

The Influence of Emotional Intelligence on Nurse Loyalty at RS. Sukmul Sisma Medika, North Jakarta

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ABSTRACT

Sukmul Sisma Medika Hospital is a private hospital and is a Class C hospital located in the Jakarta City area. The results of nurses' performance achievements over the last two years show that performance achievements have not met management targets. Regarding the problem of nurse loyalty at the Sukmul Sisma Medika Hospital, nurses were found to be nurses who did not prioritize patient satisfaction. This study aims to analyze the influence of emotional intelligence and organizational commitment on nurse loyalty with motivation as an intervening variable in hospitals. Sukmul Sisma Medika, North Jakarta. This research uses a quantitative analysis method with a cross sectional research design, the analysis tool used is SEM PLS. The sample calculation using purposive sampling was 86. The variables in this research were emotional intelligence, organizational commitment, nurse loyalty and motivation. The research uses a questionnaire as a research instrument with a 5-level Likert scale measurement. Data analyzed using the SEM PLS data processing application shows that there is a direct and indirect influence of emotional intelligence and organizational commitment on nurse loyalty with motivation as an intervening variable in hospitals. Sukmul Sisma Medika, North Jakarta.

INTRODUCTION

A hospital is an integral part of a health organization with the function of providing complete services, disease cure and disease prevention to the community, as well as being a training center for health workers and a medical research center. The essence of providing health services is meeting the needs and demands of health service users where patients expect a solution to their health problems (World Health Organization). A hospital is a health institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency services (Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020 concerning Home Classification and Hospital Licensing).

Health services are one of the forms of services most needed by society. If the patient feels that the service they receive does not meet expectations, then there will be no patient loyalty to the hospital. Improving the quality of health services can be done through various aspects such as improving health facilities, increasing the quality of professionalism of human resources and improving the quality of management.

Based on employee loyalty data, turnover information was obtained on the number of employees who entered and left during the 2020-2022 period.

Table 1. Employees entering and leaving the hospital. Sukmul Sisma Medika Period 2020-2022

	Employee Login			Employee Leaves		
	2020	2021	2022	2020	2021	2022
January	10	9	23	8	8	1
February	10	9	18	7	8	2
March	8	4	4	9	5	11
April	13	2	10	14	3	8
May	6	0	3	8	6	1
June	5	3	24	12	4	5
July	14	3	26	4	10	8
August	15	6	4	9	2	14
September	5	4	6	8	4	17
October	6	4	2	6	9	12
November	3	6	3	6	8	3
December	1	3	0	4	9	0
	96	53	123	95	76	82

Source: RS. Sukmul Sisma Medika (2023)

It can be seen from table 1, where employees consist of medical, medical support and general staff, the largest number of employees leaving occurred in the 2021 period, amounting to 76 people, compared to 53 employees entering 2021.

The table above also shows the number of nurses leaving, namely 35 nurses in 2020, 23 nurses in 2021 and 29 nurses in 2022. The results of direct interviews with several nurses who were still working revealed several reasons

why many nurses left or changed jobs from this hospital, due to resignation, sudden resignation, discomfort, end of contract, pregnancy, problems with salary differences between old nurses and new nurses. Meanwhile, older nurses have worked longer and have more experience. Another reason given was getting a job offer at another hospital with more attractive salary compensation or a better career path. It can also be seen that on average nurses have worked for less than 10 years. Where there are 26 people working for more than 5 years and less than 10 years, while there are 17 people working for more than 10 years.

Apart from that, other factors are emotional intelligence (lack of understanding between nurses, less sensitive to other people's feelings, sometimes easily angry), organizational commitment (there is a desire to leave the organization but because of duties and responsibilities it is difficult to leave the hospital, still trying to have commitment to the hospital, hopefully conditions will improve in the future) and Motivation (lots of work, rewards for poor performance, hampered career path).

Emotional Intelligence is the ability to monitor one's own and other people's emotions, distinguish between one emotion and another, and use emotional information to guide thinking and behavior. When nurses have high emotional intelligence, nurses will provide services, handle every complaint with a smile, be empathetic towards patients, be responsive to complaints submitted by patients which of course upholds the integrity of the nursing profession in their daily work. Meanwhile, when nurses have low emotional intelligence they tend not to be prompt in providing services, are indifferent, do not empathize with patients, and lack the ability to regulate their own emotions.

Robbins & Judge (2015) define commitment as a condition where an individual supports the organization and its goals and desires to maintain its membership in the organization. Newstrom (2011) work loyalty is a stage where employees identify themselves with an organization and dedicate themselves to participating in that organization. This shows that with high organizational commitment, loyalty will be able to increase. This is supported by several previous studies, research by Iqbal et al (2015), research conducted on employees in Pakistan, the results of the research show that organizational commitment has a significant effect on employee loyalty. Mahalingam & Suresh (2018) research conducted on employees in India, the results of the research show that organizational commitment plays a positive role in increasing employee loyalty.

Based on a field survey regarding work motivation, of the 10 nurses who were interviewed in depth through in-depth interviews, 60% of them experienced a decrease in work motivation. The most dominant factors of decreasing work motivation involve nurses who lack discipline, lack of communication between nurses in patient care, imperfect cooperation between nurses in the service exchange process, slow response time from nurses to patients, lack of enthusiasm in working, a more pronounced feeling of boredom, lack of interest in participating in training or training from hospitals,

and nurses' concerns about adding new human resources, as well as anxiety regarding career advancement opportunities.

