

**Effects of Emotional and Spiritual Intelligent on Job Performance Among The
Temporary Nurses in Abdul Riva'i Regional General Hospital Berau District East
Kalimantan Province Indonesia**

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This study examined the effect of emotional and spiritual intelligence on performance of temporary nurses at the Regional General Hospital of Berau District East Kalimantan Province, Indonesia. It also investigated the mediating role of organizational commitment on the relationship between emotional and spiritual intelligence on the performance of these nurses. Survey data collected from 129 respondents were examined using the Structural Equation Modeling (SEM) technique utilizing AMOS version 22.0 software. This study found that emotional intelligence and spiritual intelligence have positive and significant effect toward organizational commitment. Subsequently organizational commitment has positive and significant effect on temporary nurse performance and positively mediated the relationship between emotional intelligence and spiritual intelligence on temporary nurse performance. The results of this study can assist hospital administrators in Indonesia to look into improving the temporary nurses' performance by focusing on their organizational commitment. It is also pertinent for them to understand the role of emotional intelligence and spiritual intelligence when undertaking action to strengthen the nurses' organizational commitment.

Key Words: *Emotional Intelligence, Spiritual Intelligence, Organizational Commitment and Nurse Performance.*

1. Introduction

Health workers have a very important role in meeting the needs of public health services. Currently highly needed skilled and highly competent health workforce. Therefore, the existing problems are expected to be handled well. In fact, there are still many health workers, especially nurses who have low performance, causing the emergence of negative perceptions of the public performance of health workers, especially nurses.

The poor performance of nurses occurs due to lack of a sense of responsibility, sincerity, self-awareness and nurse professionalism in serving the community. These aspects are related to the level of emotional intelligence and spirituality of the nurses. Emotional and spiritual intelligence has a very important role in supporting the performance of health workers. When a person has a high emotional intelligence, the health worker will be

able to solve the problems encountered. Similarly, when a person has a high spiritual intelligence then the person will have a sense of self and good sincerity of the heart. When the two aspects of intelligence are in a person's nurse. it will encourage increased performance and commitment to the hospital.

This statement is in line with the study of Ling Ma et. Al [1] high performing employees not only actively solve problems but also enjoy working with other colleagues. This means that if someone's emotional intelligence is good then the performance in the organization environment is also good. In addition, emotional intelligence also has a positive influence on organizational commitment (Adey and Bahari [2]; Efendi and Sutanto. [3]). Likewise Ghozali [4] mentions that religiosity positively affects organizational commitment and job involvement. which means indirectly affect productivity.

Apart from aspects of intelligence. organizational commitment becomes the determinant factor of nurse performance level. According to Robbins [5] organizational commitment is one attitude that reflects feelings of likes or dislikes of the organization where work. When a person has a high organizational commitment then someone will be loyal by making various efforts for the success of the organization so that will have an impact on the productivity of nurses. The statement is in line with Fitriastuti's research [6] which requires that organizational commitment positively affect performance.

2. Hypothesis Development

2.1. Relationship between Emotional Intelligent and Organizational Commitment

The results of research by Shafiq Muhammad and Rana Akram [7] reveal a significant influence between emotional intelligence on organizational commitment. Emotional intelligence also shows a significant positive relationship with the three components of organizational commitment including affective commitment, continuity and normative commitment. Emotional intelligence reflects a reasonable predictive power of teachers' organizational commitment. The study recommends that emotional intelligence be included in teacher selection and recruitment criteria, and used as an intervention to increase teacher organizational commitment to Pakistani colleges. Research conducted by Mohamadkhani and Lalardi Nasiri [8] says that emotional intelligence can make the desired relationship within the organization, because every organization is generally customer-oriented, client and staff. High organizational commitment can be regarded as a key factor in their existence. Staff with high emotional intelligence can hold a higher organizational commitment to their organization. The findings of this study indicate the need to employ individuals who have high emotional intelligence. Goleman [9] sets emotional intelligence as an intelligence that refers to the ability to recognize our own feelings and the feelings of others. self-motivating ability. and the ability to manage emotions well on oneself and in relation to others.

