my own judgment when making important decisions about my life.	3.907	0.876	Agree	High level
7.	I feel comfortable asserting my needs and opinions in challenging situations.	3.941	0.719	Agree	High level
8.	I tend to be influenced by people with strong opinions.	3.559	0.956	Agree	High level
9.	I am able to adapt well when faced with changes in my environment.	4.076	0.642	Agree	High level
10.	I have the sense that I have developed a lot as a person over time.	4.059	0.731	Agree	High level
	Overall Mean	3.88	0.802	Agree	High level

Table 2 shows the staff nurses' level of psychological well-being regarding autonomy. The results showed that the overall mean was 3.88, with a standard deviation of 0.802, indicating that they agreed that nurses would always show independence in their decision-making and personal judgment. The highest mean was obtained from the statement "For me, life has been a continuous process of learning, changing, and growth" ($M = 4.644$, $SD = 0.577$). It implies that nurses have a very high appreciation for continuous learning and self-improvement. Such a perspective is a growth-oriented mindset that allows nurses to adapt to challenges in their profession and improve their competence in clinical practice. On the other hand, the lowest mean was obtained for the statement "I do not fit very well with the people and the community around me" ($M = 2.237$, $SD = 1.167$), interpreted as Disagree. It implies that nurses do not experience feelings of social disconnection too often and therefore, they can generally be said to feel accepted in their professional setting. The study results indicate that nurses at Bukidnon Provincial Hospital-Maramag have a strong sense of independence and self-direction in their work. Autonomy is crucial in nursing practice because nurses must frequently exercise professional judgment in providing patient care. When nurses are empowered to make decisions and trust their own judgment, they are more confident, engaged, and motivated in their work. Encouraging autonomy within healthcare organizations may therefore contribute to greater job satisfaction, better professional performance, and greater organizational commitment. The findings support the Self-Determination Theory, which emphasizes the importance of autonomy as a fundamental psychological need in influencing motivation and well-being (Ryan & Deci, 2020). According to Laschenger et al. (2016), nurses who enjoy autonomy at work are more likely to exhibit higher levels of engagement and professional satisfaction. Similarly, Wang et al. (2021) found that autonomy in clinical practice improves nurses' psychological well-being and contributes to nurse retention in healthcare institutions. These studies support the present study's findings, showing that autonomy plays an important role in strengthening nurses' psychological well-being.

Table 3. Level of Psychological Well-Being of Staff Nurses in Terms of Environmental Mastery

	Statements	Mean	SD	Descriptive Rating	Interpretation
1.	I am able to organize my daily responsibilities in a way that works well for me.	4.246	0.738	Agree	High level
2.	The demands of everyday life often get me down.	3.822	0.812	Agree	High level
3.	I feel there are people in my life who truly understand and support me.	4.339	0.753	Agree	High level
4.	I have confidence in my own opinions even if they differ from others.	3.771	0.851	Agree	High level
5.	I believe continuous learning is essential to becoming a better person.	4.542	0.735	Strongly Agree	Very High level
6.	I think it is important to have new experiences that challenge how I think.	4.331	0.692	Agree	High level
7.	Most people see me as loving and affectionate.	3.932	0.781	Agree	High level
8.	I have been able to build a lifestyle that suits my personal preferences.	3.992	0.745	Agree	High level

9.	I feel motivated to grow continuously through learning and new experiences.	4.356	0.734	Agree	High level
10.	I think life offers many opportunities for personal development.	4.271	0.724	Agree	High level
Overall Mean		4.16	0.757	Agree	High level