The low work performance has become a concern for the management of Sukmul Sisma Medika Hospital to try to increase the motivation and loyalty of nurses so that it has an impact on hospital performance. Nurse loyalty is not easy to build in a short time but can be formed over a long time. The main approach used as the basis for this research uses the concept of human resource management. The main target of human resource management is to create a personnel empowerment system that can display nurse performance. Nurse performance shows the level of the nurse's ability to achieve results (output), especially in terms of quantity. Therefore, the performance of each nurse can be different, it can be high or low, depending on the level of persistence in carrying out their duties.

THEORETICAL FRAMEWORK

Nurse Loyalty

Dessler (2012) states that work loyalty is the emotional attitude of employees who are happy and love their work, so they have a strong determination to complete every job with their best work performance.

Motivation

According to Maslow (1994) motivation is an internal driving force that causes humans to do something or try to fulfill their needs. According to Armstrong (2009), motivation is related to the strength and direction of behavior and the factors that influence people to behave in a certain way. Motivation can refer variously to the goals an individual has, the way individuals choose their goals and the way others try to change their behavior. Motivation may be described as goal-directed behavior. People are motivated when they expect that an action will tend to lead to the achievement of goals and rewards that satisfy needs and desires.

Emotional intelligence

Cherniss (2001) states that emotional intelligence is the ability to see and express emotions, assimilate emotions in thought, understand and reason with emotions, and regulate emotions in oneself and others. Goleman, (2000) defines emotional intelligence as the ability to monitor and control one's own and other people's feelings and use those feelings to combine thoughts and actions. Emotional intelligence refers to a person's basic ability to recognize and use emotions.

Organizational commitment

Allen & Meyer (1984) define organizational commitment as a psychological state that (a) describes the employee's relationship with the organization and (b) has implications for his decision to continue or terminate membership in an organization. Morrison (1994) states that commitment is considered important for organizations because of its relationship with performance which assumes that individuals who are committed to

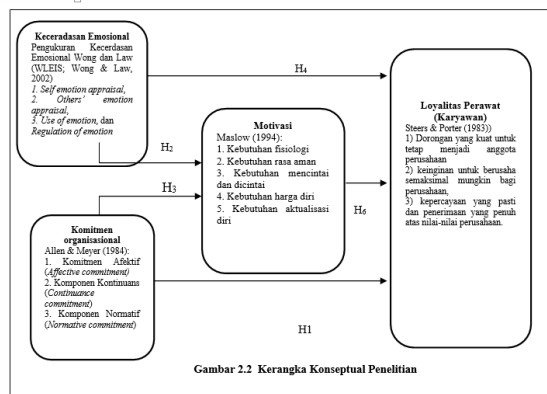
development will put greater effort into work when employees feel that their work is appreciated, they are more committed to work.

Organizational Behavior Theory

According to Hans Kelsen in his theory of (Griffin et al., 2020), he believes that organizational behavior is related to all fields of science, but the relationship between organizational behavior and HRM is very close. Human resource management is a science that discusses a series of organizational activities to carry out developments in maintaining workforce effectiveness. Leaders in organizations can recruit new employees, develop employees, provide employee motivation, and providing rewards and incentives for employees. In the science of organizational behavior, ways to recruit employees, ways to develop employees, ways to motivate employees, ways to retain employees and creating employee training and development programs are studied.

Hospital

A hospital is a health service institution that provides comprehensive personal health services that provide inpatient, outpatient and emergency services. Hospitals are professional health institutions whose services are provided by doctors, nurses and other experts. Within the hospital there are many related activities and activities that take place (Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020 concerning House Classification and Hospital Licensing). These activities are part of the duties and functions of the Hospital.



Gambar 2.2 Kerangka Konseptual Penelitian

Figure 1. Research Model

Research Hypothesis

- H1 There is a positive and significant influence between emotional intelligence, organizational commitment and motivation on nurse loyalty
- H2 There is a positive and significant influence between emotional intelligence and organizational commitment on nurse loyalty with motivation as an intervening variable
- H3 There is a positive and significant influence between emotional intelligence and motivation
- H4 There is a positive and significant influence between organizational commitment and motivation

H5 There is a positive and significant influence between emotional intelligence on nurse loyalty

H6 There is a positive and significant influence between organizational commitment and nurse loyalty

H7 There is a positive and significant influence between motivation and nurse loyalty

METHODOLOGY

Research design

This research is a quantitative research with a cross sectional research design. Based on the type of research, this research is associative research.

Samples and Sampling Techniques

The population in this study was all inpatient and outpatient nurses except nurses who worked in hospital management. Sukmul Sisma Medika, North Jakarta, numbering 110 people

The sample is part of the number and characteristics of the population. The sampling technique used in this research is a non-probability sampling technique. The purpose of sampling is to save costs, time and energy. However, sampling must be done in such a way that it reflects the actual population. The non-probability sampling technique used by researchers is purposive sampling technique. The definition of purposive sampling is a technique for determining samples with certain considerations for nurses in hospitals. Sukmul Sisma Medika, North Jakarta, which is based on inclusion criteria and exclusion criteria that have been determined by researchers.

