

The Influence of Emotional Intelligence and Work Culture on Work Commitment and Implications on Nurse Performance

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ABSTRACT

This study examines the influence of Emotional Intelligence and Work Culture on Work Commitment and its implications for Nurse Performance in hospitals in the Banten Province. Nurses play a pivotal role in the delivery of quality healthcare services, directly impacting patient recovery and overall hospital performance. The study adopts a quantitative approach with a survey method, collecting data from nurses at four city hospitals in Banten. The results show that both Emotional Intelligence and Work Culture have a significant positive effect on Work Commitment, which in turn, strongly influences Nurse Performance. Emotional Intelligence enables nurses to manage their emotions effectively, fostering stronger emotional engagement with their work. Meanwhile, a supportive Work Culture enhances collaboration and communication among nurses, further strengthening their commitment to their jobs. The findings also reveal that Work Commitment serves as a crucial mediator in the relationship between Emotional Intelligence, Work Culture, and Nurse Performance. Nurses with higher Emotional Intelligence are better equipped to handle stress and build stronger relationships with patients and colleagues, leading to improved performance. Similarly, a positive Work Culture fosters an environment where nurses feel valued and supported, increasing their dedication and job satisfaction. The study concludes that hospitals should prioritize strategies to enhance Emotional Intelligence and cultivate a positive Work Culture to improve both nurse performance and the overall quality of healthcare services.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Kecerdasan Emosional dan Budaya Kerja terhadap Komitmen Kerja serta implikasinya pada Kinerja Perawat di RSUD di Provinsi Banten. Perawat memiliki peran penting dalam penyediaan layanan kesehatan yang berkualitas, yang secara langsung berdampak pada kesembuhan pasien dan kinerja rumah sakit secara keseluruhan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei, mengumpulkan data dari perawat di empat rumah sakit kota di Banten. Hasil penelitian menunjukkan bahwa Kecerdasan Emosional dan Budaya Kerja memiliki pengaruh positif yang signifikan terhadap Komitmen Kerja, yang pada gilirannya berpengaruh kuat terhadap Kinerja Perawat. Kecerdasan Emosional membantu perawat dalam mengelola emosinya dengan efektif, sehingga memperkuat keterlibatan

emosional mereka terhadap pekerjaan. Sementara itu, Budaya Kerja yang mendukung meningkatkan kolaborasi dan komunikasi di antara perawat, sehingga memperkuat komitmen mereka terhadap pekerjaan. Temuan penelitian juga menunjukkan bahwa Komitmen Kerja berperan penting sebagai mediator dalam hubungan antara Kecerdasan Emosional, Budaya Kerja, dan Kinerja Perawat. Perawat dengan Kecerdasan Emosional yang tinggi lebih mampu mengatasi stres dan membangun hubungan yang lebih baik dengan pasien serta rekan kerja, yang pada akhirnya meningkatkan kinerja mereka. Demikian pula, Budaya Kerja yang positif menciptakan lingkungan di mana perawat merasa dihargai dan didukung, sehingga meningkatkan dedikasi dan kepuasan kerja mereka. Penelitian ini menyimpulkan bahwa rumah sakit perlu memprioritaskan strategi untuk meningkatkan Kecerdasan Emosional dan membangun Budaya Kerja yang positif guna meningkatkan kinerja perawat serta kualitas layanan kesehatan secara keseluruhan

INTRODUCTION

Hospitals play a vital role in providing comprehensive healthcare services, including inpatient care, outpatient care, and emergency services, as regulated by Law No. 44 of 2009. The primary responsibility of general hospitals is to ensure healing, maintain health, and function as a referral within the national health system. The sustainability of hospitals heavily depends on their ability to enhance service quality amidst increasingly fierce competition. Internal performance, particularly of nurses who directly interact with patients, is crucial in achieving quality services. In accordance with Law No. 36 of 2014, nurses, as healthcare professionals, hold a key role in patient safety and recovery (Indonesia, 2017).

Nurse performance, which refers to the individual or group work results within an organization based on their authority and responsibility, must be achieved without violating legal or ethical standards. As the largest component in hospitals, human resources (HR) in nursing serve as the frontline in patient care. With duties involving direct interaction with patients 24 hours a day, emotional intelligence, work culture, and nurse commitment have a significant impact on the overall performance of the hospital. Nurse performance is also influenced by the interaction between quantity, quality, behavior, and HR development, integrated with work time efficiency, where weaknesses in any of these aspects can affect the quality of care provided. Pre-survey results on nurse performance in several city general hospitals (RSUD) in Banten Province indicated that nurse performance is still not optimal, with an average score of 2.96. The lowest scores were recorded in the dimensions of work quantity and human resource (HR) development, each scoring 2.95 and 2.78, respectively. The lack of education and training for nurses contributed to poor work quality, considering the role of nurses requires precision and high operational standards. This indicates that without adequate HR development, it will be challenging to improve nurse performance.

Research conducted by Laksana and Mayasari (2021) at a mental hospital in Bali showed that nurse performance remained low, with around 50% of nurses performing below standard. Similar findings were observed in research by Pardede, Saragih, and Simamora (2020), which revealed that nurse performance in several hospitals was still not optimal. These findings underscore the importance of paying close attention to nurses' emotional intelligence and work culture, as these directly affect work commitment and the quality of nursing services received by patients.