Table 3 shows the level of psychological well-being among staff nurses regarding environmental mastery. The overall mean of 4.16, with a standard deviation of 0.757, indicates that nurses consistently demonstrate a high level of ability to manage their environment and responsibilities most effectively. The highest mean was achieved from the statement "I believe continuous learning is essential to becoming a better person" ($M = 4.542$, $SD = 0.735$). It implies that nurses are highly passionate about lifelong learning as an integral part of enhancing personal and professional development. Meanwhile, the lowest mean was obtained for the statement "I have confidence in my own opinions even if they differ from others" ($M = 3.771$, $SD = 0.851$), although still interpreted as Agree or high level of psychological well-being, indicating that nurses in general keep their confidence in their professional opinions. These results suggest that nurses can manage their work environment and responsibilities effectively despite the demands of their profession. Environmental mastery enables nurses to maintain control of their work, adapt to workplace changes, and respond effectively to adverse situations. Strengthening this capacity through supportive workplace policies and professional development programs may further enhance nurses' resilience and overall well-being. The results are consistent with Ryff's (1989) theory of Psychological Well-Being, which holds that environmental mastery is an individual's ability to manage life situations effectively. In the healthcare environment, Shanafelt et al. (2019) found that healthcare professionals who exhibit environmental mastery are more resilient and better able to manage occupational stress. Similarly, Dyrbye et al. (2020) said that nurses who manage the work environment well tend to enjoy higher job satisfaction and psychological well-being.

Table 4. Level of Psychological Well-Being of Staff Nurses in Terms of Personal Growth

	Statements	Mean	SD	Descriptive Rating	Interpretation
1.	I have difficulty arranging my life in a way that is satisfying to me.	2.915	1.188	Moderately Agree	Moderate level
2.	I do not feel pressured to change my behavior just to please others.	3.678	1.045	Agree	High level
3.	I gave up trying to make improvements in my life long ago.	2.720	1.253	Moderately Agree	Moderate level
4.	Maintaining close relationships has been difficult and frustrating for me.	2.593	1.192	Moderately Agree	Moderate level
5.	I am not interested in activities that will expand my horizons.	2.331	1.162	Disagree	Low level
6.	I often feel lonely because I have few close friends with whom to share my concerns.	2.373	1.306	Disagree	Low level
7.	I enjoy personal and mutual conversations with family members and friends.	4.390	0.692	Agree	High level
8.	In general, I feel I am in charge of the situation in which I live.	4.076	0.828	Agree	High level
9.	My decisions are not usually influenced by what everyone else is doing.	3.831	0.981	Agree	High level
Overall Mean		3.21	1.072	Moderately Agree	Moderate level

Personal Growth is reflected in Table 4. The overall mean of 3.21, with a standard deviation of 1.072, indicates that nurses have a moderate level of personal growth. However, this is lower than for other dimensions of psychological well-being. The highest average score was obtained for the item "I like to have personal and mutual conversations with family members and friends" ($M = 4.390$, $SD = 0.692$). It suggests that the nurses place a high value on interpersonal relationships as a source of emotional support. The lowest mean was obtained for the statement "I am not interested in activities that will expand my horizons," with a mean of 2.331 and an SD of 1.162 (interpreted as Disagree or low level), suggesting that nurses generally indicate an interest in activities that will enhance their personal development. The results suggest that while nurses show personal growth, the demands of the workplace and professional roles may at times constrain opportunities for self-development. Healthcare institutions may therefore further support nurses' growth through stronger professional development programs, continuing education, and career advancement opportunities. The findings are consistent with Ryff's Psychological Well-Being Model, which defines personal growth as the continuous development of one's potential and openness to new experiences (Ryff & Keyes, 1995). Studies by Pressley et al (2023) also found that professional development opportunities play a significant role in improving nurses' personal growth and job satisfaction. Similarly, Dyrbye et al. (2020)

reported that nurses with personal growth and professional development show greater levels of psychological well-being and increased engagement in their work

Table 5. Summary of the Level of Psychological Well-Being Among Staff Nurses

Psychological Well-Being Dimensions	Mean	SD	Descriptive Rating	Interpretation
Positive Relations with Others	3.90	0.816	Agree	High level
Autonomy	3.88	0.802	Agree	High level
Environmental Mastery	4.16	0.757	Agree	High level
Personal Growth	3.21	1.072	Moderately Agree	Moderate level
Overall Mean	3.79	0.862	Agree	High level