Data collection technique

Data collection was carried out by distributing questionnaires. The collected data is processed using descriptive and quantitative analysis tools. The data analysis technique that will be used to analyze the data is the path analysis technique whose statistical processing will be assisted by the SEMPLS program. The results of the analysis are then interpreted and the final step is concluded and suggestions are given.

Research Instrument

The instrument used in this research is a questionnaire using the interview method which aims to obtain information from respondents.

Data analysis technique

The data obtained was then processed using SPSS Version 26 and SEMPLS software.

Univariate Analysis

Univariate analysis in this study uses the Three Box Method, where the analysis of the answer index per variable aims to find out a descriptive picture of the respondents in this study. Especially regarding the research variables

used. This research uses an index analysis technique that describes respondents based on the question items asked.

Multivariate analysis

In this research, data analysis uses the Partial Least Square (PLS) approach. Apart from being used to confirm theory, PLS can be used to explain whether there is a contribution between latent variables. PLS can simultaneously analyze constructs formed with reflective and formative dimensions.

RESULT AND DISCUSSION

The data in this study came from primary data in the form of a questionnaire addressed to hospital nurses. Sukmul Sisma Medika, North Jakarta. Data collection was carried out from December 26 2023 to January 5 2024. The research permission letter was addressed to the head of the hospital. Sukmul Sisma Medika, North Jakarta. Sukmul Sisma Medika Hospital gave research permission and was willing to fill out the questionnaire.

This research was carried out by manually distributing questionnaires to nurse respondents in hospitals. Sukmul Sisma Medika, North Jakarta. The characteristics of respondents in this study are divided into several categories, namely: Age, Gender, Most recent education. From the results of distributing research questionnaires to respondents in all hospital inpatient service units. Sukmul Sisma Medika, North Jakarta. Several characteristics of research respondents were obtained based on age, gender, highest level of education, marital status and length of work in table 2 below:

Table 2. Characteristics of Respondents

No	Karakteristik Responden	Frekuensi	Persentase
1	Jenis Kelamin		
	Laki-Laki	15	17,4%
	Perempuan	71	82,6%
2	Usia		
	21-30 Tahun	66	76,7%
	31-40 Tahun	12	9,3%
	40-5-0 Tahun	8	68,6%
3	Pendidikan Terakhir		
	DIII Keperawatan	59	68,6%
	S1 Keperawatan	27	31,4%
	S2 Keperawatan	0	0,0%
4	Pengalaman Kerja		
	< 6 bulan	19	22,1%
	< 6 bulan-1 tahun	15	17,4%
	>1 tahun	52	60,5%

Sumber : Lampiran 1 (Kuesioner Penelitian)

Based on the distribution of data on the characteristics of respondents, it was found that the total distribution of data on the characteristics of male respondents was 15 nurses (17.4%) and female respondents were 71 nurses (82.6%). In other words, nurses provide the most services in hospitals. Sukmul Sisma Medika North Jakarta is a female nurse.

Based on the distribution of data on the characteristics of respondents totaling 86 respondents, it was found that the distribution of data on the characteristics of respondents aged 21-30 years amounted to 66 respondents (76.7%), those aged 31-40 years amounted to 12 respondents (14%), and those aged 40 -50 years amounted to 8 respondents (9.3%). In other words, nurses who provide services in hospitals. Sukmul Sisma Medika, North Jakarta, has the largest number of nurses aged 21-30 years.

Based on the distribution of data on the characteristics of respondents totaling 86 respondents, a picture was obtained of the most dominant level of education of the respondents in providing services at the hospital. Sukmul Sisma Medika, North Jakarta, were respondents with the final education level of DIII Nursing, totaling 59 nurses (68.6%), followed by respondents with the final education level of S1, totaling 27 nurses (31.4%).

Based on the distribution of data on the characteristics of respondents totaling 86 respondents, a picture was obtained of the respondents' most dominant work experience in providing services in hospitals. Sukmul Sisma Medika North Jakarta were respondents with experience of more than 1 year, totaling 52 nurses (60.5%), then continued with < 6 months as many as 19 nurses (22.1%) and 6 months-1 year as many as 15 nurses (17, 4%).

Validity Test Results

Results of testing the validity of question items in the questionnaire for each variable with $r_{criteria} > 0.3$ and Sig. Level < 0.05 (Sugiyono, 2022), then it shows that all items have a greater correlation value. This means that all question items are valid. This means that all question items are valid because all items have a greater correlation value.

Reliability Test Results

According to Sekaran in Priyatno (2013), decision making for reliability testing is as follows:

- Cronbach's alpha < 0.60 = poor reliability
- Cronbach's alpha $0.60 - 0.79$ = acceptable reliability
- Cronbach's alpha 0.8 or above = good reliability. It can be seen that the Cronbach alpha value for the four variables is above 0.600 .

Because this value is greater than 0.600 , the questionnaire measuring instrument is reliable or meets the reliability requirements.

Hypothesis test

Outer Model

Based on the analysis, it was found that the correlation of each item to its own variable had a greater value than the item's correlation to other variables. In

this research there are statements that are not valid and will not be used in the research, namely 11 statements, namely X1_1, X1_2, X1_4, X1_5, X1_6, X1_10, X1_15, discriminant validity so that the data can be analyzed further.