H1: There is a positive effect of emotional intelligence on organizational commitment

2.2. Relationship between Spiritual Intelligent and Organizational Commitment

Kalantarkousheh M. S et al [10] the results show differences in the amount of spiritual intelligence and organizational commitment between men and women, both higher in men. There is a definite correlation between spiritual intelligence and organizational commitment among staff. Higher spiritual intelligence is associated with higher organizational commitment, which is evident both for both men and women. In addition, there is a correlation between spiritual intelligence and subscale that continues. This correlation is also

seen in male spiritual intelligence and affective and normative subscales. Zohar and Marshall [11] interpret spiritual intelligence as an intelligence to deal with the problem of meaning or value. the intelligence to put our behavior and life in the context of a wider and more rich meaning. the intelligence to judge that one's actions or ways of life are more meaningful than others. In addition Zohar and Marshall [11] also revealed a person with high spiritual intelligence tended to be a dedicated leader. are responsible for bringing in a higher vision and value and can inspire others. Based on the theory of Meyer and Allen [12] suggests three components of organizational commitment: 1) Affective Commitment, occurs when employees want to be part of the organization because of the emotional attachment or feel the same value with the organization, 2) Continuance Commitment, the individual's willingness to remain in the organization for not finding any other job or due to certain economic rewards, 3) Normative Commitment, arising from the values of the employees. Employees survive as members of the organization because there is an awareness that being committed to the organization is the right thing to do

H2: There is a positive influence of spiritual intelligence on organizational commitment.

2.3. Relationship between Emotional Intelligent and Job Performance

Results of research conducted by Akhtar et al [13] show that emotional intelligence has a positive impact on employee performance and organizational support moderate the relationship between emotional intelligence and work performance so that the relationship between emotional intelligence and work performance is stronger / positive. Ling Ma et. al. [1] High performance employees not only actively solve problems but also enjoy working with other employees. When someone has a good emotional intelligence then the performance of a person in the environment of the organization is also good. The study findings by Vratskikh Ivan et al [14] confirm the role of mediator job satisfaction in the relationship between Emotional Intelligence and performance. It is suggested that Emotional Intelligence can be used to predict performance and job satisfaction, therefore understanding the theory of emotional intelligence can be promoted for managerial and human resource practices across public sector organizations. Shih Hsi-An and Susanto Ely [15] found that emotional intelligence is the antecedent of conflict management within a company. In addition, it also illustrates the immediate effects of conflict management on performance. The study also confirms that conflict management mediates the relationship between emotional intelligence and performance. The results of this study indicate that emotional intelligence in public organizations has an impact on performance similar to that of emotional intelligence in private organizations.

H3: There is a positive effect of emotional intelligence on performance

2.4. Relationship between Spiritual Intelligent and Job Performance

Khorshidi & Ebadi [16] show that there is a significant positive relationship between the two variables. Zohar & Marshall [11] states that when Spiritual Intelligence is high, people seem to have the right intellectual and behavior. However, when spiritual intelligence is low, people will seem to have problematic behavior. They claim that people with high Spiritual Intelligence demonstrate a measure of satisfaction and high performance. Subsequent research by Othman Kadir Abdul et al [17] demonstrates the importance of spiritual intelligence in improving the relationship between behavioral stress and employee performance. Based on this study two dimensions of spiritual intelligence namely personal

meaning production and transcendental awareness found to significantly moderate the relationship between stress and performance behaviors.

H4: There is a positive influence of spiritual intelligence on Performance

2.5. The Relationship between Komitmen organisasi and kinerja.

Research on the influence of organizational commitment to performance performed by Khan Riaz Muhammad et al [18] shows a positive relationship between organizational commitment and employee performance. In comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant impact on worker performance. Furthermore, this study explores employee job performance with four demographic variables, resulting in high achieving male employees dealing with their female counterparts. Hafiz AZ [19] made a research to find out the relationship dimension of organizational commitment and employee performance in private banks and commercial banks of Lahore. The study found that the three elements of organizational commitment are important factors in improving the performance of banking employees. The results showed that the dimensions of organizational commitment independently and together affect the performance of employees in the bank. This means that employees are willing to devote their energy and mind to complete their work, because they share the same goals and values within the organization. There are three components related to organizational commitment in which Meyer and Allen describe [12]. where the components consist of: 1) Affective Commitment. occurs when employees want to be part of the organization because of emotional attachment or feel they have the same value as the organization. 2) Continuance Commitment. ie the willingness of individuals to remain in the organization for not finding any other job or due to certain economic rewards. 3) Normative Commitment. arising from the values of employees.

