

The Influence of Emotional Intelligence on Performance Mediated by Organizational Commitment among Inpatient Nurses at Dr. Johannes Leimena Hospital Ambon

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Abstract

This study aims to analyze the effect of emotional intelligence on the performance of nurses at Dr. Johannes Leimena Hospital Ambon, both directly and through organizational commitment as a mediating variable. Using a quantitative approach with a sample of 40 respondents determined by the Slovin formula, data were analyzed using Partial Least Squares (SmartPLS 3.0). The results show that emotional intelligence has a positive and significant effect on performance (coefficient = 0.396; p-value = 0.026; t-statistic = 2.227) and on organizational commitment (coefficient = 0.770; p-value = 0.000; t-statistic = 8.207). Furthermore, organizational commitment has a positive and significant effect on performance (coefficient = 0.603; p-value = 0.001; t-statistic = 3.488) and mediates the relationship between emotional intelligence and performance (coefficient = 0.464; p-value = 0.002; t-statistic = 3.091). These findings indicate that emotional intelligence not only directly improves nurse performance but also indirectly through strengthening organizational commitment.

Keywords: Emotional Intelligence, Organizational Commitment, Performance.

1. Introduction

Hospital performance is greatly influenced by the quality and competence of its human resources, especially nurses who are directly involved in providing health services to patients. Emotional intelligence plays a vital role in shaping the attitudes, behaviors, and performance of nurses in carrying out their duties effectively (Pratama & Suhaeni, 2017; Gurning, Syam, & Setiawan, 2021). At Dr. Johannes Leimena General Hospital in Ambon, nurses face increasingly complex demands, requiring not only professional competence but also the ability to manage emotions, interact empathetically with patients, and maintain commitment to the organization (Hidayati, Purwanto, & Yuwono, 2011).

Organizational commitment is one of the key factors that determine the level of employee performance. A strong sense of commitment fosters responsibility, loyalty, and motivation to achieve organizational goals (Akbar, Musadieg, & Mukzam, 2017; Astuti, 2022). In the hospital environment, high organizational commitment among nurses contributes to improving service quality, patient satisfaction, and overall institutional performance.

Moreover, previous studies have shown that commitment can mediate the relationship between emotional intelligence and work performance, leading to more consistent and sustainable outcomes (Fitriastuti, 2013; Mulatta & Waskito, 2024).

Based on data from RSUP Dr. Johannes Leimena Ambon, the number of patients visiting and being treated continues to fluctuate, indicating dynamic workloads that may influence nurses' emotional and organizational conditions. The following table illustrates the number of nurses and patients in inpatient units during the March–May 2024 period.

Table 1.1
Number of Patients Visiting and Being Treated in the Inpatient Unit
Dr. Johannes Leimena General Hospital, Ambon

No	Service Unit	Number of Nurse	Marc 2024		April 2024		May 2024	
			M	F	M	L	M	L
1	Inpatient Ward 4 (Class 3)	10	34	34	48	40	55	37
2	Inpatient Ward 7 (Class 1 & 2)	13	81	77	112	85	97	96
3	Inpatient Ward 8 (VIP & VVIP)	12	21	33	17	32	26	41
4	Inpatient Ward 3 (Postnatal)	11	33	103	46	148	45	141
5	Inpatient Ward 5 (Class 3)	10	80	59	70	57	87	57
6	Inpatient Ward 6 (Class 1, 2, & 3)	12	71	70	89	67	96	84
Total		68	320	376	382	429	406	456

Source: Data Unit, RSUP Dr. Johannes Leimena Ambon (2024)

The data in the table show an increase in the number of patients from month to month, with the highest figure recorded in May 2024, reaching 862 patients. This situation indicates a high workload among nurses, which may lead to work-related stress and emotional exhaustion if not properly managed. In this context, emotional intelligence becomes an essential factor determining how nurses are able to control themselves, maintain interpersonal relationships, and sustain work quality even under high-pressure conditions.

