



Mediation of achievement motivation on the relationship between emotional intelligence and work discipline on employee performance

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ABSTRACT

The problem that is often faced by companies in achieving goals is the poor performance of employees. The purpose of this study is to analyze a model that is expected to improve employee performance by involving emotional intelligence and work discipline with achievement motivation as intervening variables in inpatient nurses at XYZ Hospital . The research method is quantitative by using a questionnaire with an interval scale of 1-10 with a sample of 115 employees from a population of 314 employees to test the five (5) predetermined hypotheses. The structural equation model-partial least square (SEM-PLS) model was used to test the statistical significance of the path coefficient. The results of this study explain that emotional intelligence has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, emotional intelligence has a positive and significant effect on achievement motivation, work discipline has a positive and significant effect on employee performance, and achievement motivation has a positive effect and significant to employee performance.

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1. INTRODUCTION

Employee performance problems that arise can be caused by the different needs of each employee and also other internal factors within the company. Good performance will produce satisfactory results, but on the contrary, poor performance will produce bad results. This is of particular concern in the company, how to achieve effective company goals through good performance.” The emotional intelligence factor is one of the psychological factors that can affect employee performance. Robbins and Judge in Octavia et al. (2020) also state that emotional intelligence is a high performance characteristic, not intellectual intelligence. In an agency or company without the support of good work discipline, it is difficult for the company to realize its goals. According to Hasibuan in Hartatik (2014) suggests that good discipline reflects the magnitude of one's responsibility for the tasks assigned to him. Employees who have work enthusiasm can

provide attitudes such as loyalty, joy, pride, cooperation and obedience to obligations within the company.

In addition to emotional intelligence and work discipline being one of the important factors in improving employee performance, achievement motivation can also be an attitude and value that provides strength to encourage individuals to behave in achieving goals. With the existence of achievement motivation is an effort made by individuals to maintain personal abilities as high as possible, to overcome challenges, and aim to succeed in competition in a measure of excellence (Kahfi et al., 2017).

This study focuses on the performance of inpatient nurses at XYZ Hospital in Banten Province. In order to achieve equality in excellent service, it must also be supported by the existence of adequate human resources (HR) both in quality and in appropriate quantity. Human resources in this case are nurse resources at XYZ Hospital. Nurses are an important part of health care institutions. In improving the quality of health services to the community, XYZ Hospital as a government-owned hospital in Banten Province has performance targets for nurses in inpatient installations. First, the performance targets are in the form of quality achievements. The SOP set by XYZ Hospital is a reference for a nurse to have the responsibility to provide the best quality service to patients. The performance target for inpatient nurses in quantity, in this case, is seen from the percentage of patient status developments in each shift. Recording patient progress is important if each shift is carried out in accordance with the quantity, it will reduce miss communication between nurses and others when changing working hours. This will help the work of nurses to be more efficient and effective, due to good coordination between nurses and other nurses at each change of shift. The level of attendance of nurses is also a factor that determines the performance of nurses. In this case, the level of attendance is seen from the percentage of punctuality in coming and going home. Every employee, in this case an inpatient nurse who is never late for work and goes home according to work hours, can work more effectively in serving patients.

Based on the phenomena that occurred in the field, it is indicated that there has been a downward trend in the performance of inpatient nurses in the last four years. In the indicator for taking action according to the SOP, in 2020 it reached the target of 100 percent, while in subsequent years it decreased to 90 percent. In the indicator for recording the progress of patient status for each shift, there has been a decrease in the last four years from the actual percentage of 90 percent in 2019 and 2020, then decreased to 85 percent in 2021, and has further decreased to 75 percent in 2022. On the time attendance indicator, coming and going home in 2019 and 2020 the realization is 80 percent, then decreasing in 2021 to 75 percent, further decreasing in 2022 to 70 percent.

In addition to the problems that occur in the field, there is a research gap in previous studies, namely the inconsistency of research on emotional intelligence and work discipline on employee performance. Referring to research conducted by Mulyasari (2019), Anggraheny et al. (2020), Dewi (2020), emotional intelligence has an influence on employee performance. Meanwhile, Akimas & Bachri (2016), Darman & Adha (2021) proved that emotional intelligence has no effect on employee performance. In the work discipline variable the research conducted by Sulila (2020), Maharani et al. (2022), that work discipline does not affect employee performance. Meanwhile, Ulfa et al. (2022), Atika et al. (2022) states that work discipline has no effect on employee performance. With the research gap of emotional intelligence and work discipline on employee performance, it became the basis for the authors to use the intervening variable, namely achievement motivation in this study. Research conducted by Magnano et al. (2016), proved that emotional intelligence influences employee achievement motivation. According to Magnano et al. (2016), the relationship between emotional intelligence and achievement motivation is an individual's encouragement to use their ability to manage emotions accompanied by a spirit of achievement to always grow and achieve success at work.