H5: There is a positive influence of organizational commitment to performance

3. Method

3.1. Research Design and Unit Analysis

This research employed quantitative research by developing reliable and valid research instrument on emotional intelligent, spiritual intelligent, organizational commitment and job performance perceived by temporary nurses. The unit analysis of this research was temporary nurses who work at Abdul Riva'i Regional General Hospital, Berau District, East Kalimantan Province, Indonesia.

3.2. Scale Measurement

All the variables in this research, i.e. emotional intelligent, spiritual intelligent, organizational commitment and job performance were measured with 1 – 5 Likert scale instrument. The scale represented the rating from 'strongly disagree' to 'strongly agree'.

3.3. Research Sample

Total respondents were selected purposively as many as 130 temporary nurses who work at Abdul Riva'i Regional General Hospital, Berau District, East Kalimantan Province, Indonesia. The data were gathered through face to face distribution by the researcher.

3.4. Data Screening and Analysis

Data screening test on the first stage of data processing in this research were carried out in two steps: data normality and data outlier checking. Based on the survey distributed, all 130 questionnaires were filled out completely. AMOS 22.0 version was used to analyse the data and answer the hypothesis. The design of this research was first order SEM (Structural Equation Modelling). Indicators that form variables were tested with goodness of fit (GOF) technique. The variables were developed as follows:

First, employee performance is a measure that can be used to define the comparison of the results of execution of tasks, the responsibilities given by the organization in a certain period and can be used relatively to measure employee or organizational performance. Gibson et al. [20]. This variable has five indicators that have been developed by Mathis and Jackson [21]: output quality, output quantity, output period, work attendance and cooperative attitude.

Second, emotional intelligence as an intelligence that refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate oneself, the ability to manage emotions well on oneself and in relation to others. This variable also has five indicators that have been developed by Goleman [22]: self-awareness, self-adjustment, motivation, empathy and social skills.

Third, spiritual intelligence as an intelligence to deal with the question of meaning or value, the intelligence to put our behaviour and life in the context of broader and rich meaning, the intelligence to judge that one's actions or ways of life are more meaningful than others. This variable has four indicators that have been developed by Zohar and Marshall [11] and Agustian [23]: integrity, wise, respect for life and courageous

Fourth, organizational commitment is defined as one attitude that reflects feelings of pleasure and displeasure at the organization at work. Robbins [5]. There are three indicators related to organizational commitment described by Meyer and Allen [12]: affective, continuance and normative.

Measurement model would apply convergent validity to test those indicators whether or not they are valid. Maximum Likelihood Estimation (MLE technique was used in this research. Assessment of the questionnaire items were done by Confirmatory Factor Analysis (CFA) to test the construct relation with the indicator based on the developed theory. Cronbach's Alpha was also used to test the reliability of the constructs.

CFA test result shown on Table 1 indicated that the value for loading factor in each question item was > 0.5 which can be concluded that all the question items were valid. Meanwhile, Table 2 shows the value of Construct Reliability is ≥ 0.7 and Variance Extracted is ≥ 0.5 for each constructs, which explains that all constructs were reliable. The results of CFA test concluded that all indicators can be used to measure the variables and to analyse research data.

Table 1. Validity Test Result Based on Fit Model

Constructs and Indicators	Estimate ($\lambda \geq 0.5$)	Result
Job Performance (JP) :		
JP1 (Output quality)	0.755	Valid
JP2 (Output quantity)	0.884	Valid
JP3 (Output period)	0.843	Valid
JP4 (Work attendance)	0.857	Valid
JP5 (Cooperative attitude)	0.884	Valid

Constructs and Indicators	Estimate ($\lambda \geq 0.5$)	Result
Emotional Intelligence (EMI):		
EMI1 (Self-awareness)	0.825	Valid
EMI2 (Self-adjustment)	0.748	Valid
EMI3 (Self-motivation).	0.778	Valid
EMI4 (Empathy)	0.743	Valid
EMI5 (Social skills)	0.775	Valid
Spiritual Intelligence (SPI):		
SPI1 (Integrity)	0.917	Valid
SPI2 (Wise)	0.797	Valid
SPI3 (Respect for life)	0.939	Valid
SPI4 (Courageous)	0.820	Valid
Organizational Commitment (OC):		
OC1 (Affective)	0.789	Valid
OC2 (Continuance)	0.738	Valid
OC3 (Normative).	0.864	Valid