According to Goleman (2004), emotional intelligence includes the ability to recognize one's own emotions, understand others' feelings, and manage emotions effectively. For nurses, this ability is crucial for establishing therapeutic relationships with patients, minimizing workplace conflict, and improving patient satisfaction with the care provided. Furthermore, organizational commitment also plays a vital role in shaping optimal performance. Nurses with a high level of organizational commitment tend to exhibit loyalty, a sense of belonging, and a willingness to work diligently toward achieving the hospital's objectives (Akbar, Musadieg, & Mukzam, 2017; Astuti, 2022).

Several previous studies have reported mixed findings regarding the relationship between emotional intelligence and performance. Some studies, such as Khanifah (2015) and Ardiansyah (2018), found a positive influence, while Lansart et al. (2019) reported a negative correlation. These contrasting results highlight a research gap that warrants further investigation, particularly within the context of Dr. Johannes Leimena General Hospital, Ambon. This study aims to reexamine the relationship between emotional intelligence, organizational commitment, and nurse performance, as well as to assess the mediating role of organizational commitment in the influence of emotional intelligence on performance.

Therefore, this research focuses on understanding how emotional intelligence and organizational commitment contribute to improving the performance of nurses at Dr. Johannes

Leimena General Hospital, Ambon. The findings of this study are expected to serve as a foundation for hospital management in designing effective human resource development strategies, oriented toward enhancing the quality of healthcare services and the well-being of medical personnel (Fitriastuti, 2013; Kurniasari, Thoyib, & Rofiaty, 2018; Gurning, Syam, & Setiawan, 2021).

2. Literature Review

Emotional Intelligence

Emotional intelligence refers to an individual's ability to perceive, express, and regulate emotions in oneself and others. According to Cherniss (2001), emotional intelligence encompasses the ability to recognize and express emotions, assimilate emotions into thought, understand and reason with emotions, and regulate emotions effectively. Similarly, Goleman (1998; 2009) defines emotional intelligence as the emotional capacity that includes self-control, patience in facing problems, empathy, and the ability to build interpersonal relationships. Individuals with high emotional intelligence are able to manage their emotions in socially appropriate ways, maintain emotional balance, and adapt effectively to social environments.

Kinicki and Kreitner (2009) emphasize that emotional intelligence involves managing relationships both with oneself and with others constructively and maturely. It consists of two domains: (1) the intrapersonal domain, which includes self-awareness and self-management, and (2) the interpersonal domain, which includes social awareness and relationship management. Thus, emotional intelligence is not merely about understanding emotions but also about applying emotional understanding to improve interpersonal effectiveness and work performance (Jaya, Mulyadi, & Sulaeman, 2012; Pratama & Suhaeni, 2017).

Nurse Performance

Nurse performance is a measure of the success of nursing services in achieving their objectives. It reflects the application of professional knowledge, technical skills, and interpersonal competencies in delivering quality patient care. According to Suryoputro and Fatmasari (2017), nursing performance can be evaluated through patient satisfaction levels, which are influenced by both internal and external factors such as motivation, teamwork, and organizational dynamics. Poor nurse performance can negatively affect hospital service quality and public trust in healthcare institutions (Andi, 2010; Henika, 2016).

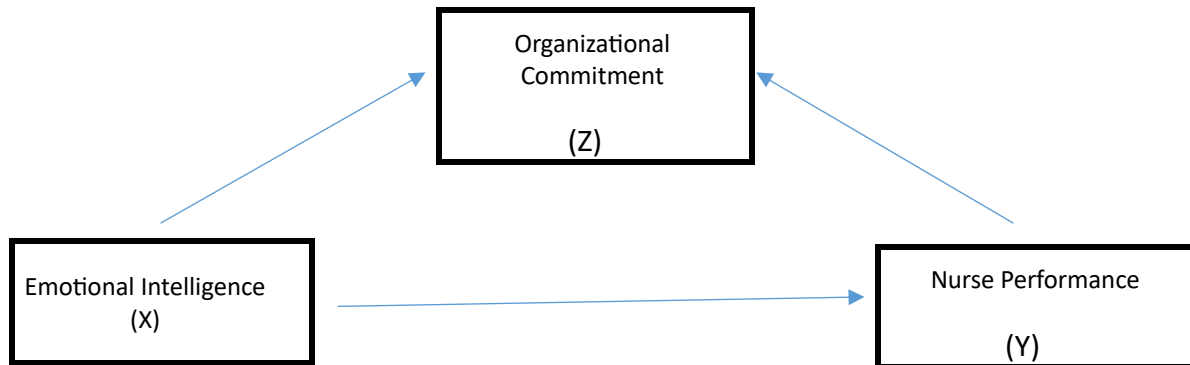
Hospitals often struggle to motivate nurses to provide high-quality services and to respond effectively to patient needs. As noted by Khalid (2006), hospitals cannot achieve their mission without the collaboration and motivation of all health workers. Nurses play a central role in patient interaction and service delivery, making their performance a crucial determinant of patient satisfaction and hospital reputation (Kristami, 2008; Lolongan & Dharmawangsha, 2013). Therefore, maintaining and improving nurse performance through proper management of emotional intelligence and organizational commitment is essential for enhancing service quality and institutional success.