Nurse performance can be influenced by work commitment. A decline in performance can be attributed to decreased work commitment, which in turn impacts the quality of patient care. According to Mawarti, Wahyuni, and Wahyudi (2016), nursing care is a form of professional service that is an integral part of healthcare services, based on nursing knowledge and skills, helping individuals and families, both healthy and sick. Nababan et al. (2022) found that organizational and professional engagement are different psychological experiences for professionals, which can be explained by various individual and organizational variables. Work commitment has a significant influence on service quality, and certain commitments reflect the quality of the work produced. Research by Winowoda (2018) supports the hypothesis that human engagement variables, including theoretical, technical, conceptual, moral, and technical skills, have a significant impact on performance.

Pre-survey results from 40 nurses in four city general hospitals in Banten Province indicated that nurses' work commitment still needs improvement, with an average score of 3.09. Pre-survey results also showed that nurses' affective and normative commitments had the lowest scores, each 3.01 and 3.00, respectively. Furthermore, the score for commitment to remain in the institution was only 2.68, indicating that nurses may be inclined to seek opportunities at other institutions if available. This suggests a misalignment between the values upheld by the hospital and the expectations and desires of the nurses, which in turn affects their desire to stay with the hospital.

The low desire of nurses to remain at the hospital institution can be attributed to several factors, such as an uncondusive work environment, excessive workloads, lack of support from management or colleagues, and limited opportunities for career development and learning. Therefore, hospitals need to pay attention to these factors and strive to create a better work environment, provide adequate incentives, and offer development opportunities for nurses to motivate them to continue working in the institution. Nurses' involvement in hospital activities is also still low. Based on interviews, many nurses felt that their time was already consumed by patient care, leaving little time to engage in organizational activities. Additionally, they felt that there was little benefit from participating in institutional activities, indicating a lack of emotional attachment to the hospital where they work.

Commitment is an attitude or behavior that reflects loyalty and dedication to the organization, aimed at achieving the organization's vision, mission, and goals (Ardiansyah & Surjanti, 2020; Guswandi, 2022). Employees with high commitment tend to show loyalty and a willingness to contribute more for the organization. Performance, defined as the result of work processes planned by employees and organizations (Abbas & Irman, 2021; Guswandi, 2022), can be improved through the development of human resource quality through education and training.

Research by Arestia (2022) concluded that organizational commitment has a significant positive effect on employee performance. The company successfully increased employee commitment by addressing their needs, such as organizing annual gatherings to build bonds between employees and the company, involving employees in decision-making, and providing fair compensation according to employee expectations and contributions. Employees who feel satisfied will have higher commitment, which in turn will enhance their performance. Meanwhile, research by Utari and Marina (2018) and Sartika (2020) confirmed that employees with high commitment tend to be more productive and dedicated in their work. Ginanjar (2021) as well as Veronica and Rika (2022) also stated that strong commitment can improve employee performance, benefiting organizations through increased retention and service quality. This is consistent with Ardiansyah (2021), who stated that the higher the employee commitment, the better the performance.

Hospital services in Indonesia have come under public scrutiny, with various complaints about service quality that hospital management must address immediately. Nurses play a crucial role in improving nursing care quality, which in turn enhances the overall quality of healthcare services and the well-being of society. High emotional intelligence and a positive work culture are expected to strengthen nurses' work commitment, which is key to maintaining and improving service quality. Emotional intelligence is the ability to understand and manage emotions, both one's own and others, which is essential in healthcare. Nurses with high emotional intelligence can work more effectively, maintain positive relationships, and reduce stress, ultimately increasing their commitment to the organization.

According to Patton (1998) and Rani Setyaningrum et al. (2016), good emotional intelligence enables nurses to remain clear-headed under pressure, act ethically, and be driven to achieve. Additionally, good emotional intelligence not only enhances the quality of care provided by nurses but also positively impacts their career development. Nurses who can manage their emotions well tend to have better performance, which positively affects their performance evaluations and career opportunities within the hospital. Emotional intelligence also plays a key role in increasing nurse job satisfaction, as nurses who can cope with stress and build positive relationships with patients and colleagues tend to be more satisfied with their work. High job satisfaction increases nurse commitment to the organization, which is a key factor in improving performance. However, adequate caring behavior is often overlooked. Research shows a positive correlation between emotional intelligence and nurse caring behavior, where increased emotional intelligence contributes to better caring behavior, enhancing patient satisfaction and loyalty to the hospital. Therefore, hospital management must focus on developing nurses' emotional intelligence through training and emotional support programs to create a more positive work culture and improve overall nursing service quality.

Pre-survey results on the emotional intelligence of nurses in four city general hospitals in Banten Province revealed that nurses' ability to manage their emotions still needs significant improvement, with an average score of only 3.05 across four main dimensions. Self-awareness, the ability to recognize and understand one's emotions and manage them in various situations, scored the lowest at 2.72. This indicates that nurses in this area have not yet fully mastered the ability to recognize and control their emotions effectively, which can impact their interactions with patients and colleagues. The self-regulation dimension, which includes the ability to remain calm, friendly, and open in difficult situations, scored an average of 3.11. Although above average, this result still shows room for improvement, especially in terms of adaptability, stress management, as well as communication and teamwork skills. This self-regulation factor is critical because it affects the quality of care provided to patients, especially in emergency situations or when facing operational challenges.