Actual Validity Test

The following is a test of the outer model or measurement model which is aimed at testing and evaluating the influences between indicators and their constructs (latent variables). The outer model is obtained from the results of analysis tests with SmartPLS software with the calculate PLS Algorithm menu.

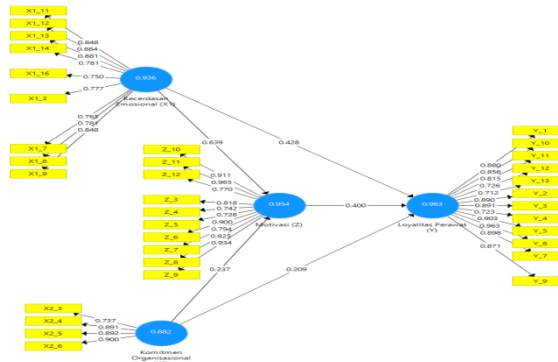


Figure 2. Measurement Model

All variables can be declared valid if they have a loading factor value equal to or more than 0.7 and have an AVE result equal to or more than 0.5.

Convergent validity testing is used to analyze the loading factor value which shows the level of relationship between the variables and the items. In this study, the loading factor value used was ≥ 0.7 because a loading factor value of more than 0.7 indicates that the items have a high level of relatedness. Apart from analyzing loading factors, convergent validity testing also analyzes the average variance extracted (AVE) value. A good AVE value is ≥ 0.5 , so this research uses the rule of thumb.

Based on the processing of the factor loading and AVE values in the image, it can be concluded that all values are in accordance with the rule of thumb, namely more than 0.7. Therefore, all variables from this sample of 86 respondents can be analyzed further.

Discriminant Validity Testing

The following are the results of discriminant validity testing for cross loading stage 2. It was found that the correlation of each item to its own variable had a greater value than the correlation of items to other variables. Therefore, all items are categorized according to the rule of thumb for discriminant validity testing so that the data can be analyzed further.

Reliability Test Results

Table 3. Cronbahch alpha and composite reliability values

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

Kecerdasan Emosional (X1)	0,936	0,942	0,946	0,663
Komitmen Organisasional (X2)	0,882	0,918	0,917	0,736
Loyalitas Perawat (Y)	0,963	0,967	0,968	0,719
Motivasi (Z)	0,954	0,964	0,960	0,709

Based on Table 3, it can be concluded that the CA and CR values, it can be seen that all CA and CR values also have values greater than 0.6 and 0.7. These values show that all variables have reliability that meets the criteria. Therefore, it can be concluded that all items and variables from the sample meet the criteria in terms of validity and reliability tests so that they can be analyzed further in the structural model evaluation..

R-Square (Coefficient of Determination)

Tabel 4 Uji R-Square (R²) Result

	R Square	R Square Adjusted
Loyalitas Perawat (Y)	0,870	0,865
Motivasi (Z)	0,649	0,641

In Table 4 it can be seen that both the emotional intelligence and organizational commitment variables on motivation have a large R2 value. The R2 value is 0.649 with an Adjusted R2 value of 0.641, indicating that the variable on motivation is 64.9% while the remaining 35.1% is the influence of other variables. which were not used in this study. The variables emotional intelligence, organizational commitment and motivation on nurse loyalty have a large R2 value. The R2 value is 0.870 with an Adjusted R2 value of 0.865 indicating that the variable on nurse loyalty is 87% while the remaining 13% is the influence of other variables not used in this research.

Hypothesis Testing (Bootstrapping)

Model evaluation is carried out by looking at the significance value to determine the contribution of variables through the bootstrapping procedure. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 (ttable value) and P-Values < 0.05.

The following are the results of Path Coefficients direct and indirect contributions:

Table 5. Indirect and Direct Effects

	Indirect Influence and Influence	Koefisien Parameter	T-Statistics	P-Values	Hasil
H ₁	The influence of emotional intelligence, organizational commitment and motivation simultaneously on nurse loyalty in hospitals. Sukmul Sisma Medika, North Jakarta				Positive and Significant

	Indirect Influence and Influence	Koefisien Parameter	T-Statistics	P-Values	Hasil
H ₂	Emotional Intelligence (X1) -> Motivation (Z) -> Nurse Loyalty (Y)	0,255	4,078	0,000	Positive and Significant
	Commitment Organizational (X2) -> Motivation (Z) -> Nurse Loyalty (Y)	0,095	2,475	0,014	Positive and Significant
H ₃	Emotional Intelligence (X1) -> Motivation (Z)	0,639	7,785	0,000	Positive and Significant
H ₄	Organizational Commitment (X2) -> Motivation (Z)	0,237	2,666	0,008	Positive and Significant
H ₅	Emotional Intelligence (X1) -> Nurse Loyalty (Y)	0,428	5,142	0,000	Positive and Significant
H ₆	Organizational Commitment (X2) -> Nurse Loyalty (Y)	0,209	3,721	0,000	Positive and Significant
H ₇	Motivation (Z) -> Nurse Loyalty (Y)	0,400	5,095	0,000	Positive and Significant

1. The influence of emotional intelligence, organizational commitment and motivation on nurse loyalty

Based on the hypothesis analysis, it shows that there is a simultaneous influence of emotional intelligence, organizational commitment and motivation on nurse loyalty where the value of $F_{count} > F_{table}$ means that H1 is accepted, so there is a simultaneous influence of emotional intelligence, organizational commitment and motivation on nurse loyalty in hospitals. Sukmul Sisma Medika North Jakarta through motivation. Simultaneously, emotional intelligence, organizational commitment, and motivation can mutually strengthen their influence on nurse loyalty. Nurses who have good emotional intelligence tend to be more motivated to do a good job and develop a strong commitment to the organization. All of these factors together create a positive work environment, which can increase nurse loyalty and reduce turnover rates.