Organizational Commitment

Organizational commitment refers to the degree to which an employee identifies with, is involved in, and remains loyal to the organization. Greenberg and Baron (2003) describe it as the extent to which employees are engaged in their organization and are willing to remain as its members. Similarly, Mekta (2016) defines it as an attitude reflecting employee loyalty and a continuous process through which employees express their concern for the organization. This emotional attachment includes support for organizational values and a willingness to serve the institution (Pamungkas, 2014; Haris, 2017).

Teoritical Framework

Figure 1 Teoritical Framework



Source: Data processed by researchers

Emotional intelligence refers to an individual's ability to manage and control emotions, stay patient in facing challenges, and remain motivated to act. It also involves the ability to regulate moods, empathize with others, and build positive relationships (Goleman, 2009). Research by Nurfitriani and Rukiah (2022) found that emotional intelligence has a positive and significant influence on nurses' performance. Therefore, it is hypothesized that emotional intelligence affects performance (H1). Furthermore, emotional intelligence is considered a self-directed ability that helps individuals understand themselves accurately and use that self-awareness effectively in daily life. A study by Bill Argon and Yuyuk Liana (2020) revealed that emotional intelligence positively and significantly affects employees' organizational commitment. Hence, it is hypothesized that emotional intelligence affects organizational commitment (H2).

Organizational commitment refers to an individual's emotional attachment and involvement in their organization. Mowday (1982) defines it as the strength of an individual's identification with their workplace, while Mitchell (1982) views it as a value orientation toward work that provides satisfaction and personal meaning. Research by Gani (2018), Suherman (2018), and Jufrizen (2018) found a positive and significant effect of organizational commitment on performance, supporting the hypothesis that organizational commitment influences performance (H3). Previous studies (Khanifah, 2015; Auda, 2016; Amelia, 2017; Haryono, 2017) also indicate that organizational commitment mediates the relationship between emotional intelligence and performance. Therefore, it is hypothesized that organizational commitment mediates the effect of emotional intelligence on performance (H4).

3. Research Methods

This study employs a quantitative approach with a survey design. Questionnaires were distributed to nurses working in the inpatient ward of RSUP Dr. Johannes Leimena Ambon to collect primary data, while secondary data were obtained from relevant books and journals. The Likert scale was used to measure respondents' attitudes, perceptions, and opinions toward the research variables. The collected data were then processed and analyzed to test the research hypotheses.

Data analysis was conducted using the Partial Least Square (PLS) method through SmartPLS 3.0 software. PLS, a variance-based Structural Equation Modeling (SEM) technique, was chosen because it allows simultaneous testing of complex relationships among variables. The analysis included evaluating the outer model for validity and reliability, and the inner model to assess the strength of relationships between constructs through R-square, Q-square, and hypothesis testing using bootstrapping. Mediation analysis was also performed to test whether organizational commitment mediates the relationship between emotional intelligence and performance.