Furthermore, the self-motivation dimension, which reflects the drive to achieve, optimism, and initiative in work, recorded an average score of 3.20. Although higher than the other dimensions, this result still indicates the need to further enhance nurses' motivation, particularly in maintaining focus and enthusiasm when facing unexpected challenges, such as changes in patient conditions or technical issues with medical equipment. Empathy, which is crucial in the nursing profession, scored an average of 3.17. This dimension reflects nurses' ability to understand and respond to patients' emotions and needs, including awareness of different cultural backgrounds. Although relatively high, there is a need to further improve nurses' sensitivity to the feelings and perspectives of others to provide more humane and effective care.

Low emotional intelligence among nurses must be immediately improved, as it directly impacts their ability to communicate effectively, manage emotions in a high-pressure work environment, and work efficiently in teams. Improving emotional intelligence will enable nurses to remain calm and focused when facing challenging situations, build positive relationships

with patients and colleagues, and achieve care goals more effectively. Hospital management must prioritize enhancing emotional intelligence to ensure continuous improvement in the quality of healthcare services. According to Goleman (2015) and Argon and Liana (2020), emotional intelligence is the ability to self-motivate, control emotions, and continue to function effectively despite stress and frustration. Organizational commitment reflects the extent to which employees identify with the organization and are willing to work hard to achieve its goals. This commitment enables employees to make significant contributions to the company regardless of the compensation received (Argon and Liana, 2020).

Research by Argon and Liana (2020) shows a positive correlation between emotional intelligence and organizational commitment, where employees with good emotional intelligence also exhibit high work commitment, which positively impacts their performance. This is supported by the findings of Nurul Ulfa & Nashrillah Anis (2016) and Inge Hutagalung (2014), which showed that employees with high emotional intelligence tend to be more attached to the organization and have good relationships with colleagues. Other research by Amelia (2015) and Muhammad Shafiq and Rizwan Akram Rana (2016) further strengthens the conclusion that emotional intelligence has a significant influence on employee commitment, ultimately improving their effectiveness at work and contributing to the organization.

Hospitals, as organizations, have certain values that play a role in achieving their goals, including providing quality services, which are highly influenced by nurse performance (Andriani, 2012; Hilda & Arsyawina, 2018). The values, principles, traditions, and work methods shared by the organization's members are known as organizational culture, which influences their actions. Every hospital needs to build a work culture focused on patient safety, which can only function effectively if nurses possess adequate competence. This work culture serves as a guide for thinking and acting in achieving organizational goals, with the intensity of the culture determined by how strongly employees adopt and implement those values (Schein, 2010; Zaky, 2021).

Work culture is also an important factor influencing nurse work commitment. A positive work culture, encompassing values such as cooperation, good communication, and appreciation for individual contributions, can enhance nurses' sense of belonging to the organization. When nurses feel supported by a positive work environment, they tend to have a higher commitment to continue working at the institution, which impacts their performance. A positive work culture will encourage nurses to actively participate in training programs and continuously improve their skills. This will create a conducive work environment for improving the quality of services. Research conducted by Duanta (2022) shows that organizational culture, motivation, and competence have a positive and significant relationship with nurse performance at RSU Bhakti Husada Glenmore. These results emphasize the importance of developing work culture, motivation, and competence in improving nurse performance.

Based on pre-survey data from 40 nurses in four city general hospitals in Banten Province, the work culture of nurses in these hospitals scored an average of 3.13. This score indicates that work culture still needs improvement to create an optimal work environment that can support nurse performance enhancement and the overall institutional value of the hospital. The indicator with the highest score is "possessing and mastering knowledge in their field" with a score of 3.63. Although above average, this aspect still requires further improvement. Conversely, the indicator with the lowest score is "skilled," which only reached a score of 2.78, showing that although slightly above average, nurses' skill levels still require further development. According to Iqbal (2022), good knowledge and skills are key factors in providing optimal healthcare services.

Research by Hilda et al. (2018) shows that organizational culture has a positive and significant influence on nurse performance, with an influence of 51.8%, which is categorized as

strong. These findings are consistent with research by Tsai (2011), Andriani (2012), Jacobs et al. (2013), and Syauta et al. (2012), which show that a strong organizational culture enhances job satisfaction and employee performance. A strong culture is one that is firmly entrenched and widely accepted by employees.

Hospital services, in general, are divided into two main categories: medical and non-medical services, including the provision of medication, food, nursing care, and medical diagnosis, as described by Aryo Pangarso et al. (2019). However, attention to job details is often overlooked due to the belief that the procedures carried out are already correct without further evaluation. This often happens because nurses feel they have done their job well, thus neglecting things that were missed in the service procedures, both medical and non-medical. Moreover, the courage to take risks in rare situations also needs to be addressed. There is still hesitation among nurses in taking action, even though the implementation standards are clear. This is influenced by seniority and the "ewuh pekewuh" culture, which can hinder actions that should be taken according to the rules and authority. Improvement in this aspect is crucial so that nurses, as the front line in healthcare services, can work optimally and contribute maximally to maintaining public health. Time discipline is also an important aspect that needs attention in nurse performance. The work of nurses, which is closely related to patient safety, demands high discipline. When nurses are not disciplined in time management, the risk of errors in service increases, which can ultimately jeopardize patient safety. Therefore, time discipline needs to be enforced in the nurse work culture to ensure optimal service.