In the assessment of emotional intelligence, Question Number 12 received the highest score of 72, while Question Number 6 had the lowest score, namely 62.6. The average emotional intelligence index score of 67.4 indicates the High category, with the Use of Emotion dimension being the highest and Others' Emotion Appraisal being the lowest. Based on the three box score index method, the average is placed at a high score level, indicating that nurses' emotional intelligence is at a high intensity.

Regarding organizational commitment, the highest score was obtained from Question Number 6 with a score of 66.6, while the lowest score was 51 from Question Number 1. The average score for nurses' organizational commitment reached 60, indicating the Medium category, with the Normative Component Dimension being the highest and Affective Commitment to be lowest. However, based on the three box score index category, nurses' organizational commitment is considered good.

In terms of motivation, the highest score was obtained from Question Number 7 with a score of 70, while Question Number 1 had the lowest score, namely 44.6. The average nurse motivation score reached 62.8, indicating the Medium category, with the Need to Love and Be Loved dimension being the highest and Physiological Needs being the lowest. However, nurses' motivation is considered good.

Finally, in the aspect of nurse loyalty, Question Number 6 received the highest score of 70.4, while Question Number 12 had the lowest score, namely 49.4. The average nurse loyalty score was 66.1, indicating the High category, with the Dimension Strong encouragement to remain a member of the company being the highest and definite trust and full acceptance of the company's values being the lowest. Based on the three box score index category, nurse loyalty is considered to be at high intensity.

Steers & Porter (1983) loyalty is an orientation towards an organization that is related to a person's identification with their organization. Hart and Thompson say that loyalty is an attitude that resides in an individual's mind and is an individual-level construct of perceived reciprocal obligations (Hart & Thompson, 2007). According to Newstrom (2011) work loyalty is a stage where employees identify themselves with an organization and dedicate themselves to participating in that organization. Dessler (2012) states that work loyalty is the emotional attitude of employees who are happy and love their work, so they have a strong determination to complete every job with their best work performance.

2. The influence of emotional intelligence and organizational commitment on nurse loyalty through motivation.

Based on hypothesis analysis, it shows that the indirect influence of emotional intelligence and organizational commitment on nurse loyalty is through hospital motivation. Sukmul Sisma Medika, North Jakarta is positive and significant. It can be concluded that H2 is accepted.

Organizational behavior was first coined by Max Weber in the 1890s. Organizational behavior studies the impact of individuals, groups and collectives on the emergence of various behaviors in organizations with the aim of increasing organizational effectiveness. The behavior of all individuals basically has basic consistency. Behavior does not appear randomly, but can be predicted and then modified according to the differences and uniqueness of each individual (Robbins and Judge, 2016). This theory has three important parts of organizational behavior theory, namely input, process, and output. Input is the initial setting of the situation and location where the process will occur. This component is determined at

the outset before the employment relationship occurs. Process components are actions and decisions carried out by individuals, groups and organizations involved in them as a result of input and culminating in certain results. Output is the predicted final result which is influenced by several other variables. Individual behavior can be the basis for the correlation between motivation, emotional intelligence, commitment and loyalty in an organization.

Work Motivation is the driving force or motivation within a person to want to work diligently and well in accordance with the duties and obligations that have been given to him (Maslow, 1994). Motivation from within the employee also determines the employee's performance results. Therefore, companies must always strive to maintain and even increase the motivation that exists within employees. Work motivation will increase employee loyalty, creativity and participation as well as increase employee responsibility for their work. The higher the employee's motivation to work, the better the employee's work commitment will be. Employees who have good commitment can become more responsible for their work.

Emotional intelligence and organizational commitment can complement each other in generating nurse motivation. Nurses with high emotional intelligence may be better able to deal with conflict and stress in the work environment, which in turn may increase their motivation. Meanwhile, organizational commitment can provide a moral foundation and values that strengthen nurses' intrinsic motivation. With high motivation, nurses tend to have stronger involvement in their work and the organization. Nurses' loyalty then becomes the result of intrinsic motivation that encourages them to remain loyal to their duties and responsibilities, and contribute positively to the goals and vision of the organization. Therefore, viewing this relationship holistically can assist organizations in developing management strategies that support nurses' well-being and promote their loyalty

Nurses' emotional intelligence can play an important role in shaping their motivation. Nurses who are able to manage their emotions well tend to be more motivated to handle challenges, overcome stress, and interact positively with patients and coworkers. High emotional intelligence can generate intrinsic motivation, namely motivation that comes from personal satisfaction, responsibility and satisfaction at work. When nurses feel able to handle emotions and job demands well, they tend to have high motivation to provide quality services and remain loyal to their work.

