



## The Effect of Emotional Intelligence and Job Stress on Nurse Commitment with Satisfaction as a Mediation Variable

1<sup>st</sup> Herrik Yuza<sup>a</sup>, 2<sup>nd</sup> Hendra Lukito<sup>b</sup>

Faculty of Economics, Universitas Andalas, herrik.yuza0312@gmail.com

### Abstract

*This study aims to examine and analyze the effect of emotional intelligence and work stress on nurse commitment with satisfaction as a mediating variable at Andalas University Hospital, Padang. The population is all employees at Andalas University Hospital. The sampling method used is the census method. The research data was collected by distributing questionnaires to 75 respondents. Data processing and analysis was carried out using SmartPLS. The results showed that emotional intelligence, job stress and job satisfaction had a significant effect on nurse commitment, emotional intelligence and work stress had a significant effect on job satisfaction and job satisfaction served as a partial mediation between emotional intelligence and work stress on nurse commitment.*

**Keyword:** *Organizational Commitment, Job satisfaction, Emotional Intelligence, Work Stress*

### 1. INTRODUCTION

Organizational commitment has captivated the hearts and minds of scientific researchers over the years. Practitioners have been equally captivated by the desirable consequences associated with high levels of organizational commitment such as increased effort expenditure, higher job satisfaction, decreased absenteeism, and more retention (McElroy et al., 1999). The extensive research conducted on organizational commitment has been systematically cataloged in several meta-analyses.

Thus, there is a fairly good understanding of the relationship between organizational commitment and other constructs. Organizational commitment is an important thing in an organization. Therefore, it is very necessary for organizational members or employees who have a high commitment to the organization to achieve organizational targets and goals. Organizational commitment also plays a role in determining whether an employee will stay with the organization for a longer period of time and work passionately in the organization. Many organizations focus only on employee attitudes towards each other or the organization's work, but they do not concentrate on employee's feelings and satisfaction with the

organization. The hospital of Universitas Andalas have several commitment issues that are related to contract nurses. It can be seen in Table 1.1 below:

**Table 1**  
**Number of Contract Nurses in the hospital of Universitas Andalas**

Description	2018		2019		2020	
	Number of employees	Number of employees who resigned	Number of employees	Number of employees who resigned	Number of employees	Adding employees
Contract Nurses	103	55	48	20	28	47

*Source: The Hospital of Universitas Andalas 2020*

Based on the Table 1, it can be seen that there was a very significant decrease in the number of non civil service nurses at the Hospital of Universitas Andalas. In 2018 the number of non civil service nurses was 103, while in 2020 there were only 28 non civil service nurses who is still committed to working at the hospital of Universitas Andalas. There was the addition of 47 nurses due to the Covid-19 pandemic situation. The large number of nurses who came out from 2018 to 2020 indicates the low commitment of non-civil servant nurses at the Hospital of Universitas Andalas.

### **1.1. Organizational Commitment**

Employees with high emotional intelligence will understand and control the emotions of themselves and others and contribute to productivity and performance at work which makes a significant contribution to workplace productivity and also those with high emotional intelligence show higher organizational commitment (Navas & Vijayakumar, 2018). According to Bushra et al., 2011; Mayer & Salovey, 1997, generally there are three 'mindsets' for an employee to commit to an organization, namely:

- a. Affective commitment is a positive feeling with identification, attachment, and involvement in the work organization.
- b. Normative commitment is the feeling of an employee's obligation to remain with the organization.
- c. Continuity commitment is the degree to which employees feel committed to their organization based on the costs they feel associated with leaving.