Organizational culture, which reflects the organization's ideals through its vision, mission, and goals, plays a vital role in shaping the attitudes and behaviors of human resources to achieve higher productivity in facing future challenges (Abubakar & Isa, 2019). According to Luthans (2011) and Herdiana (2020), commitment reflects employees' loyalty to the organization, where they show concern for the success and well-being of the organization. Research by H. Syamsibar (2022), Wibawa & Putra (2018), and Kirimanop (2021) shows that a strong organizational culture positively influences work commitment; the stronger the organizational culture, the higher the employee commitment. Furthermore, Enrico Satria Nugraha (2023) and Baraweri (2015) found that a positive organizational culture significantly enhances employee commitment, as seen in the case of Hotel X and the Regional Office of Bank BRI Semarang. Employees involved in a strong organizational culture tend to have a solid work ethic and higher commitment to achieving organizational goals. These results are supported by other studies, which show that a good organizational culture increases employees' sense of belonging and loyalty to the organization (Ningrum & Purnamasari, 2022; Qorfianalda & Wulandari, 2021; Rose, 2019). Thus, a positive work culture is essential in building employee commitment to the organization.

This research highlights the importance of understanding the factors that influence nurse performance in hospitals in Banten Province, particularly emotional intelligence, work culture, and work commitment. As the frontline in healthcare services, nurse performance greatly affects patient safety and service quality, making this research highly relevant. Emotional intelligence helps nurses manage emotions in stressful situations, while a positive work culture creates an environment that supports loyalty and dedication. This research is crucial because of the indications of low nurse commitment and performance in several hospitals in Banten Province, which negatively impact healthcare service quality. By analyzing the influence of emotional intelligence and work culture on work commitment, this research is expected to provide insights for hospital management to improve nurse performance, meet patient expectations, and strengthen the hospital's reputation and sustainability.

RESEARCH METHOD

This study used a survey method with a quantitative approach, aiming to describe and verify the relationships between the variables studied. Descriptive analysis was conducted to describe the existing facts for each variable, while verificative analysis was used to test the hypotheses formulated based on theory and previous research. This method was chosen for its ability to translate numerical data into information that can be statistically analyzed. The study was conducted at several regional general hospitals (RSUD) in Banten Province, including RSUD Kota Cilegon, RSUD Kota Serang, RSUD Kota Tangerang, and RSUD Kota Tangerang Selatan. The research was carried out over six months, with a study population consisting of civil servant nurses (PNS) at the RSUDs, totaling 272 people. The entire population was used as the research sample through the saturated sampling technique, meaning all population members were included as part of the sample (Sekaran and Bougie 2014).

The research design included stages from the preliminary study, problem identification, to hypothesis testing and data analysis. The preliminary study was conducted by collecting facts about nurses in RSUDs in Banten Province and comparing them with previous research findings. Next, problem identification, hypothesis formulation, and theoretical framework development were carried out based on relevant theory and prior research. Data collection in this study was conducted through several methods, including observation, interviews, and questionnaires. Observation was performed by direct field observations, while interviews were conducted to obtain in-depth information from relevant sources. The questionnaire was prepared and distributed to respondents to gather data related to emotional intelligence, work culture, competence, work commitment, and nurse performance.

For data analysis, the Structural Equation Modeling (SEM) technique was used with SmartPLS 3.0, allowing the testing of relationships between variables in complex models. SEM was chosen for its ability to handle latent variables that cannot be measured directly and to simultaneously test both measurement and structural models. The use of SEM also enables the identification of both direct and indirect effects between the variables studied (Ghozali 2014).

RESULTS AND DISCUSSION

Hospital Profile of the Research Locations

The research was conducted at several Regional General Hospitals (RSUD) located in Banten Province, namely RSUD Kota Cilegon, RSUD Kota Serang, RSUD Kota Tangerang, and RSUD Kota Tangerang Selatan. RSUD Kota Cilegon was inaugurated on April 27, 2001, based on Regional Regulation Number 14 of 2001. This hospital is a Type B hospital owned by the Cilegon City Government and is located at Jl. Kapt. Piere Tendean, Panggung Rawi, Cilegon City. Over time, RSUD Kota Cilegon experienced rapid development. On June 21, 2011, the hospital officially became a Regional Public Service Agency (BLUD). Next, RSUD Kota Serang was inaugurated on November 2, 2007, based on Law Number 32 of 2007. This Type C hospital is owned by the Serang City Government, located at Jl. Raya Jakarta Km.4, Lingkungan Kp. Baru-Serang. Over the years, RSUD Kota Serang has continued to grow, and on December 9, 2022, it was also designated as a Regional Public Service Agency (BLUD).

RSUD Kota Tangerang was inaugurated in 2012 based on Regional Regulation No. 12 of 2012. This Type C hospital is owned by the Tangerang City Government and is located at Jl. Pulau Putri Raya, Modernland Housing Complex, Kelapa Indah Village, Tangerang District. Over time, this hospital experienced significant development and on January 30, 2014, it was designated as a Regional Public Service Agency (BLUD). Meanwhile, RSUD Kota Tangerang Selatan was inaugurated on April 7, 2010, based on Regional Regulation Number 14 of 2010. This Type C hospital is owned by the South Tangerang City Government and is located at Jl. Pajajaran No. 101, Pamulang Baru, Pamulang District, South Tangerang City. Over time, this hospital progressed and was designated as a Regional Public Service Agency (BLUD) on June 21, 2011.