Table 2. Reliability Test Result Based on Fit Model

Variables	Construct Reliability ≥ 0.7	Variance Extracted ≥ 0.5	Result
Job Performance (JP)	0.78	0.65	Reliable
Emotional Intelligence (EMI)	0.76	0.52	Reliable
Spiritual Intelligence (SPI)	0.79	0.66	Reliable
Organizational Commitment (OC)	0.93	0.84	Reliable

4. Results and Discussion

The hypotheses testing in this research was analysed by using first order Structural Equation Modelling (SEM) with AMOS 22.00. The full SEM test result can be seen in Figure 1. Meanwhile, Table 3 explains the assumption of test result in SEM development. Confirmatory test of full model exposed fit model which means complied with goodness of fit criteria. Model structure was used to draw research causality models with structural relationship. The goodness of fit test result is as follows : Chi-Square = 324.227, probability = 0.058, GFI = 0.904, AGFI = 0.939, TLI = 0.949 and RMSEA = 0.017. Although Chi-Square and probability are not met the required cut-off values, however, the value of TLI, GFI, AGFI, and RMSEA are already met the required cut off value. It indicates that the research model is fit and meets the standard criteria to analyse and test the proposed hypothesis..

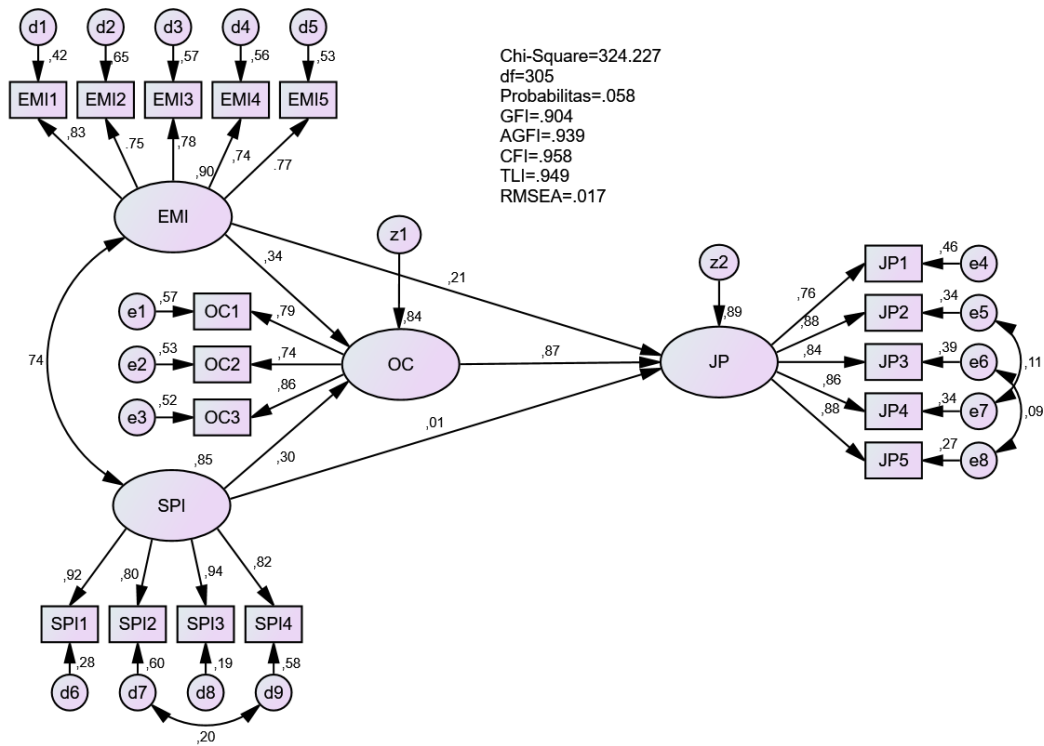


Figure 1: Effects of Emotional and Spiritual Intelligent on Job Performance Among The Temporary Nurses in Abdul Riva'i Regional General Hospital. Berau District. East Kalimantan Province. Indonesia

Table 3. Structural Parameter Estimates Direct Effect: Path Analysis Model (N=130)

Hypothesis	Structural Path	Standardized Path Coefficients	t-Value	Probability	Results
H ₁	Emotional Intelligent → Org. Commitment	.344	2.715	.007	Significant
H ₂	Spiritual Intelligent → Org. Commitment	.297	2.383	.017	Significant
H ₃	Emotional Intelligent → Job. performance	.211	2.605	.009	Significant
H ₄	Spiritual Intelligent → Job. Performance	.010	.005	.996	Non-Significant
H ₅	Org. Commitment → Job. Performance	.870	7.624	***	Significant