### **1.2. Job Satisfaction**

When people talk about employee attitudes, they mean job satisfaction, a positive feeling about a job that results from evaluating its characteristics (Robbins & Judge, 2017). Someone with high job satisfaction has positive feelings about his job, while people with low

job satisfaction have negative feelings. Related to job satisfaction is job engagement, the degree to which people identify psychologically with their jobs and consider their level of performance important to their self-esteem. Employees with high job involvement are very identifying and very concerned with the type of work they do (Robbins & Judge, 2017). Gelluci and David (1978) in Mas'ud (2004) explain the factors that influence satisfaction, namely:

- a. Satisfaction with pay
- b. Satisfaction with promotion/satisfaction with promotion
- c. Satisfaction with co-workers
- d. Satisfaction with supervision/satisfaction with supervisor
- e. Satisfaction with work it self

### **1.3. Emotional Intelligence**

Emotional intelligence is defined as a person's ability to assess and control self emotions and others. Emotional intelligence has played an important role in organizational productivity. People with high emotional intelligence show a positive attitude towards the organization (Navas & Vijayakumar, 2018). Emotional intelligence is the ability to feel and understand more effectively the power of emotional sensitivity which includes the ability to self motivate or others, self-control, being able to understand other people's feelings effectively, and being able to manage emotions that can be used to guide the mind to make good decisions (Sule & Priansa, 2018). Emotional intelligence is conceptualized as consisting of four different dimensions (Ahmad & Hashmi, 2015; Wong & Law, 2002). These four dimensions can be explained as follows;

- a. Self-assessment and expression of emotions. It has to do with the individual's ability to understand their emotions deeply and being able to express these emotions naturally.
- b. Evaluating and recognizing emotions in others. It has to do with people's ability to perceive and understand the emotions of those around them.
- c. Self regulation of emotions. It has to do with people's ability to regulate their emotions which will allow faster recovery from psychological stress.
- d. The use of emotions to facilitate performance. It is concerned with the individual's ability to harness their emotions by directing them toward constructive activity and personal performance.

### **1.4. Job Stress**

Job stress is defined as an imbalance between physical and psychological abilities in carrying out the work given by the organization so that it affects various aspects relating to the emotional, thinking, acting, and so on (Sule & Priansa, 2018). Job stress is also defined as

work-related anxiety or nervousness that has an impact on employees' emotions and work behavior, environmental uncertainty and rapid environmental changes are the main factors for all organizations to increase their work stress levels (Navas & Vijayakumar, 2018). There are five factors driving job stress as described by Kim (1996) in Istijanto (2010):

- a. Ambiguity role. Employees have no idea what the job responsibilities are and do not know exactly what the organization expects in relation to their current job position.
- b. Work conflict. This conflict occurs in carrying out various tasks assigned by superiors, conflicts over work tasks assigned by direct superiors.
- c. Workload. This workload occurs when employees do not have enough time to complete all work, the workload is too heavy and must work super fast in completing the work.
- d. Availability of resources or facilities. When the organization is lack of availability of facilities, it will cause stress on employee. This can be happened by the organization who do not have a large enough office space to carry out work, not getting adequate office equipment to work, not getting sufficient service support to carry out the work and having difficulty getting consumables needed at work.
- e. Occupational hazard level. When the work is often physically hazardous, it often places employees in an unhealthy condition and there is a possibility of serious accidents occurring while working.

#### **1.4. Previous Research**

Emotional intelligence has a significant and positive influence on the affective and normative components of organizational commitment. But this relationship is weaker towards continuance commitment (Shafiq & Rana, 2016). It can be seen that people with high emotional intelligence will understand and control the emotions of themselves and others which makes a significant contribution to workplace productivity and also those with high emotional intelligence show higher organizational commitment (Navas & Vijayakumar, 2018).

The results of research conducted by Bhatti et al., (2016) showed a negative and significant relationship between job stress and organizational commitment, with increasing employee stress, employee commitment to the organization decreases and vice versa. Amin et al., (2018) found that rescue service employees suffer from high levels of job stress due to factors such as risky tasks, requiring full-time involvement, fewer days off, and 24-hour response to crises and unexpected situations, which in turn affects their organizational commitment and engagement.

In research done Badir Alnidawy (2015) explained that there is a positive effect of elements of emotional intelligence on job satisfaction in the Jordanian telecommunications company sector and there is a positive effect of emotion (emotionality) on job satisfaction in the Jordanian telecommunications company sector. Chen & Kao's research (2011) proved that job stress has a significant negative effect on job satisfaction. Aghdasi et al., (2011) also mentioned that job stress has a negative and significant relationship on job satisfaction.