Research conducted by Wasitowati (2018), proved that work discipline affects employee achievement motivation. According to Wasitowati (2018), discipline that is carried out without coercion will motivate oneself to work, so that with discipline in working by making the best use of time, the work will be completed properly, giving rise to a sense of satisfaction and enthusiasm for work.

2. RESEARCH METHOD

This study used a quantitative approach with a survey method by distributing questionnaires with an interval scale of 1-10 points. The population in this study were all inpatient nurses at XYZ Hospital, totaling 314 people. According to Hair et al. (2014) the sample size should be 100 or larger. As a general rule, the minimum sample size is at least five times the number of question items to be analyzed. In this study there were 23 question items, so the required sample size was at least $23 \times 5 = 115$ samples. In this study, data analysis used the Partial Least Square (PLS) approach. The Structural Equation Model-Partial Least Square (SEM-PLS) model was used to test the statistical significance of the path coefficient, test the validity test, test the reliability, test the inner model and outer model.

3. RESULTS AND DISCUSSIONS

The first step in using PLS-SEM involves building a path model connecting variables and constructs based on theory and logic (Hair et al., 2014). In creating the path model it is important to distinguish construction sites as well as the relationships between variables. The measurement model (outer model) is used to assess the validity and reliability of the research model. Testing the measurement model in this study was carried out on all 115 respondents. From the data processing that has been done, outer loading and AVE can be presented as follows:

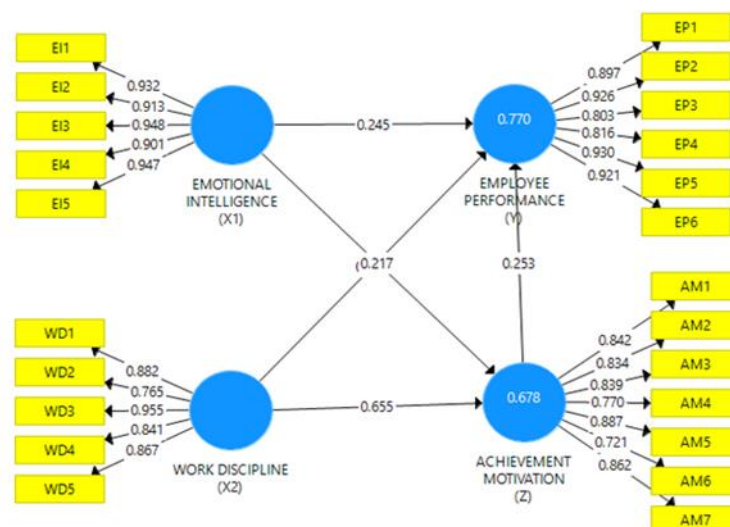


Figure 1. Outer model test results

Source: Output SmartPLS 3.2.9, 2023

To test the results of convergent validity and discriminant validity, this study obtained the outer loading and average variance extracted (AVE) values. An indicator is declared to meet the assumption of convergent validity if it obtains outer loading > 0.6 . While discriminant validity can be fulfilled if the construct AVE value is > 0.5 (Ghozali &

Latan, 2015). From the picture above it is known that the outer loading value ranges of the four research variables are emotional intelligence (0.901-0.948), work discipline (0.765-0.955), achievement motivation (0.721-0.887) and employee performance (0.803-0.930). Referring to the assumptions of convergent validity, the results of the outer model show that all indicators are declared valid. Based on this model, it can be seen the value of discriminant validity and construct reliability as follows:

Table 1. Construct Reliability dan Validity

Matrix	Cronbach's alpha	Rho_A	Composite reliability	Average Variance Extracted (AVE)
Work Discipline_ (x2)	0.914	0.920	0.936	0.747
Emotional Intelligence_(x1)	0.960	0.960	0.969	0.862
Employee Performance_(y)	0.943	0.948	0.955	0.781
Achievement Motivation_(z)	0.920	0.926	0.936	0.679

Source: Output SmartPLS 3.2.9, 2023

From the picture above it is known that the four research variables obtained an AVE value of > 0.5 which stated that they met the assumptions of discriminant validity. After knowing the two validity assumptions, namely convergent validity and discriminant validity, a reliability test was then carried out to determine the consistency of respondents' answers on all research instruments by looking at the composite reliability and Cronbach's alpha values. The research instrument is declared reliable if it has a composite reliability value and Cronbach's alpha > 0.7 (Ghozali & Latan, 2015). Based on the picture above, it is also known that all research variables have composite reliability values and Cronbach's alpha > 0.7 . Thus all the instruments in this study were declared to have met the assumptions of reliability and could be continued in testing the structural model (inner model).