Organizational commitment can also influence nurse motivation. Nurses who have affective commitment to the organization, that is, have positive feelings towards the organization, tend to be more motivated to contribute optimally. Normative commitment, which involves a sense of moral responsibility towards the organization, can also motivate nurses to remain loyal to their work. Nurses who feel they have a moral obligation to the organization will tend to have high motivation to achieve organizational goals and meet the expectations placed on them.

This is supported by previous research conducted by Rahman, Supriyantoro, & Anindita, (2023) that motivation has a positive and significant effect on employee loyalty. Leadership style has a positive and significant effect on employee motivation and loyalty, emotional intelligence has a positive and significant effect on employee motivation and loyalty, and work motivation has a positive and significant effect on employee loyalty at Type C Hospital, South Sumatra. Likewise, research by Sampetoding, Pamungkas, & Kusumapradja (2023) states that there is an influence of attitude and transformational leadership has a significant positive influence on employee loyalty and performance through work motivation.

3. The influence of emotional intelligence on motivation

Based on hypothesis analysis, it shows that the influence of emotional intelligence on motivation is positive and significant. Therefore, it can be concluded that H3 is accepted, so there is a positive and significant direct influence of emotional intelligence on motivation in hospitals. Sukmul Sisma Medika, North Jakarta.

McShane and Glinow (2010) emotional intelligence is a set of abilities to understand and express emotions, assimilate emotions in thought, understand and reason emotions, and regulate emotions in oneself and others. Emotional Intelligence can be interpreted as a collection of skills; abilities and non-cognitive competencies that influence a person to successfully meet environmental demands and pressures (Robbins, 2013).

(Kinicki and Kreitner, 2014) state that emotional intelligence is the ability to manage one's own emotions constructively. Intelligence consists of five main points, namely: self-awareness, self-management, self-motivation, empathy and social skills. Emotional intelligence is a person's ability to (1) be self aware (to recognize her own emotions when she experiences them), (2) detect emotions in others, and (3) manage emotional clues and information". This means that emotional intelligence is the personal ability to: (1) have self-awareness, recognize one's own emotions (2) understand the emotions of other people, (3) manage emotions and obtain information related to other people. When someone knows their own emotions and the emotions of others, they quickly know when they are angry and how to express it, thus influencing work effectiveness (Luthans, 2012).

This is supported by previous research conducted by Rahman, Supriyantoro, & Anindita, (2023) that emotional intelligence has a positive and significant effect on motivation at Type C Hospitals in South Sumatra. Likewise, Putri, Nofierni, Hasyim (2021) simultaneously and partially found a positive and significant influence between transformational leadership style, emotional intelligence and competence on employee performance in the medical services section at Hospital X.

4. The influence of organizational commitment on motivation

Based on hypothesis analysis, it shows that the influence of organizational commitment on motivation is positive and significant.

Therefore, it can be concluded that H4 is accepted, so there is a positive and significant direct influence of organizational commitment on motivation in hospitals. Sukmul Sisma Medika, North Jakarta.

Allen & Meyer (1984) define organizational commitment as a psychological state that (a) describes the employee's relationship with the organization and (b) has implications for his decision to continue or terminate membership in an organization. According to Ivancevich, Konopaske, & Matteson (2008) stated that commitment is a feeling of identification, involvement and loyalty expressed by workers towards the company.

Morrison (1994) states that commitment is considered important for organizations because of its relationship with performance which assumes that individuals who are committed to development will put greater effort into work when employees feel that their work is appreciated, they are more committed to work. Moorhead & Griffin (2013) state that organizational commitment is a person's identification and bond with an organization.

This is supported by previous research conducted by Satyanegara, Supriyantoro, Pamungkas (2023) showing that there is a significant influence of organizational culture and motivation on nurse performance through organizational commitment.

Sarantie, Indrawati, & Mulyani (2022) where the results of the Work Motivation and Compensation variables influence Turnover Intention which is mediated by organizational commitment

The research results show that organizational commitment has a significant effect on work motivation. Frastika & Franksiska (2021) research results show that commitment plays a significant role in increasing worker motivation. Qëndrim (2020) Research results show that organizational commitment has a significant influence on motivation.

5. 5. The influence of emotional intelligence on nurse loyalty

Based on hypothesis analysis, it shows that the influence of emotional intelligence on nurse loyalty is positive and significant. Therefore, it can be concluded that H5 is accepted, so there is a positive and significant direct influence of emotional intelligence on nurse loyalty in hospitals. Sukmul Sisma Medika, North Jakarta.

Cherniss (2001) states that emotional intelligence is the ability to see and express emotions, assimilate emotions in thought, understand and reason with emotions, and regulate emotions in oneself and others. Goleman, (2000) describes emotional intelligence as the ability to monitor and control one's own and other people's feelings and use those feelings to combine thoughts and actions. Emotional intelligence refers to a person's basic ability to recognize and use emotions.

Patton (2013) stated that people with high emotional intelligence tend to experience success in the workplace. Meanwhile, regarding emotional intelligence itself, Patton defines it as the ability to use emotions effectively to achieve a goal.

This is supported by previous research conducted by Rahman, Supriyantoro, & Anindita, (2023) that emotional intelligence has a positive and significant effect on employee loyalty at Type C Hospital, South Sumatra.