The results of research by Aydrogdu & Asikgil (2011) revealed that job satisfaction has a significant and positive relationship with three dimensions of organizational commitment (affective, sustainable, and normative). The research by Top & Gider (2013) concluded that there is a significant and positive relationship between job satisfaction and organizational commitment. Meanwhile, in research done by Karambut & Noormijati (2012) on nurses who work in the nursing unit of Panti Waluya Hospital in Malang, it proved that there is an indirect relationship between the two variables through job satisfaction. The results of path analysis reveal that job stress has a significant negative impact on job satisfaction and it positively affects organizational commitment. It was also found that only job stress had an indirect negative effect on organizational commitment through job satisfaction (Aghdasi et al., 2011).

### 1.5. Conceptual Framework

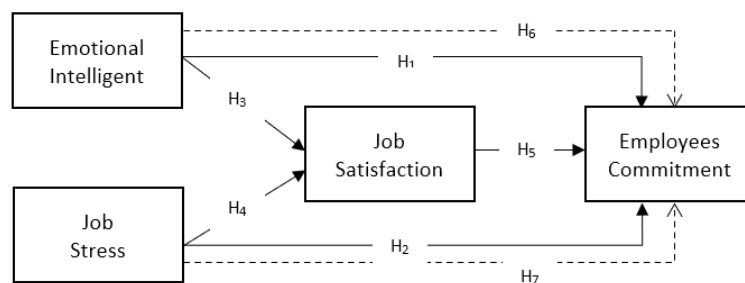


Figure 1 Conceptual Framework

Source: Developed according to the research, 2020

Based on the theory of the problems, the hypotheses in this study are as follows:

H1: Emotional intelligence has a positive and significant effect on organizational commitment.

H2: Job stress has a negative and significant effect on organizational commitment.

H3: Emotional intelligence has a positive and significant effect on job satisfaction.

H4: Job stress has a negative and significant effect on job satisfaction.

H5: Job satisfaction has a positive effect on organizational commitment.

H6: Job satisfaction mediates the relationship between emotional intelligence and organizational commitment.

H7: Job satisfaction mediates the relationship between job stress and organizational commitment.

## 2. METHOD

### 2.1 Object of the research

This research was conducted at the Hospital of Universitas Andalas in Padang City and the object of this research was contract nurses who work there.

### 2.2 Population and Sample

The population in this study were contract nurses at the Hospital of Universitas Andalas. The reason for taking these contract nurses as the object of research is because there is no previous research has conducted on the public sector. While for the sample are contract nurses which amounted to 75 people. Due to the small number of the research population, the method used was the census method.

## 3. RESULTS AND DISCUSSION

### 3.1 Convergent Validity

The validity test used convergent validity with factor loading indicators that measure the construct whose value  $> 0.7$  is considered partially significant. The average variance extracted (AVE) value must be greater than 0.5, or the model has sufficient discriminant if the AVE root for each construct is greater than the correlation between the constructs and other constructs (Ghozali & Latan, 2012). Based on the Table 2, after the second stage of testing was carried out by removing indicators of invalid question items, namely KT 17 and KT 20 question items, the results of the second stage of validity testing showed that all question items had an outer loading value above 0.70, which means all question items that can be used at the next testing stage. Meanwhile, when viewed from the average variance extracted (AVE) value on each variable it is greater than 0.5 where each variable has met the minimum required limits.

**Table. 2 Outer Loading**

Item	Outer Loding	Item	Outer Loding	Item	Outer Loding
KE1	0,906	KK17	0,902	KO21	0,859
KE10	0,955	KK18	0,922	KO22	0,879
KE11	0,931	KK19	0,916	KO24	0,892