The overview of psychological well-being among the staff nurses in four dimensions, including positive relations with others, autonomy, mastery over the environment, and personal growth, is explained in Table 10. The findings give a mean of 3.79 with a standard deviation of 0.862, which is described as Agree and interpreted as a high level, indicating that the staff nurses feel psychologically well in both their occupation and personal life. Environmental mastery, among the four dimensions, had the highest mean ($M = 4.16$). It indicates that nurses possess a strong capacity to manage their work environment, organize their duties, and adapt to the demands of their profession. This ability would be especially valuable in the health care environment, where nurses often find themselves in stressful situations and with complicated roles. Personal growth, on the other hand, had the lowest mean ($M = 3.21$), which was interpreted as a Moderate level, indicating that nurses have growth opportunities, but not as frequently as in the other dimensions. It implies that nurses are aware of their development opportunities; however, their work demands and time constraints may not always allow them to engage in continuous self-development. The outcomes suggest that nurses are overall very well adjusted psychologically, especially in how they cope with their working environment and their positive relationships with others. Nevertheless, the score for personal growth is relatively lower, which also speaks in favor of offering healthcare institutions more opportunities to enhance their professional development, further education, and career growth. Reinforcing these initiatives can further improve nurses' well-being and professional satisfaction. The results confirm Ryff's Psychological Well-Being Theory, which posits that positive relations, autonomy, environmental mastery, and personal growth are crucial to overall psychological well-being (Ryff, 1989). Research by Keyes et al. (2002) further showed that people who have demonstrated high psychological well-being are most likely to have greater life satisfaction and resilience. Dyrbye et al. (2020) also found in the nursing setting that nurses with greater psychological well-being can cope with work stress and remain engaged in their professional practice. On the same note, Shanafelt et al. (2019) also found that healthcare workers who are psychologically stable perform better and experience less burnout.

Research Question 2: What is the level of organizational commitment among staff nurses in terms of Acceptance of organizational goals and values, Enthusiasm to work hard?

Table 6. Level of Organizational Commitment of Staff Nurses in Terms of Acceptance of Organizational Goals and Values

Statements	Mean	SD	Descriptive Rating	Interpretation
1. I feel proud to tell others that I am part of this organization.	3.890	0.748	Agree	High level
2. I feel emotionally attached to the goals and values of the organization.	4.229	0.744	Agree	High level
3. I believe the organization's values align with my personal values.	4.161	0.773	Agree	High level
4. I feel that the organization's goals inspire me to perform well.	4.042	0.799	Agree	High level
5. I sometimes feel disconnected from the organization's mission.	2.847	1.174	Moderately Agree	Moderate level
6. I understand and support the objectives of the organization.	3.475	0.940	Moderately Agree	Moderate level
7. I question the relevance of some organizational policies.	2.220	1.378	Disagree	Low level
8. I feel responsible for helping the organization achieve its goals.	4.339	0.718	Agree	High level
9. I believe that working toward organizational goals is important.	4.212	0.714	Agree	High level
10. I am willing to support initiatives that improve the organization.	4.025	0.841	Agree	High level
Overall Mean	3.74	0.883	Agree	High level

Table 6 shows the level of organizational commitment to the organization's goals and values. The findings indicate a mean of 3.74, which can be interpreted as a High level, indicating that staff nurses are often aligned with the organization's mission and objectives. The highest mean was observed for the statement "I feel responsible to help the organization reach its objectives" ($M = 4.339$, $SD = 0.718$), indicating that nurses acknowledge their contribution to the hospital's success. The statement with the lowest mean was the one I questioned the relevance of some organizational policies ($M = 2.220$, $SD = 1.378$), which was interpreted as disagree and low, indicating that the nurses tend to trust the hospital's policies and procedures. The results suggest that nurses are highly committed to the hospital's goals and values. When nurses align with organizational goals, they are more likely to contribute positively to workplace productivity, teamwork, and high-quality patient care. Hospitals can enhance this political commitment by helping them establish organizational values, facilitate participative leadership, and ensure free communication between employees and management. These results align with Meyer and Allen's Organizational commitment theory, which suggests that organizational identification increases the likelihood that employees will be committed and productive. Research by Meyer et al. (2002) also shows that employees' organizational acceptance of values is associated with higher levels of commitment and job satisfaction. On the same note, Al-Hussami (2008) found that nurses who strongly identified with organizational goals were more committed and less likely to turnover.