Algorithmic Model Results

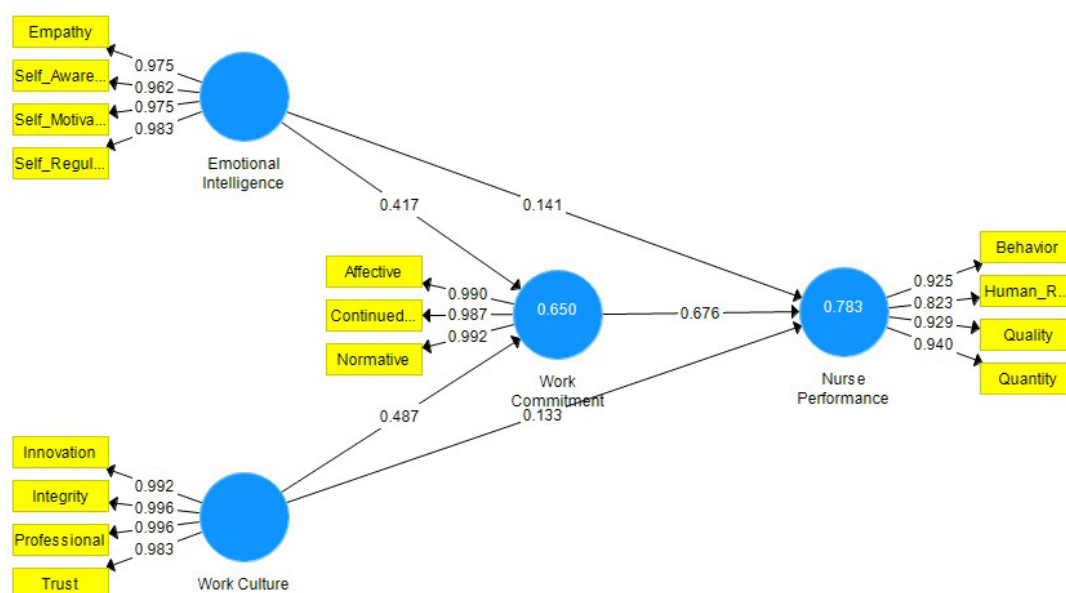


Figure 1. Algorithm Model

The results of this algorithm model are used to see the validity and reliability tests. The indicator is convergent validity if the value is > 0.7 . However, Ghozali & Latan (2015) argue that the 0.50-0.60 algorithm is still acceptable in scale development research. Based on the analysis of the algorithm model above, all indicators can be considered valid and reliable because their values are above 0.7.

Measurement Model Test (Outer Model Evaluation)

Convergent Validity

The convergent validity test of indicators with the smartPLS 3.0 program can be seen from each construct indicator's outer loading values in the PLS algorithm. The criterion in outer loadings is that each indicator that measures the construct must have a value of outer loadings > 0.70 or AVE > 0.50 .

Table 1. Outer Loading

	Emotional Intelligence	Nurse Performance	Work Commitment	Work Culture
Affective			0.990	
Behavior		0.925		
Continued_Commitment			0.987	
Empathy	0.975			
Human_Resources_Development		0.823		
Innovation				0.992
Integrity				0.996
Normative			0.992	
Professional				0.996
Quality		0.929		
Quantity		0.940		
Self_Awareness	0.962			
Self_Motivation	0.975			
Self_Regulation	0.983			
Trust				0.983

The results of the outer loading output show that all indicators have outer loadings > 0.70, which means that all indicators are valid as measurements of latent variables. Another test result that can be used to see convergent validity is to look at the AVE value in the PLS algorithm. The criterion in Average Variance Extracted (AVE) is that each indicator that measures the construct must have an AVE value > 0.50.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Emotional Intelligence	0.948
Nurse Performance	0.820
Work Commitment	0.979
Work Culture	0.984

In Table 2 above, it can be seen that the four latent variables have AVE values greater than the set threshold of 0.5. Therefore, all variables have met the requirements for convergent validity.

Discriminant Validity

The Discriminant Validity test for indicators with the SmartPLS 3.00 program can be seen from the following Cross Loading values.

Table 3. Cross Loading

	Emotional Intelligence	Nurse Performance	Work Commitment	Work Culture
Affective	0.691	0.865	0.990	0.724
Behavior	0.674	0.925	0.828	0.671
Continued_Commitment	0.711	0.862	0.987	0.728
Empathy	0.975	0.680	0.669	0.543

	Emotional Intelligence	Nurse Performance	Work Commitment	Work Culture
Human_Resources_Development	0.523	0.823	0.700	0.534
Innovation	0.594	0.715	0.734	0.992
Integrity	0.594	0.709	0.728	0.996
Normative	0.684	0.863	0.992	0.720
Professional	0.578	0.699	0.723	0.996
Quality	0.642	0.929	0.805	0.661
Quantity	0.662	0.940	0.819	0.695
Self_Awareness	0.962	0.677	0.707	0.592
Self_Motivation	0.975	0.657	0.663	0.558
Self_Regulation	0.983	0.688	0.695	0.585
Trust	0.554	0.696	0.717	0.983

In the table above, it can be seen that the cross-loading value for each indicator (colored column) is higher than the correlation of the indicator with other latent variables. Therefore, it can be concluded that the latent variable has adequate discriminant validity.