KE12	0,915	KK2	0,935	KO3	0,889
KE13	0,927	KK20	0,895	KO4	0,849
KE14	0,928	KK3	0,879	KO5	0,893
KE15	0,913	KK4	0,904	KO6	0,892
KE16	0,571	KK5	0,906	KO7	0,560
KE2	0,956	KK6	0,907	KO8	0,829
KE3	0,938	KK7	0,620	KO9	0,879
KE4	0,926	KK8	0,505	SK1	0,560
KE5	0,888	KK9	0,873	SK10	0,930
KE6	0,922	KO1	0,894	SK11	0,956
KE7	0,539	KO10	0,846	SK12	0,928
KE8	0,514	KO11	0,895	SK13	0,943
KE9	0,899	KO12	0,852	SK14	0,931
KK1	0,891	KO13	0,901	SK2	0,929
KK10	0,921	KO15	0,530	SK3	0,894
KK11	0,914	KO16	0,874	SK4	0,928
KK12	0,907	KO17	0,901	SK5	0,909
KK13	0,886	KO18	0,856	SK6	0,945
KK14	0,892	KO19	0,914	SK7	0,945
Item	Outer Loding	Item	Outer Loding	Item	Outer Loding
KK15	0,902	KO2	0,863	SK8	0,924
KK16	0,941	KO20	0,923	SK9	0,921

Source: Primary Data Processing Results, 2020

### 3.2 Discriminant Validity

Discriminant validity assessment method is to test discriminant validity with reflexive that is by looking at the cross-loading value for each variable must be  $> 0.7$  (Ghozali & Latan, 2012). After testing, it was found that the comparison value of the AVE root values showed that each of these values was greater than the correlation between other variables. So, it can be concluded that all latent variables have good discriminant validity and convergent validity.

### 3.3 Reliability

The measurement of the reliability of a construct with reflexive indicators can be done in two ways, namely with Cronbach's alpha and composite reliability, usually used to assess construct reliability, namely the composite reliability value must be greater than 0.7 even though the value of 0.6 is still acceptable (Ghozali & Latan, 2012). After testing, it was obtained that Cronbach's alpha and composite reliability values showed that the final results had met the requirements where the Cronbach's alpha and composite reliability values of all research variables were more than 0.7, then all variables were declared reliable or reliable, and testing could be carried out to the next stage.

### 3.4 R-Square (R<sup>2</sup>)

The value of R-Square illustrates that the variable job satisfaction can be explained by psychological empowerment and transformational leadership by 56.3%, while the rest (43.7%)

is influenced by other variables not included in this study. Organizational citizenship behavior can be influenced by job satisfaction, psychological empowerment and transformational leadership by 49.4%, while the rest (50.6%) is influenced by other variables that are not explained in this study.

### 3.4 Hypothesis Testing

In assessing the significance of the influence between variables, it is necessary to perform a bootstrapping procedure. The bootstrap procedure used the entire original sample for resampling. The independent variable is declared to have a significant effect by looking at the P-Value and T-Statistics.

**Table. 3 Path Coefficients**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Emotional intelligence -> job satisfaction	0,620	7,756	0,000
Emotional intelligence -> employee commitment	0,230	2,023	0,044
Job satisfaction -> employee commitment	0,400	2,845	0,005
Job stress -> job satisfaction	-0,330	4,226	0,000
Job stress -> employee commitment	-0,313	2,755	0,006
Emotional intelligence -> job satisfaction -> employee commitment	0,248	2,592	0,010
Job stress -> job satisfaction-> employee commitment	-0,132	2,196	0,029

Source: Primary Data Processing Results, 2020

The results of testing the path coefficient or inner model in this study can be seen in Table 1.3, with the results and information in accordance with the proposed hypothesis as follows:

Psychological empowerment and transformational leadership have coefficient values of 0.272 and 0.304, whereas if viewed from the T-statistical values of 2.324 and 2.346 while viewed from the p-values of 0.021 and 0.019, where the coefficient values obtained are positive slots, while the T-statistics value greater than 1.98 and p-values less than 0.05. It means that psychological empowerment and transformational leadership have a positive and significant effect on organizational citizenship behavior, so H1 and H2 in this study are accepted.

Psychological empowerment and transformational leadership have coefficient values of 0.477 and 0.336, whereas if viewed from the T-statistical values of 4.346 and 3.970 while viewed from the p-values of 0.000 and 0.000, the coefficient values obtained are positive slots, while the T-statistical values are greater than 1.98 and p-values smaller than 0.05. It means that



psychological empowerment has a positive and significant effect on job satisfaction. So, H3 and H4 in this study were accepted.