4.1. Relationship between Emotional Intelligent and Organizational Commitment

The results of hypothesis 1 testing explain that there is a positive and significant influence between emotional intelligence and organizational commitment. Structural research findings show that there is a positive and significant influence between emotional intelligence on organizational commitment ($t = 2,715 > 1,96$) with significance value ($0,007 < 0,05$). Thus, hypothesis 1 is accepted. This finding is supported by Shafiq Muhammad and Rana Akram [7] which concludes that there is a significant relationship between emotional intelligence

and the commitment of higher education organizations in Pakistan. The results of this study are also in line with research from Adey and Bahari [2] which states that emotional intelligence and job satisfaction are positively and significantly correlated to organizational commitment. There is also research conducted by Mohamadkhani and Lalardi Nasiri [8] said that emotional intelligence can make the desired relationship within the organization, because every organization is generally customer-oriented, client and staff. High organizational commitment can be regarded as a key factor in their existence. Staff with high emotional intelligence can hold a higher organizational commitment to their organization. The findings of this study indicate the need to employ individuals who have high emotional intelligence.

4.2. Relationship between Spiritual Intelligent and Organizational Commitment

The result of hypothesis 2 test shows that there is positive and significant influence between spiritual intelligence to organizational commitment. Structural research findings show that there is positive and significant influence between spiritual intelligence to organizational commitment ($t = 2,383 > 1,96$) with significance value ($0,017 < 0,05$). Thus, hypothesis 2 is accepted. These findings are supported by Kalantarkousheh M. S et al [10] The results of the study showed differences in the amount of spiritual intelligence and organizational commitment between men and women, both higher in men. There is a definite correlation between spiritual intelligence and organizational commitment among staff. Higher spiritual intelligence is associated with higher organizational commitment, which is evident both for both men and women. In addition, there is a correlation between spiritual intelligence and subscale that continues. This correlation is also seen in male spiritual intelligence and affective and normative subscales. Zohar and Marshall [11] interpret spiritual intelligence as an intelligence to deal with the problem of meaning or value. the intelligence to put our behavior and life in the context of a wider and more rich meaning. the intelligence to judge that one's actions or ways of life are more meaningful than others. In addition Zohar and Marshall [11] also revealed a person with high spiritual intelligence tended to be a dedicated leader. are responsible for bringing in a higher vision and value and can inspire others.

4.3. Relationship between Emotional Intelligent and Job Performance

The result of hypothesis 3 test shows that there is positive and significant influence between emotional intelligence on performance. Structural research findings show that there is a positive and significant influence between emotional intelligence on performance ($t = 2,383 > 1,96$) with significance value ($2,605 < 0,009$). Thus, hypothesis 3 is accepted. This finding is supported by Akhtar et al [13] where the results of his research show that emotional intelligence has a positive impact on employee performance and organizational support moderate the relationship between emotional intelligence and performance, so the relationship between emotional intelligence and work performance is stronger / positive. This is also in line with research conducted by Ling Ma et. al. [1] High performing employees not only actively solve problems but also enjoy working with fellow employees. When someone has a good emotional intelligence then the performance of a person in the environment of the organization is also good. The study findings by Vratskikh Ivan et al [14] also confirm the role of mediator job satisfaction in the relationship between Emotional Intelligence and work performance. It is recommended that emotional intelligence be used to predict performance and job satisfaction, therefore understanding the theory of emotional intelligence can be promoted for managerial and human resource practices across public sector organizations. Meanwhile Shih Hsi-An and Susanto Ely [15] found that emotional intelligence is the

antecedent of conflict management within a company. In addition, it can also illustrate the immediate effects of conflict management on performance. The study also confirms that conflict management mediates the relationship between emotional intelligence and performance. The results of this research show that emotional intelligence in public organizations has an impact on performance similar to the emotional intelligence in private organizations.