Reliability Test

Table 4. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability
Emotional Intelligence	0.982	0.982	0.987
Nurse Performance	0.926	0.933	0.948
Work Commitment	0.989	0.989	0.993
Work Culture	0.995	0.995	0.996

The table shows that the reliability of the research variables was tested with a significance of 5%. The test results show that the alpha coefficient exceeds the value of 0.6, which indicates that the questionnaire is reliable. In addition, all construct indicators have an excellent level of Composite Reliability, which exceeds 0.7, confirming that all manifestation variables of the latent variables are proven to be accurate, consistent, and have good instrument accuracy in measuring the construct.

Coefficient of Determination

The coefficient of determination shows the goodness of fit of the model with the actual situation. The closer the value is to one, the better the model is considered to be. The R² values are shown in the following table 5:

Table 5. R-Square

	R Square	R Square Adjusted
Nurse Performance	0.783	0.780
Work Commitment	0.650	0.647

Based on the R Square analysis, the Nurse Performance variable has an R Square of 0.783 and an Adjusted R Square of 0.780. This indicates that 78.3% of the variation in Nurse Performance can be explained by the independent variables, namely Emotional Intelligence, Work Culture, and Work Commitment. This value reflects that the research model is highly effective in explaining the influence of these variables on nurse performance. With an Adjusted

R Square remaining high at 78.0% after adjustment for the number of predictors, it can be concluded that Emotional Intelligence, Work Culture, and Work Commitment contribute significantly to improving Nurse Performance. In other words, the better the emotional intelligence and work culture in the work environment, and the higher the nurses' work commitment, the better their performance. Meanwhile, the Work Commitment variable has an R Square of 0.650 and an Adjusted R Square of 0.647, indicating that 65.0% of the variation in Work Commitment can be explained by Emotional Intelligence and Work Culture. This value reflects a strong relationship between these two variables and Work Commitment. In other words, the better the nurses' emotional intelligence and the more positive the work culture implemented, the higher their work commitment to the organization. Overall, these results emphasize that Emotional Intelligence, Work Culture, and Work Commitment play important roles in improving Nurse Performance in the regional hospitals, and efforts to enhance the quality of these factors will have a positive impact on nurses' performance.

Hypothesis Testing

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Nurse Performance	0.141	0.142	0.045	3.130	0.002
Emotional Intelligence -> Work Commitment	0.417	0.417	0.051	8.263	0.000
Work Commitment -> Nurse Performance	0.676	0.671	0.051	13.244	0.000
Work Culture -> Nurse Performance	0.133	0.138	0.050	2.683	0.008
Work Culture -> Work Commitment	0.487	0.488	0.049	9.900	0.000

Based on the data analysis results, it is evident that Emotional Intelligence has a positive influence on Nurse Performance, with a regression coefficient value of 0.141, indicating that a 1-unit increase in emotional intelligence will increase nurse performance by 0.141 units. The t-statistic value of 3.130 with a p-value of 0.002 shows that the influence of emotional intelligence on nurse performance is significant at a 5% significance level ($p < 0.05$). This suggests that emotional intelligence plays an important role in enhancing nurses' performance. Additionally, Emotional Intelligence also has a significant positive influence on Work Commitment, with a regression coefficient of 0.417. The t-statistic value of 8.263 and a p-value of 0.000 indicate that the impact of emotional intelligence on work commitment is highly significant. This means that better emotional intelligence will significantly increase nurses' work commitment, which in turn may improve their performance.

Moreover, Work Culture also shows a positive influence on Nurse Performance, with a regression coefficient of 0.133. With a t-statistic value of 2.683 and a p-value of 0.008, this influence is significant at a 5% significance level, indicating that an improved work culture will significantly boost nurse performance. The influence of Work Culture on Work Commitment is also strong, with a regression coefficient of 0.487. The t-statistic value of 9.900 and a p-value of 0.000 show that a positive work culture significantly enhances nurses' work commitment. This

suggests that a supportive work culture environment in hospitals can strengthen nurses' commitment to their work, ultimately leading to improved performance. Work Commitment itself has a very strong influence on Nurse Performance, with a regression coefficient of 0.676, indicating that a 1-unit increase in work commitment will improve nurse performance by 0.676 units. The t-statistic value of 13.244 and a p-value of 0.000 indicate a highly significant influence. This highlights the crucial importance of high work commitment in driving better performance among nurses.

Table 7. Intervening Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Work Commitment -> Nurse Performance	0.282	0.279	0.040	7.094	0.000
Work Culture -> Work Commitment -> Nurse Performance	0.330	0.327	0.042	7.935	0.000

Based on the analysis results, Work Commitment has proven to play an important role as a mediator between Emotional Intelligence and Work Culture on Nurse Performance. This mediation effect is evidenced by the indirect path coefficient, showing that an increase in emotional intelligence positively affects nurse performance through an increase in work commitment. A coefficient of 0.282 indicates that each 1-unit increase in emotional intelligence will result in a 0.282 unit increase in nurse performance through work commitment. A t-statistic value of 7.094 and a p-value of 0.000 demonstrate that this effect is significant, thus it can be concluded that strong emotional intelligence enhances work commitment, which ultimately contributes to improved nurse performance.

Additionally, the impact of Work Culture on Nurse Performance through Work Commitment also shows significant results. With a path coefficient of 0.330, it indicates that every 1-unit increase in work culture will enhance nurse performance by 0.330 units through work commitment. A t-statistic value of 7.935 and a p-value of 0.000 indicate that a positive work culture significantly influences work commitment, which in turn contributes to better performance. This reinforces the argument that a supportive work culture will boost nurses' commitment to their work, which will ultimately be reflected in their performance.