Job satisfaction has a coefficient value of 0.212, whereas if it is seen from the T-statistic value of 2.029 and the p-value of 0.043, where the coefficient value obtained has a positive slot, while the T-statistic value is greater than 1.98 and the p-values are smaller than 0.05. It means that job satisfaction has a positive and significant effect on organizational citizenship behavior, so H5 in this study is accepted.

The mediation effect shows the relationship between the independent and dependent variables through the connecting variable or mediation. The method used is variance accounted for (VAF) developed by Preacher and Hayes (2008) and bootstrapping in the distribution of indirect effects is considered more suitable because it does not require any assumptions about the distribution of variables so that it can be applied to small sample sizes. If the VAF value is above 80%, it indicates the role of the mediating variable as a full mediator (full mediation). This can be categorized as partial mediation if the VAF value increases between 20% to 80%, but if the VAF value is less than 20%, it can be concluded that there is no mediating effect.

Hasil dari perhitungan efek mediasi dengan menggunakan metode variance accounted for (VAF), diperoleh peranan kepuasan kerja sebagai variabel mediasi antara kecerdasan emosional dan komitmen dengan nilai  $VAF = 0,5188$  atau 51,88% (Parsial Mediasi) dan kepuasan kerja juga berperan sebagai variabel mediasi antara stres kerja dan komitmen dengan nilai  $VAF = 0,2966$  atau 29,66% (Parsial Mediasi).

### 3.4 Discussion

- a. Emotional intelligence is a form of individual or personal behavior in organizations that are able to manage emotions in themselves which include control, self-motivation, understanding other people's feelings effectively so that it can be used to guide the mind in determining or making decisions. Empirically, the findings of this study are in line with the results of research conducted by Shafiq & Rana (2016) which explains that emotional intelligence has a significant and positive effect on the affective and normative components of organizational commitment, but it is weaker with ongoing commitment.
- b. Job stress is one of the characteristics of work which is a determining factor of organizational commitment. If employees are not stress free and work in a stressful environment then it is impossible for the organization to achieve its goals. To gain employee commitment to the organization, the organization must provide a stress-free environment to employees. The findings of this study are in line with the results of

research conducted by Bhatti et al (2016) which shows a negative and significant relationship between work stress and organizational commitment, with increasing employee stress, employee commitment to the organization decreases and vice versa.

- c. c. Emotional intelligence is a form of individual or personal behavior in organizations that are able to manage emotions in themselves which include control, self-motivation, understanding other people's feelings effectively so that it can be used to guide the mind in determining or making decisions. The findings of this study are in line with the results of research conducted by Shafiq & Rana (2016) which explains that emotional intelligence has a significant and positive influence on the affective and normative components of organizational commitment, but it is weaker with ongoing commitment.
- d. d. The results of data processing show that the effect of job stress on job satisfaction has a negative and significant influence value. It can be concluded that when the level of work stress of nurses is higher, the level of job satisfaction of nurses at UNAND Hospital will also decrease. The findings of this study are in line with the results of research conducted by Cheng et al (2015) which examined job stress and job satisfaction among freshly graduated nurses during the first year. Job stress is negatively correlated with job satisfaction.
- e. When the job satisfaction of nurses is getting better, the organizational commitment of nurses at the Hospital of Universitas Andalas will also increase. Organizations with more satisfied employees tend to be more effective and productive. In addition, employees with a high level of satisfaction will have a low number of turnovers. The findings of this study are in line with the results of study conducted by Gunlu et al (2010) showing that extrinsic, intrinsic, and general job satisfaction have a significant influence on normative and affective commitment.
- f. Job satisfaction plays a role as a mediating variable between emotional intelligence and organizational commitment. Based on the results of hypothesis testing, it is stated that job satisfaction acts as a partial mediating between emotional intelligence and organizational commitment. It means that when the level of emotional intelligence of nurses is high at the Hospital of Universitas Andalas, it will increase the job satisfaction of nurses there. With the higher level of satisfaction felt by nurses at the Hospital of Universitas Andalas, it will increase the commitment of nurses. So, in order to be able to increase the commitment of nurses at the Hospital of Universitas Andalas, it can be done by paying attention to the level of emotional intelligence possessed by nurses before working or by providing the training or education that can increase the level of