Table 7. Level of Organizational Commitment of Staff Nurses in Terms of Enthusiasm to Work Hard

	Statements	Mean	SD	Descriptive Rating	Interpretation
1.	1. I am willing to put in extra effort to help the organization succeed.	4.093	0.762	Agree	High level
2.	2. I feel motivated to perform my job well every day.	3.814	0.846	Agree	High level
3.	3. I take pride in doing my job to the best of my ability.	3.983	0.795	Agree	High level
4.	4. I am willing to go beyond what is expected in my job.	4.144	0.707	Agree	High level
5.	5. I am enthusiastic about performing my responsibilities.	3.797	0.872	Agree	High level
6.	6. I sometimes feel less motivated to work hard.	3.356	1.033	Moderately Agree	Moderate level
7.	7. I sometimes feel emotionally exhausted at work.	3.102	1.164	Moderately Agree	Moderate level
8.	8. I feel energized when performing my work tasks.	4.271	0.747	Agree	High level
9.	9. I feel proud of the work that I do.	4.203	0.801	Agree	High level
10.	10. I remain committed even during challenging situations.	3.797	0.920	Agree	High level
	Overall Mean	3.86	0.865	Agree	High level

Table 7 shows the degree of organizational commitment among the staff nurses regarding their enthusiasm to work hard. The findings showed a total average of 3.86 and a standard deviation of 0.865, which is deemed Agree, indicating that the nurses will often be enthusiastic and committed to their work responsibilities. The highest mean was obtained for one of the statements in the I feel energized when doing my work tasks category ($M = 4.271$, $SD = 0.747$). This observation implies that nurses are mostly driven and inspired to undertake their work roles. It tells of the strength of professional commitment and involvement in the provision of healthcare services. Likewise, the mean for the statement "I feel proud of the work that I do" ($M = 4.203$, $SD = 0.801$) was also large, indicating that nurses feel proud and fulfilled in their work. It can be explained by the fact that nursing is a significant profession that involves patient care and support in their recovery and well-being. Conversely, the lowest mean was observed for the statement "I am sometimes emotionally drained in the workplace" ($M = 3.102$, $SD = 1.164$), which was rated at the Moderate level. That is, although nurses are often ready and motivated, they sometimes experience emotional fatigue due to the nature of healthcare work. Factors such as heavy workloads, stressful situations, and long working hours may contribute to this experience. The results show that staff nurses express high levels of enthusiasm and commitment to work despite, in some cases, emotional exhaustion. It implies that the nurses are highly professional and motivated in the discharge of their duties. Nonetheless, emotional exhaustion underscores the importance of stress management, mental health, and workload-balancing programs to support nurses' enthusiasm and prevent burnout. These support systems can also be strengthened to increase nurses' motivation and commitment to the organization. The research results are supported by prior literature highlighting the importance of organizational commitment in facilitating work engagement among nurses. The organizational commitment theory proposed by Meyer and Allen indicates that employees who display strong emotional attachment to an organization are more likely to put in additional effort at work (Meyer and

Allen, 1991). Al-Hussami (2008) found that nurses who are enthusiastic about their work obligations in a healthcare setting exhibit higher organizational commitment and job performance. Cowden and Cummings (2015) also observed that nurses' enthusiasm and engagement in the workplace are significant predictors of increased organizational commitment and intention to stay. These findings support the current study's results, suggesting that nurses who remain motivated and energized in their duties are more likely to remain strongly committed to their respective organizations.

Table 8. Summary of the Level of Organizational Commitment Among Staff Nurses

Organizational Commitment Dimensions	Mean	SD	Descriptive Rating	Interpretation
Acceptance of Organizational Goals and Values	3.74	0.883	Agree	High level
Enthusiasm to Work Hard	3.86	0.865	Agree	High level
Overall Mean	3.80	0.874	Agree	High level