Likewise, research by Wahab and Liskawati (2020) shows that there is an influence of emotional intelligence on employee loyalty. These results indicate that partially there is a significant influence between emotional intelligence and employee loyalty. Therefore, employees who have good emotional intelligence will produce good loyalty, and the lower the level of employee emotional intelligence in an organization will result in less than optimal loyalty. Apart from that, research conducted by Sejati et al., (2020) reported that emotional intelligence has a significant positive effect on employee loyalty. Also supported by research conducted by Yeshinta et al. (2020) that emotional intelligence has a positive effect on employee loyalty.

6. 6. The influence of organizational commitment on nurse loyalty

Based on hypothesis analysis, it shows that the influence of organizational commitment on nurse loyalty is positive and significant. Therefore, it can be concluded that H6 is accepted, so there is a positive and significant direct influence of organizational commitment on nurse loyalty in hospitals. Sukmul Sisma Medika, North Jakarta.

Kreitner & Kinicki (2014) organizational commitment is the level to which employees are able to recognize their organization and are bound to the organization's goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization. Robbins and Judge (2015) define commitment as a condition where an individual supports the organization and its goals and desires to maintain its membership in the organization.

This is supported by several previous studies, research by Balushi & Aulia (2019) shows that employees at Nama Group enjoy a quality work life, have good relationships with each other, they believe that motivation has a positive impact on employee loyalty and commitment.

7. Pengaruh Motivasi terhadap loyalitas perawat

Based on hypothesis analysis, it shows that the influence of motivation on nurse loyalty is positive and significant. Therefore, it can be concluded that H7 is accepted, so there is a positive and significant direct influence of motivation on nurse loyalty in hospitals. Sukmul Sisma Medika, North Jakarta.

Maslow (1994) explains that motivation is an internal driving force that causes humans to do something or try to fulfill their needs. According to Armstrong (2009), motivation is related to the strength and direction of behavior and the factors that influence people to behave in a certain way. Robbins and Coulter (2010), motivation provides awareness in order to be able to carry out tasks well in achieving the goals and targets of the

organization, providing needs that are in accordance with the achievements and performance of individuals within an organization.

Motivation involves psychological forces within a person, so many things are relevant to understanding motivation such as personality and abilities; values, attitudes, and moods; as well as perceptions and attributes (George & Jones, 2012). Motivation is an impulse from within an individual that influences or directs behavior (Marquis & Huston, 2012). Robbins and Judge (2013), Motivation is a process that explains the intensity, direction and persistence of an individual to achieve their goals."

This is supported by several previous studies by Balushi & Aulia (2019) showing that employees at Nama Group enjoy a quality work life, have good relationships with each other, they believe that motivation has a positive impact on employee loyalty and commitment. Likewise, research by Wijaya & Martini (2020) showed that intrinsic motivation had a positive effect on work loyalty.

Likewise, Fadhila & Sulistyani (2021) show that motivation has a positive and significant effect on employee loyalty. This shows that the higher the work motivation that employees have, the greater the employee's loyalty to the organization. The results of this research are also supported by Swadarma & Netra (2020); and research by Citra & Fahmi (2019), that motivation has a positive and significant effect on employee loyalty.

CONCLUSION AND DISCUSSION

1. There is a simultaneous influence of emotional intelligence, organizational commitment and motivation on nurse loyalty in hospitals. Sukmul Sisma Medika, North Jakarta. This indicates that these three factors mutually strengthen their influence on motivation, which then contributes to the level of loyalty of nurses in hospitals. Sukmul Sisma Medika, North Jakarta. In this case, increasing emotional intelligence, organizational commitment, and motivation can be considered a holistic strategy to increase nurse loyalty.
2. There is an influence of emotional intelligence and organizational commitment on nurse loyalty in hospitals. Sukmul Sisma Medika North Jakarta with motivation as an intervening variable. This means that motivation plays an important role as a link between emotional intelligence, organizational commitment and nurse loyalty. The higher the level of motivation, the more likely nurses are to remain loyal and dedicated to the hospital, increasing their loyalty.
3. There is a significant influence between emotional intelligence and motivation. Understanding and managing emotions well can make a positive contribution to motivation levels, help nurses to overcome challenges, and achieve work goals.
4. There is a significant influence between organizational commitment and motivation. Increasing organizational commitment can be considered an effort to increase motivation.
5. There is a significant influence between emotional intelligence on nurse

loyalty. Nurses who are able to manage their emotions well tend to be more loyal and positively connected to the organization. Therefore, increasing emotional intelligence can be an important factor in strengthening nurse loyalty.

6. There is a significant influence between organizational commitment and nurse loyalty. A sense of attachment and moral obligation to an organization can be the basis for strong loyalty. Therefore, increasing organizational commitment can be considered as a strategy to increase nurse loyalty.
7. There is a significant influence between motivation and nurse loyalty. Motivated nurses tend to be more loyal and engaged in their work. Therefore, increasing nurses' motivation can be considered an important step in increasing loyalty.