emotional intelligence of nurses. Thus, along with the high job satisfaction of nurses, it will strengthen the commitment of nurses to the Hospital of Universitas Andalas. These results indicate that with sufficient emotional intelligence, the job satisfaction of the nurses is fulfilled so that they have a commitment to the hospital where they work. The same opinion is also proven by previous research which stated that emotional intelligence has an indirect effect on organizational commitment through job satisfaction.

- g. Job satisfaction acts as a mediating variable between job stress and organizational commitment. Based on the results of the hypothesis test, it is stated that job satisfaction acts as a mediation in part of the relationship between job stress and organizational commitment. It means that when the level of work stress of nurses is high at the Hospital Universitas Andalas, it will reduce job satisfaction in nurses. With the lower level of satisfaction felt by nurses at the Hospital of Universitas Andalas, it will reduce the commitment of nurses there. So, in order to be able to increase the commitment of nurses there, it can be done by paying attention to the level of work stress of nurses or by preparing a stress management program so that the stress felt by nurses can be managed properly. Having good stress management will reduce the level of perceived stress with the lower level of perceived stress that will increase the job satisfaction of nurses. Along with the increasing of job satisfaction of nurses, it will strengthen the commitment of nurses to the Hospital of Universitas Andalas. These results indicate that with low level job stress, the job satisfaction of the nurses will be high so that they have a high commitment to the hospital as their workplace. The same result has previously been described in the study conducted by Yousef (2002). He claimed that job satisfaction mediates the effect of job stress on various aspects of organizational commitment, except continuance commitment.

#### **4. CONCLUSIONS AND IMPLICATIONS**

##### **4.1 Conclusion**

Based on the results of analysis and discussion in CHAPTER IV, it can be concluded that:

- a. Emotional intelligence has a positive and significant effect on the commitment of nurses at the Hospital of Universitas Andalas.
- b. Job stress has a negative and significant effect on the commitment of nurses at the Hospital of Universitas Andalas.

- c. Emotional intelligence has a positive and significant effect on job satisfaction of nurses at the Hospital of Universitas Andalas.
- d. Job stress has a negative and significant effect on job satisfaction of nurses at the Hospital of Universitas Andalas.
- e. Job satisfaction has a positive and significant effect on the commitment of nurses at the Hospital of Universitas Andalas.
- f. Job satisfaction acts as a mediating variable (partial) between emotional intelligence and nurse commitment at the Hospital of Universitas Andalas.
- g. Job satisfaction acts as a mediating variable (partial) between job stress and nurse commitment at the Hospital of Universitas Andalas.

#### 4.1 Implication

In accordance with the results of the study that has been carried out, the implications of the study related to the Hospital of Universitas Andalas are as follows:

- a. The Hospital of Universitas Andalas can provide certainty of career paths and welfare for nurses. The Hospital of Universitas Andalas should be able to improve the skills possessed by its contract nurses by providing a training so that it can accelerate the development of nurses in their work.
- b. The Hospital of Universitas Andalas should also pay attention and increase sensitivity to the feelings and emotions of fellow co-workers in the organization by providing personality training and self-development. For example, Neuro-Linguistic Programming (NLP) or activities that can create bonding or togetherness among co-workers such as outbound activities.
- c. In addition to paying attention to emotional intelligence, in increasing the commitment of contract nurses at Andalas University Hospital, the hospital should also pay attention to the level of work stress experienced by the contract nurses by adjusting the work to the time allocation of the contract nurses. Thus, it is hoped that all work can be completed properly and on time. So, if the level of work stress felt by the contract nurse is low, then this will increase job satisfaction at Andalas University Hospital. Thus, the commitment of contract nurses to work at the Andalas University Hospital will be even stronger.