4. Results and Discussion

Validity Convergent

Tabel. 2
Uji Validitas Konvergen

Variabel	Item	Loading factor	AVE	Description
Emotional Intelligence	KE1	0.970	0.894	Valid
	KE2	0.925		Valid
	KE3	0.918		Valid
	KE4	0.948		Valid
	KE5	0.961		Valid
	KE6	0.949		Valid
Organizational Commitment	KO1	0.964	0.901	Valid
	KO2	0.942		Valid
	KO3	0.942		Valid
	KO4	0.957		Valid
	KO5	0.942		Valid
	KO6	0.949		Valid
Performance	KN1	0.962	0.915	Valid
	KN2	0.943		Valid
	KN3	0.935		Valid
	KN4	0.965		Valid
	KN5	0.960		Valid
	KN6	0.972		Valid

Source: SmartPLS Output (0.3)

Based on Table 4.10 above, it is known that the loading factor values of each indicator are greater than 0.7 and the AVE values are greater than 0.5. Therefore, these indicators are declared valid as measures of their respective latent variables.

Tabel. 3
Fornell-Larcker Criterion Values

Variabel	Emotional Intelligence	Performance	Organizational Commitment
Emotional Intelligence	0.945		
Performance	0.861	0.956	
Organizational Commitment	0.770	0.908	0.949

Source: SmartPLS Output (0.3)

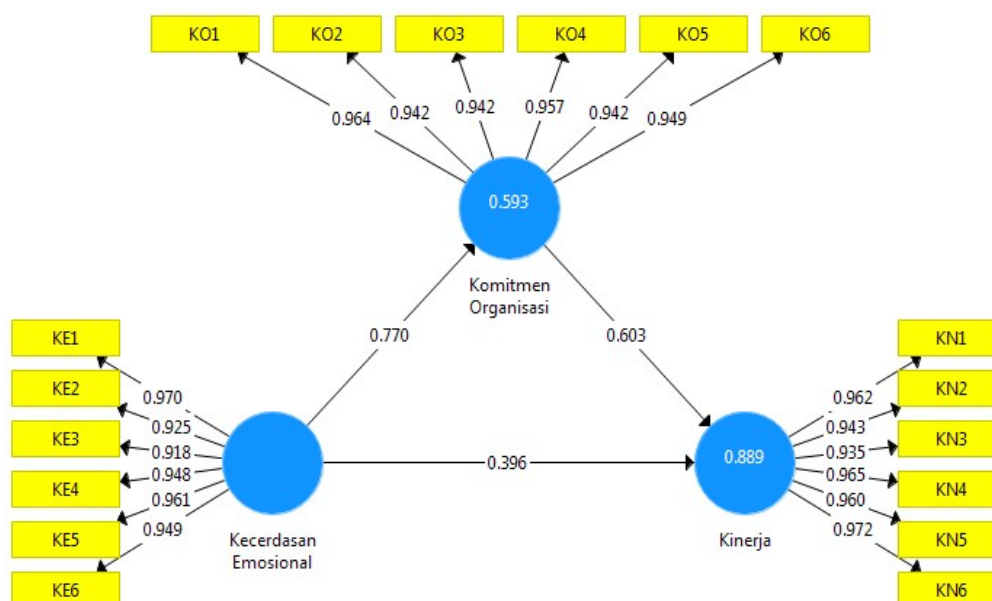
Tabel. 4
Cross Loading Values

Item	Emotional Intelligence	Performance	Organizational Commitment
KE1	0.970	0.842	0.748
KE2	0.925	0.781	0.720

KE3	0.918	0.819	0.729
KE4	0.948	0.814	0.720
KE5	0.961	0.834	0.752
KE6	0.949	0.790	0.697
KN1	0.849	0.962	0.866
KN2	0.776	0.943	0.883
KN3	0.816	0.935	0.840
KN4	0.819	0.965	0.864
KN5	0.864	0.960	0.849
KN6	0.815	0.972	0.909
KO1	0.719	0.885	0.964
KO2	0.745	0.848	0.942
KO3	0.702	0.841	0.942
KO4	0.752	0.875	0.957
KO5	0.670	0.838	0.942
KO6	0.792	0.883	0.949

Source: SmartPLS Output (0.3)

Figure. 1
Structural Model



Source: SmartPLS Output (0.3)