4.4. Relationship between Spiritual Intelligent and Job Performance

The results of hypothesis 4 tested that there is no influence between spiritual intelligence on performance. Structural research findings show that there is no influence between spiritual intelligence on performance ($t = 0,005 < 1,96$) with significance value ($0,996 > 0,05$). In the fourth hypothesis is obtained the results of research where spiritual intelligence has no effect on the performance of a person. This condition explains that the high or low level of spiritual intelligence possessed by a person does not have any impact on performance, it is caused by the existence of various factors beyond the spiritual intelligence that affect the level of one's performance. Factors that are meant here one of them related to the level of one's intellect. When a person has only a high sense of dedication and responsibility (spiritual intelligence) to a job but has no intellectual intelligence. Then it will not bring any change to the work of someone. Intellectual intelligence refers to one's ability to absorb science. Where in a work environment a person is required to have a high intellectual intelligence, with a high level of intellectual intelligence then one will easily and quickly understand all forms of change and work model so that his ability to solve problems related to his work will get better. The results of this study are aligned or supported by research conducted by Oktariani Weni et al. [24] based on the results of t test analysis known that emotional intelligence and spiritual intelligence have no effect on employee performance, while the personality effect on employee performance. Emotional intelligence does not affect the performance of employees Because of the dominant respondents male sex. While spiritual intelligence has no effect because the age of dominant respondents aged 20-40 years. However, in this study showed that the variable of emotional intelligence and spiritual intelligence and personality simultaneously affect the performance of employees. Similarly, research by Yusnaena and Prime Alpha [25] concluded that spiritual intelligence does not affect the performance of secretarial staff of West Sumatra Provincial DPRD.

4.5. Relationship between Organizational Commitment and Job Performance

The results of hypothesis testing 5 explains that there is a positive and significant influence between organizational commitment to performance. Structural research findings indicate that there is positive and significant influence between organizational commitment to performance ($t = 7,624 > 1,96$) with significance value *** (very significant). Thus, hypothesis 5 is accepted. This finding is supported by Khan Riaz Muhammad et al [18] suggesting a positive relationship between organizational commitment and employee performance. In comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant impact on worker performance. Furthermore, this study explores employee job performance with four demographic variables, resulting in high achieving male employees dealing with their female counterparts. Similarly, research by Hafiz AZ [19] found that the three elements of organizational commitment were important factors in improving the performance of banking employees. The results showed that the dimensions of organizational commitment independently and together affect the performance of employees in the bank.

4.6. Discussion

Based on the results obtained in the previous hypothesis testing, found that spiritual intelligence affects the performance but must go through organizational commitment. This condition indicates that a person who carries the meaning of spirituality in his work will feel his life and his work also has more meaning which will form a strong organizational commitment. The formation of organizational commitment is what will encourage and motivate individuals to make various efforts for organizational progress. This indicates a change in a person's performance when the business is doing a positive result.

In addition, individual performance is also influenced by the level of emotional intelligence possessed. A person with high emotional intelligence will be able to manage his emotions and be able to solve all the problems he faces. In this case, when one can solve problems in the world of work, then do not rule out that someone will produce better performance.

Both aspects of this intelligence also plays an important role in increasing one's organizational commitment. When an individual has both a spiritual intelligence and a high emotional intelligence will form a positive attitude, where the individual will have high integrity, to be responsible, and sincere and able to solve various problems encountered in the work environment. In this case the positive attitude will certainly result in a strong individual commitment to the organization where he works.

Standardized Direct Effect and Indirect Effect

Table 4. Hasil Uji *Standardized Direct Effect*

Variabel	SPI	EMI	CO	JP
CO	.297	.344	.000	.000
JP	.000	.211	.870	.000

Source: Data processed 2017

Tabel 5. Hasil Uji *Standardized Indirect Effect*

Variabel	SPI	EMI	CO	SPI
CO	.000	.000	.000	.000
JP	.259	.299	.000	.000

Source: Data processed 2017

Conclusion

Based on the results of hypothesis testing found that emotional intelligence significantly positive effect on the performance of nurses. Likewise, spiritual intelligence has a positive influence on the performance of nurses, but must be through organizational commitment. It also found that both emotional intelligence and spiritual intelligence have a significant positive effect on organizational commitment. And lastly found that organizational commitment has a significant positive influence and the most dominant in influencing nurse's performance compared to other research variables.

Suggestion

Efforts to improve the performance of nurses are suggested to prioritize the improvement of organizational commitment. While efforts to increase organizational commitment is

recommended to increase the emotional intelligence of nurses. For further research it is advisable to develop the variables and research indicators to get more innovative results and should not be fixed on similar respondents. It is also expected that further research can apply and develop the current research model by synergizing the phenomena or facts that occur in the development of the current organizational environment.

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