## REFERENCES

- Aghdasi, S., Kiamanesh, A. R., & Ebrahim, A. N. (2011). Emotional intelligence and organizational commitment: Testing the mediatory role of occupational stress and job satisfaction. *Procedia - Social and Behavioral Sciences*, 29(2010).
- Ahmad, J., & Hashmi, M. S. (2015). Relative Importance of Emotional Intelligence's Dimensions in Contributing to Dimensions of Job Performance. *Journal of Basic & Applied Sciences*.
- Amin, M., Khattak, A. Z., & Khan, M. Z. (2018). Effects of Job Stress on Employee Engagement and Organizational Commitment: a Study on Employees of Emergency Rescue Service Rescue 1122 District Peshawar. *City University Research Journal*, 8(2), 200–208.
- Aydogdu, S., & Asikgil, B. (2011). An Empirical Study of the Relationship Among Job Satisfaction , Organizational Commitment and Turnover Intention. *International Review of Management and Marketing*, 1(3), 43–53.
- Badir Alnidawy, A. A. (2015). The Effect of Emotional Intelligence on Job Satisfaction: Applied Study in the Jordanian Telecommunication Sector. *International Journal of Business Administration*, 6(3).
- Bhatti, M. H., Bhatti, M. H., Akram, M. U., Hashim, M., & Akram, Z. (2016). Relationship between job stress and organizational commitment: An empirical study of banking sector. *E3 Journal of Business Management and Economics*.
- Bushra, F., Usman, A., & Naveed, A. (2011). Effect of Transformational Leadership on Employees ' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore ( Pakistan ). *Journal of Business & Social Science*.
- Chen, C. F., & Kao, Y. L. (2011). The antecedents and consequences of job stress of flight attendants - Evidence from Taiwan. *Journal of Air Transport Management*.
- Cheng, C. Y., Liou, S. R., Tsai, H. M., & Chang, C. H. (2015). Job stress and job satisfaction among new graduate nurses during the first year of employment in Taiwan. *International Journal of Nursing Practice*.
- Ghozali, I., & Latan, H. (2012). *Partial Least Square. Konsep, Teknik dan Aplikasi SmartPLS 2.0*. Badan Penerbit Universitas Diponegoro.
- Gunlu, E., Aksarayli, M., & Perçin, N. Ş. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*.
- Istijanto. (2010). *Riset Sumber Daya Manusia*. PT. Gramedia Pustaka Utama.
- Karambut, C. A., & Noormijati, E. T. (2012). Analisis Pengaruh Kecerdasan Emosional , Stres

- Kerja dan kepuasan Kerja terhadap Komitmen Organisasional (Studi pada Perawat Unit Rawat Inap RS panti Waluya Malang). *Jurnal Aplikasi Manajemen*, 10(3), 655–668.
- Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey, & D. J. Sluyter (Eds.). In *Emotional development and emotional intelligence* (pp. 3–31).
- McElroy, J. C., Morrow, P. C., & Wardlow, T. R. (1999). A career stage analysis of police officer work commitment. *Journal of Criminal Justice*.
- Navas, S. M. A., & Vijayakumar, M. (2018). Emotional Intelligence: A Review of Emotional Intelligence Effect on Organizational Commitment, Job Satisfaction and Job Stress. *International Journal of Advanced Scientific Research & Development (IJASRD)*.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education Limited.
- Shafiq, M., & Rana, R. A. (2016). Relationship of Emotional Intelligence to Organizational Commitment of College Teachers in Pakistan. *Eurasian Journal of Educational Research*.
- Sule, E. T., & Priansa, D. J. (2018). *Kepemimpinan & Perilaku Organisasi (Membangun Organisasi Unggul di Era Perubahan)* (I). PT Refika Aditama.
- Top, M., & Gider, O. (2013). Interaction of organizational commitment and job satisfaction of nurses and medical secretaries in Turkey. *International Journal of Human Resource Management*.
- Wong, C., & Law, K. S. (2002). *The effects of leader and follower emotional intelligence on performance and attitude : An exploratory study* (Vol. 13).
- Yousef, D. A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment. *Journal of Managerial Psychology*