Table. 5
R-Square Test Results

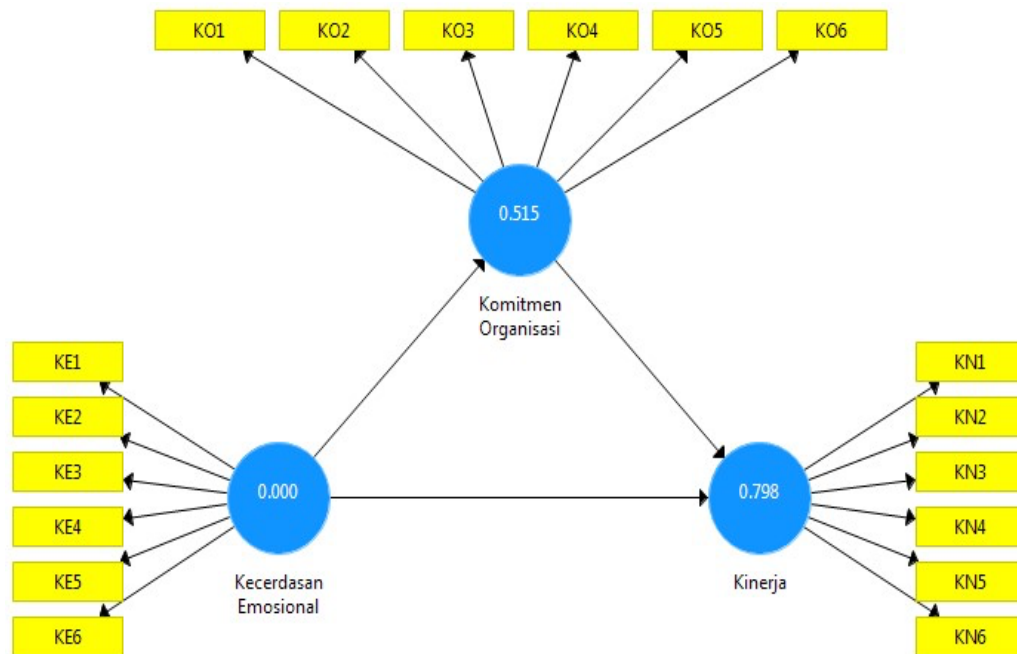
Variabel	R-Square	R-Square Adjusted
Kinerja	0.889	0.883
Komitmen Organisasi	0.593	0.582

Source: SmartPLS Output (0.3)

Based on Table 4.14 above, the R-Square value of the Performance variable is 0.889, which means that the Performance variable can be explained by the independent variables by 88.9%, while the remaining 11.1% is explained by other variables not included in this study.

Meanwhile, the R-Square value of the Organizational Commitment variable is 0.593, indicating that the Organizational Commitment variable can be explained by the independent variables by 59.3%, and the remaining 40.7% is explained by other variables not included in this study.

Figure. 2
Predictive Relevance



Source: SmartPLS Output (0.3)

Variabel	Q ² (=1-SSE/SSO)	Keterangan
Performance	0.798	Has predictive relevance
Organizational Commitment	0.515	Has predictive relevance

Based on the data presented in the table above, it can be seen that the Q-square values for the dependent variables are greater than 0. This indicates that the study has good predictive relevance, as a Q-square value greater than 0 (zero) signifies a strong predictive capability of the model.

Tabel. 6
Hypothesis Testing

Variabel	Sampel Asli (O)	T Statistik (O/STDEV)	P Values
Emotional Intelligence -> Performance	0.396	2.227	0.026
Emotional Intelligence -> Organizational Commitment	0.770	8.207	0.000
Organizational Commitment -> Performance	0.603	3.488	0.001
Emotional Intelligence -> Organizational Commitment -> Performance	0.464	3.091	0.002

Source: SmartPLS Output (0.3)

In Partial Least Squares (PLS) analysis, each hypothesized relationship is tested statistically using a bootstrapping simulation method. The results of the PLS bootstrapping analysis are as follows:

1. Effect of Emotional Intelligence on Performance

The coefficient value is 0.396, with a p-value of 0.026 (< 0.05) and a t-statistic of 2.227 (> 1.960). This indicates that emotional intelligence has a positive and significant effect on performance, so the hypothesis is accepted.

2. Effect of Emotional Intelligence on Organizational Commitment

The coefficient value is 0.770, with a p-value of 0.000 (< 0.05) and a t-statistic of 8.207 (> 1.960). These results show that emotional intelligence has a positive and significant effect on organizational commitment, confirming the hypothesis.