Discussion

The Influence of Emotional Intelligence on Work Commitment and Nurse Performance

Based on the analysis, emotional intelligence has a significant positive impact on nurse performance. This indicates that the better a nurse's ability to recognize, manage, and control both their own emotions and those of others, the higher the quality of performance produced. In a hospital environment filled with pressure and emotional demands, nurses who can manage their emotions well tend to handle situations more calmly, make more rational decisions, and maintain good relationships with patients and colleagues. This ability supports nurses in delivering consistent and quality care, especially in high-pressure situations. Research by Alsufyani et al. (2022) supports this, showing that emotional intelligence plays an important role

in improving nurse performance in emergency units. In line with the theory of emotional intelligence by Goleman (2015), the effective ability to manage emotions contributes to enhanced performance, especially in professions requiring high levels of social interaction and empathy, such as nursing.

To maximize the positive effects of emotional intelligence on nurse performance, hospital management needs to implement supportive strategies. One approach is to conduct regular emotional intelligence training. This training can help nurses manage stress, increase empathy, and communicate more effectively, ultimately improving their work quality. A study by Raji et al. (2021) found that emotional intelligence training improves the performance of medical staff by enhancing their emotional management skills. Management can also introduce coaching and mentoring programs, where senior nurses mentor junior nurses in handling emotional challenges at work. By creating a supportive work environment where nurses feel comfortable expressing their emotions, their work commitment and performance will improve.

In addition, hospital management should strive for a balance between work and personal life for nurses. Excessive workloads and long hours often lead to emotional exhaustion, negatively affecting performance. Research by Astuti and Soliha (2021) emphasizes that balancing work and personal life is crucial to reducing stress and improving performance among nurses. Therefore, it is essential for management to implement policies that support this balance, such as better shift rotations, adequate rest, and mental health programs. Regular evaluations of nurses' emotional intelligence and performance are also necessary to ensure they receive the support they need in managing their emotions at work. With comprehensive management strategies, hospitals can create a work environment that not only enhances performance but also supports nurses' emotional well-being in the long term.

Furthermore, emotional intelligence significantly impacts nurses' work commitment. Nurses with strong emotional intelligence are better able to build harmonious relationships with colleagues and management, creating a stronger emotional attachment to the organization. This, in turn, increases their commitment to their work. Research by Kethy, Lilibeth, and Javier (2022) supports this finding, showing that emotional intelligence significantly contributes to emotional engagement at work and better interpersonal relationships, which then strengthens nurses' commitment to the organization. Thus, strong work commitment serves as the foundation for creating stable performance and quality service in hospitals. Management can optimize the positive influence of emotional intelligence on work commitment by providing regular emotional intelligence training, fostering a supportive work culture, and conducting regular evaluations to ensure continuous improvement (Setiawan 2021).

The Influence of Work Culture on Work Commitment and Nurse Performance

Work culture has a significant positive influence on nurse performance, meaning that the better the work culture in the hospital, the higher the performance produced by nurses. Work culture, which encompasses the values, norms, and behaviors practiced within the organization, helps create a conducive work environment for collaboration and support among colleagues. According to research by Vazquez (2019), a good work culture contributes to increased efficiency and productivity among medical teams in hospitals. In hospitals, a positive

work culture encourages open communication, strong teamwork, and better emotional support among staff. This supportive work environment allows nurses to focus more on patient care and complete their tasks efficiently, ultimately improving performance quality. A good work culture also enables nurses to feel valued, which motivates them to provide optimal service. Research by Kieft et al. (2014) indicates that a positive work environment contributes to increased productivity and performance, particularly in professions highly dependent on teamwork, such as nursing.

A positive work culture also has a significant impact on nurses' work commitment. When nurses work in a supportive environment, with harmonious relationships among employees and mutual respect, it enhances their emotional attachment to the organization. Research by Aranki, Suifan, and Sweis (2019) shows that a supportive work culture significantly strengthens employees' emotional commitment to the organization. This sense of attachment strengthens nurses' commitment to their work and the institution, ultimately reflected in their dedication to service. Nurses who work in a good work culture are more motivated to remain loyal to the organization and work with high enthusiasm. A supportive work environment also reinforces nurses' feelings of being valued and cared for, which plays a significant role in increasing loyalty and long-term commitment. Therefore, a conducive work culture not only improves performance but also strengthens nurses' emotional connection to their workplace (Zhai et al., 2023).

To support and maximize the influence of work culture on nurse performance and commitment, hospital management must implement strategies that foster a positive work culture. One key strategy is to create an inclusive and collaborative work culture, where every nurse is encouraged to work together effectively and support each other. Open communication forums can be held regularly to allow nurses to provide feedback, ideas, or concerns they face, making them feel heard and appreciated by management. Additionally, management must ensure fair recognition and rewards for nurses' contributions. According to Baljoon, Banjar, and Banakhar (2019), fair recognition contributes to increased motivation and nurses' engagement with the organization. With a clear reward program, nurses will feel more valued and motivated to continue giving their best.