Implication

1. Theoretical Implications

Based on the research results, it shows that there is an influence of emotional intelligence and organizational commitment on nurse loyalty through motivation in hospitals. Sukmul Sisma Medika, North Jakarta. This is in accordance with the theory of organizational behavior which was first put forward by Max Weber in the 1890s. Organizational behavior studies the impact of individuals, groups and collectives on the emergence of various behaviors in organizations with the aim of increasing organizational effectiveness. The behavior of all individuals basically has basic consistency. Behavior does not appear randomly, but can be predicted and then modified according to the differences and uniqueness of each individual (Robbins and Judge, 2016). This theory has three important parts of organizational behavior theory, namely input, process, and output. Input is the initial setting of the situation and location where the process will occur.

This research shows the importance of considering organizational matters, especially in the relationship between emotional intelligence, organizational commitment, motivation, and nurse loyalty. The theoretical implication is that these factors are interrelated and can be better understood when situated in terms of organizational specifics, such as RS. Sukmul Sisma Medika, North Jakarta. The research results provide a basis for the potential development of employee loyalty theory, especially in the case of nurses in hospitals. The theoretical implication is that factors such as emotional intelligence and organizational commitment can be considered as critical variables influencing employee loyalty in the healthcare sector.

2. Managerial Implications

After testing the hypothesis and generating theoretical implications, it is necessary to develop managerial policies which are expected to be able to provide a theoretical contribution to management practice. The policy implications in this research were obtained from the results of the analysis of the influence between research variables, where the results of the analysis regarding the influence of emotional intelligence and organizational

commitment on the motivation and loyalty of nurses in hospitals. Sukmul Sisma Medika, North Jakarta. On this basis, the policy implications aimed at hospitals. Sukmul Sisma Medika North Jakarta is increasing loyalty through:

- a. a. Emotional intelligence can influence nurse loyalty. Others' emotion appraisal is the lowest dimension of emotional intelligence. Regarding emotional intelligence, hospitals should hold training or workshops that focus on developing nurses' abilities to understand and appreciate other people's emotions. As well as encouraging nurses to actively participate in self-development programs that emphasize the importance of observing and responding to other people's emotions
- b. b. Organizational commitment can influence nurse loyalty. Affective commitment is the lowest dimension of organizational commitment. Regarding organizational commitment, it is recommended that hospitals improve communication between management and nurses to strengthen the emotional bond between them. As well as building an inclusive work culture and providing a feeling of involvement for every staff member, including clarifying organizational values and company vision
- c. c. Motivation can influence nurse loyalty. Physiological needs are the lowest dimension of motivation. Regarding motivation, hospitals should ensure that nurses' basic needs such as food, adequate rest and a comfortable working environment are met properly. As well as paying attention to aspects of the physical well-being of nurses such as healthy food facilities and easily accessible health services.

In aspects of Emotional Intelligence, especially Others' Emotion Appraisal, the short term includes brief training on observing other people's emotions and encouraging open discussion. Meanwhile, the long term involves more structured training programs and building an organizational culture that prioritizes empathy. In Organizational Commitment, especially Affective Commitment, short-term steps involve identifying influencing factors and encouraging open dialogue. The long term includes developing recognition programs, incentive systems, and improving welfare facilities. In Motivation, especially regarding Physiological Needs, the short-term suggestion is to ensure the availability of healthy food and drinks in the workplace and provide better access to health facilities. The long term involves building a holistic wellness program and evaluating the work environment as a whole.

1. Hospital Advice

- a. a. Regarding emotional intelligence, the lowest statement is I am a good observer of other people's emotions, so it is recommended to the hospital manager. Sukmul Sisma Medika North Jakarta holds regular emotional intelligence training for all staff, with a focus on observation skills and understanding other people's emotions. Managers can ensure that emotional intelligence training programs

comply with MARS principles, namely ensuring sustainability, accountability, responsiveness to employee needs, and stability in program management

- b. b. Regarding organizational commitment, the lowest statement was I would be very happy to spend the rest of my career in this organization, so it was recommended to the hospital manager. Sukmul Sisma Medika North Jakarta has developed a clear and attractive career development program to help employees plan their future at the hospital. Managers can ensure that career development programs cover all elements of MARS, including accountability for providing clear career paths and being responsive to employee needs
- c. c. Regarding motivation, the lowest statement is that the quality of the food I eat every day influences my work motivation, so it is recommended to the hospital manager. Sukmul Sisma Medika North Jakarta evaluates the quality of food provided in hospitals and takes action to improve it if necessary. Managers can ensure that food quality improvements are based on MARS principles, such as responsiveness to employee needs and stability in the provision of food services
- d. d. In connection with work loyalty, the lowest statement is I tell positive things about my work to my colleagues, so it is recommended to the hospital manager. Sukmul Sisma Medika North Jakarta encourages the creation of a work culture that promotes appreciation and recognition for positive contributions, including the habit of sharing positive things about work. Managers can ensure that efforts to build a positive culture are based on MARS principles, such as management that is responsive to employee needs and maintaining a stable work environment.

FURTHER STUDY

Berdas Based on the results of the research and testing that has been carried out, the researcher suggests to further researchers that:

- a. Future research that will conduct research on nurse loyalty is recommended to expand the scope of factors that can influence nurse loyalty. It is recommended that future research add a moderating variable to determine further influence on nurse loyalty.
- b. To develop further research, it is recommended for future researchers to carry out further research related to other variables that influence nurse loyalty using SEM AMOS, SEM Lisrel or SPSS analysis.
- c. Future research is expected to further analyze the implementation of performance-based organizational commitment.

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