3. Effect of Organizational Commitment on Performance

The coefficient value is 0.603, with a p-value of 0.001 (< 0.05) and a t-statistic of 3.488 (> 1.960). This means that organizational commitment positively and significantly affects performance, supporting the hypothesis.

4. Effect of Emotional Intelligence on Performance Mediated by Organizational Commitment

The coefficient value is 0.464, with a p-value of 0.002 (< 0.05) and a t-statistic of 3.091 (> 1.960). These findings indicate that organizational commitment successfully mediates the relationship between emotional intelligence and performance, thus the hypothesis is accepted.

The Effect of Emotional Intelligence on Performance

The results of the hypothesis test show that emotional intelligence has a positive and significant effect on performance, with a coefficient value of 0.396, a p-value of 0.026 (< 0.05), and a t-statistic of 2.227 (> 1.960). This confirms that emotional intelligence significantly contributes to nurses' performance. Emotional intelligence plays a crucial role in nursing because nurses directly interact with patients and must manage emotions effectively. As noted by Kharismasyah et al. (2021), around 80% of success is influenced by emotional intelligence, while only 20% is determined by IQ. Therefore, the ability to recognize, understand, and control emotions enables nurses to provide better care and maintain a calm, empathetic attitude when dealing with patients (Raghubir, 2018).

The Effect of Emotional Intelligence on Organizational Commitment

The analysis shows that emotional intelligence positively and significantly affects organizational commitment, with a coefficient value of 0.770, a p-value of 0.000 (< 0.05), and a t-statistic of 8.207 (> 1.960). This indicates that individuals with higher emotional intelligence tend to have stronger commitment to their organization. According to Robbins (2003), organizational commitment reflects an employee's level of loyalty and attachment to their workplace. Nurses with strong emotional intelligence are more likely to feel connected to their organization, remain motivated, and support its goals. This finding aligns with Fitriastuti (2013), who confirmed that organizational commitment positively influences employee performance.

The Effect of Organizational Commitment on Performance

The results demonstrate that organizational commitment also has a positive and significant impact on performance, with a coefficient of 0.603, a p-value of 0.001 (< 0.05), and a t-statistic of 3.488 (> 1.960). This means that higher organizational commitment leads to better nurse performance. The success of healthcare organizations largely depends on how effectively management fosters commitment among employees. As emphasized by Muchlas (2012), strong leadership support and internal loyalty are key to improving service quality and ensuring that healthcare staff view themselves as valuable assets rather than burdens to the organization.

The Mediating Role of Organizational Commitment between Emotional Intelligence and Performance

The fourth hypothesis reveals that organizational commitment mediates the relationship between emotional intelligence and performance, with a coefficient value of 0.464, a p-value of 0.002 (<0.05), and a t-statistic of 3.091 (>1.960). This means that emotional intelligence influences performance both directly and indirectly through organizational commitment. Nurses with high emotional intelligence can manage emotions effectively, resolve workplace challenges calmly, and maintain harmonious relationships, which in turn strengthen their commitment and enhance performance. This finding supports Ling Ma et al. (2013), who stated that emotionally intelligent employees tend to work collaboratively and perform better within their organizations.

5. Conclusion

The analysis shows that knowledge sharing has a positive but insignificant direct effect on business performance, likely due to limited training, small business scale, and raw material constraints. However, knowledge sharing significantly influences competitive advantage by enhancing innovation, efficiency, and market adaptability. Competitive advantage, in turn, significantly improves business performance through better differentiation strategies that boost revenue and market share. Additionally, knowledge sharing indirectly enhances business performance by building competitive advantage, helping batik micro businesses in Sidoarjo adapt to changing market conditions.

6. Suggestion

Future are suggested to broaden the focus by examining how knowledge sharing operates in small batik businesses in different regions to identify variations in its impact on business success and competitive strength. Furthermore, it is important to investigate how digital tools, like social media, can aid in boosting sales and enhancing business performance. Additionally, research could incorporate an examination of outside influences, such as worldwide market trends and governmental regulations, to offer a more thorough understanding of the hurdles and prospects for small batik enterprises in enhancing their effectiveness.

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