Moreover, management should ensure that the physical and social work environment supports nurses' well-being. A clean, comfortable, and physically safe environment, along with good social relationships among colleagues, will create a productive atmosphere. Emotional support, such as counseling programs or mental health initiatives, is also important to help nurses cope with high work pressure (Beanlands et al., 2019; Maben and Bridges, 2020). Regular evaluations of the work culture through employee satisfaction surveys and performance assessments should be conducted to ensure that the existing culture continues to evolve and support optimal performance. With these comprehensive strategies, hospitals can create a supportive work environment, strengthen nurses' commitment, and encourage sustainable performance improvement.

Mediation of Work Commitment in the Influence of Emotional Intelligence and Work Culture on Nurse Performance

Work commitment has proven to play an important role as a mediator between emotional intelligence and work culture on nurse performance. This shows that good emotional intelligence and a positive work culture can significantly increase work commitment, which in turn impacts nurse performance. Emotional intelligence enables nurses to manage their emotions effectively, especially when facing high-pressure situations at work. Research by Papoutsis, Drigas, and Skianis (2019) states that good emotional intelligence can strengthen an individual's emotional attachment to their job and organization. When nurses can manage their emotions well, they tend to have a stronger emotional connection to their work and organization. This directly increases their work commitment, which becomes one of the key factors in driving sustainable productivity and performance. High work commitment also reflects nurses' loyalty to the hospital, where they feel connected to the organization's values and are more enthusiastic about contributing to the achievement of shared goals.

A supportive work culture also plays a role in strengthening nurses' work commitment. A collaborative, appreciative, and respectful environment creates a comfortable and supportive work atmosphere. Research by Naz et al. (2020) shows that a supportive and collaborative work environment increases employee commitment and emotional attachment to the organization. This positive work culture provides the sense of security and support that nurses need in carrying out their duties. When nurses feel valued and supported by their work environment, it strengthens their emotional engagement with the organization, which in turn increases their work commitment. With higher commitment, nurses will work more effectively, collaborate better with other medical teams, and provide more optimal service to patients. Therefore, a good work culture not only directly affects nurse performance but also through increased work commitment (Abdullah et al., 2021).

To maximize the positive effects of work commitment as a mediator between emotional intelligence, work culture, and nurse performance, hospital management needs to implement appropriate strategies. One step that can be taken is to develop emotional intelligence training for nurses. Research by Kotsou et al. (2019) shows that emotional intelligence training significantly contributes to improving performance through better emotion management. Through this training, nurses will be equipped with skills to manage emotions, increase empathy, and build better communication with colleagues and patients. With improved emotional intelligence, nurses will be better able to handle challenges and pressures that arise at work, which in turn will strengthen their commitment to the organization. Additionally, management must strengthen the supportive work culture by creating a transparent, appreciative, and teamwork-oriented environment. Recognizing nurses' contributions, both through formal and informal recognition, will further strengthen their sense of attachment to the hospital (Naidoo, Scherbaum, and Saunderson, 2024).

In addition to developing emotional intelligence and work culture, it is important for management to provide career development programs for nurses. These programs can include advanced training, professional certification, or internal promotion opportunities that show the hospital is investing in the career growth of its nurses. Research by Rahayu, Rasid, and Tannady (2019) emphasizes that sustainable career development increases employee loyalty and commitment to the organization. With opportunities for growth, nurses will feel more valued

and motivated to continue giving their best at work, which in turn strengthens their commitment to the organization. Regular evaluations of nurses' work commitment and performance are also necessary to ensure that the implemented strategies are effective. Through these evaluations, management can assess whether the existing programs have succeeded in increasing nurse commitment and performance and make adjustments if needed. With this holistic approach, hospitals can ensure the creation of a supportive work environment, improve nurse performance, and maintain their well-being in the long term.

CONCLUSION

Based on the results of this study, it can be concluded that emotional intelligence and work culture have a significant influence on the work commitment and performance of nurses in hospitals. Emotional intelligence plays a crucial role in helping nurses manage their emotions, particularly when dealing with high-pressure situations in the hospital work environment. Nurses with high emotional intelligence are more likely to maintain calmness, make rational decisions, and build strong relationships with patients and colleagues. This ultimately contributes to the overall improvement of their performance, particularly in delivering quality healthcare services. Furthermore, a supportive work culture also plays a significant role in strengthening nurses' work commitment. A conducive work environment, where there is collaboration, open communication, and recognition of individual contributions, creates an emotional attachment between nurses and the organization. When nurses feel valued and supported by their colleagues and management, they are more motivated to give their best at work. A positive work culture not only improves individual performance but also strengthens nurses' loyalty to the hospital, resulting in long-term positive impacts for the entire organization.

Hospital management needs to consider various strategies to enhance nurses' emotional intelligence and strengthen a supportive work culture. One approach that can be taken is to provide regular emotional intelligence training to help nurses manage stress, increase empathy, and improve interpersonal communication skills. Additionally, reward and recognition programs for nurses' contributions are essential for maintaining their sense of attachment and work commitment. Management must also ensure that the work environment fosters collaboration and open communication so that nurses can work effectively in teams. Moreover, the balance between work and personal life should be a top priority for hospital management. Excessive workloads and long working hours can lead to emotional exhaustion, which negatively impacts nurses' performance. By implementing better shift rotations, providing adequate rest periods, and offering mental health programs, management can help nurses maintain their well-being. With this holistic management approach, hospitals can create a supportive work environment that not only enhances nurse performance but also preserves their emotional well-being in the long term.

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