Table 8 provides an overview of organizational commitment among staff nurses, including their appreciation of organizational goals and values and their willingness to work hard. The findings indicate a mean score of 3.80 and a standard deviation of 0.874, which can be interpreted as a High level, indicating that the nurses are often committed to their organization. Out of the two dimensions, interest in working hard received the greatest mean ($M = 3.86$). It implies that nurses are highly motivated and ready to work hard in carrying out their duties. The zeal with which this is done signifies a commitment to their career duties and a high degree of responsibility in providing quality patient care. Conversely, organizational goals and values were not accepted at all, with a slightly lower mean ($M = 3.74$) being rated as High. It means that nurses tend to align with the hospital's mission and goals, yet it is still possible to further align them with the organizational policies and goals. The results suggest that staff nurses are highly committed to the organization, especially in their zeal to perform their work effectively. Organizational commitment is also significant in healthcare institutions, where it encourages employee involvement and teamwork and supports organizational stability. By strengthening nurses' bond with the organizational objectives through leadership support, appreciation programs, and involvement in decision-making, it is possible to deepen their commitment and professional satisfaction. These findings align with the Three Component Model of Organizational commitment by Meyer and Allen, which emphasizes employees' emotional bonding and commitment to organizational goals (Meyer and Allen, 1991). According to studies by Meyer et al. (2002), employees with high organizational commitment are more likely to exhibit higher job performance and lower turnover intentions. Al-Hussami (2008), in the healthcare setting, reported that the more strongly committed nurses are to their organization, the greater their job satisfaction and intention to stay in the workplace are likely to be. Equally, Penconek et al. (2023) found that organizational commitment largely determines nurses' retention and overall worker engagement.

Research Question 3: What is the level of intention to stay among staff nurses?

Table 9. Level of Intention to Stay Among Staff Nurses

Statements	Mean	SD	Descriptive Rating	Interpretation
1. I plan to continue working in this hospital for a long time.	4.051	0.954	Agree	High level
2. I see myself working here in the next few years.	3.838	1.041	Agree	High level
3. I would recommend this hospital as a good workplace.	4.103	0.941	Agree	High level
4. I sometimes think about leaving the organization.	3.171	1.124	Moderately Agree	Moderate level
5. I feel satisfied with my current job.	3.803	1.139	Agree	High level
6. I feel committed to staying in the organization.	3.983	0.991	Agree	High level
7. I feel that this organization values my contributions.	4.026	0.923	Agree	High level
8. I feel motivated to continue working in this hospital.	4.120	0.892	Agree	High level
9. I see opportunities for growth in this organization.	3.991	0.904	Agree	High level
10. I feel that my career goals can be achieved here.	3.991	0.889	Agree	High level
Overall Mean	3.91	0.980	Agree	High level

Table 9 shows that staff nurses at Bukidnon Provincial Hospital-Maramag intend to remain at the same level. Findings showed an aggregate mean of 3.91 and an SD of 0.980 for Agree and high level, indicating that nurses are generally satisfied with their desire to remain in the organization. The highest mean was observed for the statement 'I feel motivated to work in this hospital' ($M = 4.120$, $SD = 0.892$). It indicates that nurses are highly motivated in their professional duties and at their workplaces. Professional satisfaction, a supportive working environment, and career growth within the organization can drive motivation. In the meantime, the lowest mean was observed for the statement "I sometimes think I would like to leave the organization" ($M = 3.171$, $SD = 1.124$), which was interpreted as a Moderate level. It means that even though the nurses usually intend to stay at the hospital, they may sometimes want to leave because of workload, stress, or personal career reasons. The findings suggest that the intention to remain is generally strong among the nurses, which is advantageous to the effectiveness and mobility of the healthcare services. Maintaining senior nurses will lead to better patient care, lower recruitment costs, and stronger teamwork in healthcare institutions. Nevertheless, the persistence of thoughts of leaving may indicate that the hospital's management should continue to focus on factors affecting retention, including workload control, career growth prospects, incentive programs, and supportive administration. The results validate the employee retention theory, indicating that employees who experience job satisfaction, organizational commitment, and a conducive working environment are more likely to remain with their organizations (Hom et al., 2017). Cowden and Cummings (2015) investigated nurse retention intentions in the nursing profession and found that the workplace environment, career advancement prospects, and supportive leadership highly influence nurses' intentions. Similarly, Hayes et al. (2012) found that organizational support, job satisfaction, and positive workplace relationships play a significant role in nurse retention in healthcare institutions. The findings support the current study's conclusion that motivated, valued, and supported nurses are more likely to remain in their organizations.

Research Question 4: Is there a significant relationship between intention to stay among nurses and Psychological well-being and Organizational commitment?

Table 10. Correlation Between Psychological Well-Being, Organizational Commitment, and Intention to Stay

Variables	r-value	P-value	Interpretation
Positive Relations with Others	0.425	0.000	Significant
Autonomy	0.419	0.000	Significant
Environmental Mastery	0.294	0.001	Significant
Personal Growth	0.139	0.135	Not Significant
Acceptance of Organizational Goals	0.479	0.000	Significant
Enthusiasm to Work Hard	0.656	0.000	Significant

Table 10 presents the relationships among the dimensions of psychological well-being, organizational commitment, and intention to stay among staff nurses. Positive relations with others ($r = 0.425$, $p = 0.000$), autonomy ($r = 0.419$, $p = 0.000$), environmental mastery ($r = 0.294$, $p = 0.001$), acceptance of organizational goals and values ($r = 0.479$, $p = 0.000$), and enthusiasm to work hard ($r = 0.656$, $p = 0.000$) were all significantly related to intention to stay. Personal growth ($r = 0.139$, $p = 0.135$) was not significantly related to intention to stay. Among the variables, enthusiasm to work hard showed the highest correlation with intention to stay, indicating that nurses who remained motivated and willing to exert effort for the organization were more likely to plan to remain at the hospital. Acceptance of organizational goals and values also showed a significant relationship, suggesting that alignment with the hospital's mission and values was associated with stronger retention intention. The findings imply that both psychological well-being and organizational commitment were important correlates of retention, although not all dimensions contributed equally. In particular, relational well-being, autonomy, environmental mastery, and organizational commitment appeared to support nurses' willingness to stay. In contrast, personal growth did not show a statistically significant association in this study. Therefore, the null hypothesis stating that there is no significant relationship between intention to stay and the identified variables was rejected for positive relations with others, autonomy, environmental mastery, acceptance of organizational goals and values, and enthusiasm to work hard, but retained for personal growth. The research is substantiated by prior studies that highlight psychological well-being and organizational commitment as critical factors affecting employee retention. Meyer et al. (2002) opined that when an employee exhibits a high level of commitment to corporate values, he or she is more likely to remain in the workplace. Cowden and Cummings (2015) established in the nursing profession that organizational commitment is a strong predictor of nurses' retention and job stability. Likewise, Van Bogaert et al. (2017) found that nurses with positive psychological

well-being and favorable workplace conditions are better placed to remain in their healthcare organizations. These studies support the current study's findings, which indicate that psychological and organizational factors are key determinants of nurses' intention to remain.

Research Question 5: Which variables, singly or in combination, predict intention to stay among nurses?

Table 11. Predictors of Intention to Stay Among Staff Nurses

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	.447	.514		.386
	Positive Relations to Others	.328	.191	.204	.088
	Autonomy	.266	.216	.166	.219
	Environmental Mastery	-.288	.173	-.192	.099
	Personal Growth	-.088	.096	-.074	.361
	Acceptance Of Organizational Goals	-.097	.171	-.067	.571
	Enthusiasm To Work Hard	.774	.124	.616	.000

Table 11 presents the results of the multiple regression analysis of predictors of intention to stay among staff nurses. The model yielded an R value of 0.679, an R² of 0.462, an adjusted R² of 0.432, and a standard error of estimate of 0.51690. The ANOVA results showed that the regression model is statistically significant (F = 15.721, p = 0.000), indicating that the independent variables significantly predict intention to stay. Among the predictors, only enthusiasm to work hard was statistically significant (B = 0.774, β = 0.616, t = 6.246, p = 0.000). All other variables—positive relations with others (p = 0.088), autonomy (p = 0.219), environmental mastery (p = 0.099), personal growth (p = 0.361), and acceptance of organizational goals and values (p = 0.571)—were not statistically significant. Additionally, the standard coefficients show that Enthusiasm to work hard (X₆ = .616) contributes positively to the model. The model explains 46.2% of the variance in intention to stay, indicating substantial explanatory power for the combined predictors. However, when examined individually, only enthusiasm for working hard significantly predicts intention to stay. The standardized beta coefficient (β = 0.616) for enthusiasm to work hard is the highest among all variables, indicating that it has the strongest influence on intention to stay. The positive B value (0.774) further suggests that greater enthusiasm to work hard is associated with a higher intention to stay. On the other hand, the remaining variables showed non-significant p-values (p > 0.05), indicating that they do not independently predict intention to stay when analyzed together with the other variables in the model. The Regression analysis also reveals that the model that can extensively foretell the dependent variable is expressed as:

$$Y' = .447 + .328 X_1 + .266 X_2 + -.288 X_3 + -.088 X_4 + -.097 X_5 + .774 X_6,$$

Where

Y' = dependent variable,

X₁ = Positive Relations to others,

X₂ = Autonomy,

X₃ = Environmental Mastery,

X₄ = , Personal Growth

X₅ = Acceptance of Organizational Goals and.

X₆ = Enthusiasm to Work Hard.

The model explains 46.2% of the variance in intention to stay, indicating substantial explanatory power for the combined predictors. However, when examined individually, only enthusiasm for working hard significantly predicts intention to stay. The findings imply that while psychological well-being and organizational commitment variables are associated with intention to stay, they do not significantly predict it when combined in a regression model. Instead, enthusiasm to work hard emerges as the key determinant of

retention among staff nurses. It suggests that nurses who are more motivated, engaged, and willing to put in effort at work are more likely to remain in the organization. It highlights that motivation and work engagement are stronger drivers of retention than general well-being or organizational alignment alone. The regression equation derived from the model is: $ITS = 0.447 + 0.774 (\text{Enthusiasm to Work Hard})$. It indicates that for every one-unit increase in enthusiasm to work hard, intention to stay increases by 0.774 units, holding other variables constant. The findings are supported by the existing literature, which emphasizes the role of work engagement and motivation in nurse retention. Studies have shown that employees who demonstrate high levels of enthusiasm and dedication are more likely to remain in their organizations, driven by greater job satisfaction and commitment. According to Meyer and Allen, employees with strong affective commitment are more willing to exert effort and remain loyal to their organization. Similarly, research by Cowden and Cummings identified work engagement and motivation as key predictors of nurses' intention to stay. Furthermore, Bakker and Demerouti explained in the Job Demands-Resources (JD-R) Model that employees who experience higher levels of motivation and engagement are more likely to exhibit positive work outcomes, including retention. These findings confirm that enhancing nurses' enthusiasm and motivation through supportive work environments, recognition programs, and professional development opportunities can significantly improve retention.

Ethical Considerations

Ethical approval and institutional permission were obtained prior to data collection. Eligible staff nurses were informed about the study objectives and procedures and provided written informed consent before participation. Data were collected using printed and online questionnaires based on participants' preferences. Participation was voluntary, and respondents were informed of their right to withdraw at any time without consequence. Confidentiality and anonymity were maintained throughout the study, with data stored securely and reported only in aggregate form. Upon completion of the study, the findings were disseminated to the hospital administration and relevant stakeholders.

Conclusion

Staff nurses at Bukidnon Provincial Hospital–Maramag demonstrated high levels of psychological well-being, organizational commitment, and intention to stay. Psychological well-being and organizational commitment were both significantly associated with nurses' intention to stay. Among the variables examined, enthusiasm to work hard emerged as the only significant predictor of intention to stay. These findings underscore the importance of fostering work engagement and organizational commitment to strengthen nurse retention in rural public hospitals.

Recommendations

Hospital administrators may strengthen retention programs by implementing wellness activities, stress-management interventions, mental health awareness programs, recognition systems, team-building activities, and appropriate benefits enhancement for nurses. Nursing leaders and supervisors may cultivate a supportive work environment by promoting open communication, peer support, fair workload distribution, and regular mentoring and professional development opportunities. Staff nurses may actively participate in mental health, wellness, and professional development activities that enhance resilience, teamwork, and commitment to the organization. The Nursing Service Department may design unit-based interventions that reinforce a work-hard mentality, such as recognizing exemplary performance, providing supportive supervision, and implementing structured staff engagement strategies. The Provincial Health Office and hospital management may use the findings in workforce planning and policy development to improve nurse retention in rural public hospitals. Future researchers may replicate the study in other hospitals and include additional variables such as leadership style, job satisfaction, burnout, work environment, and work-life balance.

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