3.1 Structural Model Test Results (Inner Model)

Structural model testing (inner model) is carried out to find out how much correlation between variables stated in the hypothesis, the magnitude of the influence of the independent variables on the dependent variable and the dependence of the determined hypothesis. Further presented in the table as follows:

Table 2. Path Coefficient

No	Hypothesis	Path Coefficient
1	Emotional Intelligence on Employee Performance	0,245
2	Work Discipline on Employee Performance	0,460
3	Emotional Intelligence on Achievement Motivation	0,217
4	Work Discipline on Achievement Motivation	0,655
5	Achievement Motivation on Employee Performance	0,253

Source: Output SmartPLS 3.2.9, 2023

From the table above, an explanation can be described: (a) Emotional intelligence on employee performance obtains a path coefficient of 0.245 which means emotional intelligence has a positive effect on employee performance. The positive sign on the path coefficient indicates the better the emotional intelligence, the better the employee's performance. (b) Work discipline on employee performance obtains a path coefficient of 0.460 which means work discipline has a positive effect on employee performance. The positive sign on the path coefficient shows that the more work discipline increases, the employee's performance increases. (c) Emotional intelligence on achievement motivation obtains a path coefficient of 0.217, which means that emotional intelligence has a positive effect on achievement motivation. The positive sign on the path coefficient

indicates that the better the emotional intelligence, the achievement motivation will increase. (d) Work discipline on achievement motivation obtains a path coefficient of 0.655 which work discipline has a positive effect on employee performance. The positive sign on the path coefficient shows that the more work discipline increases, the achievement motivation will increase. (e) Achievement motivation on employee performance obtains a path coefficient of 0.253 which means achievement motivation has a positive effect on employee performance. The positive sign on the path coefficient indicates that the achievement motivation increases, the employee performance increases.

Furthermore, the structural model was evaluated using the R-square for the dependent construct, the stone geisser Q-square test for predictive relevance and the t test and the significance of the structural path parameter coefficients. In assessing the PLS model starting with the R-square for each latent variable with the dependent interpretation is the same as the interpretation in the regression. The magnitude of the independent variable's simultaneous correlation with the dependent variable in this research model is seen from the R-Square value, the results of which are presented in the following table:

Table 3. R-Square

Matrix	R-Square	R-Square Adjusted
Employee Performance	0,770	0,764
Achievement Motivation	0,678	0,673

Source: Output SmartPLS 3.2.9, 2023

From the table above it is known that the R-Square value in the employee performance model is 0.770 which means that it is included in the strong category and achievement motivation is 0.678 which means that it is included in the strong category. These results also indicate that achievement motivation has the ability of 77% (0.770 x 100%) in influencing employee performance and the remaining 23% is influenced by other variables not examined. Meanwhile, employee performance is jointly influenced by emotional intelligence, work discipline and achievement motivation by 67.8% (0.678 x 100%), while the remaining 32.2% is influenced by other variables not examined.

3.2 Hypothesis Testing Results

Testing the hypothesis in the PLS method, the independent variable referred to is the exogenous latent variable and the dependent variable referred to is the endogenous latent variable. The estimated value for the path relationship in the inner model is used to determine the significance of the relationships between latent variables. Significance values can be obtained by the bootstrapping procedure developed by Geisser and Stone (Ghozali & Latan, 2015). Bootstrapping is a resampling technique that draws a large number of subsamples from the original data (with replacement) and estimates the model for each subsample. The test statistic used in this research is the t-statistic, where the assumption test in this research is carried out by looking at the existing route coefficients by equating the t-statistic numbers with t-table numbers (1, 960) at a significance level of 5% (5 percent) (Harton, Jogiyanto, Abdillah, & Usman, 2020, p. 87). From the data processing carried out, the statistical value of the research hypothesis is presented :

Table 4. T statistic

Path Coefficient	Original Sample (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P value
Work Discipline -> Employee Performance	0,460	0,466	0,091	5,046	0,000
Work Discipline -> Achievement Motivation	0,655	0,656	0,072	9,069	0,000

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Emotional Intelligence -> Employee Performance	0,245	0,251	0,087	2,819	0,005
Emotional Intelligence -> Achievement Motivation	0,217	0,210	0,100	2,178	0,030
Achievement Motivation -> Employee Performance	0,253	0,247	0,104	2,438	0,015

Source: Output SmartPLS 3.2.9, 2023

Based on the provisions above, the following is a hypothesis for each path coefficient: (a) Hypothesis 1: from the table above it is known that hypothesis 1 (Emotional Intelligence -> Employee Performance) obtains a tstatistic of 2,819 with a p value of 0,000. These results indicate that emotional intelligence has a positive and significant effect on employee performance because tstatistic (5.046) > ttable (1.96) and p value (0.000) < α (0.05). (b) Hypothesis 2: from the table above it is known that hypothesis 2 (Work Discipline -> Employee Performance) obtains a statistic of 5,046 with a p value of 0,000. These results indicate that work discipline has a positive and significant effect on employee performance because tstatistic (5.046) > ttable (1.96) and p value (0.000) < α (0.05). (c) Hypothesis 3: from the table above it is known that hypothesis 3 (Emotional Intelligence -> Achievement Motivation) obtains a t statistic of 2.178 with a p value of 0.004. These results indicate that emotional intelligence has a positive and significant effect on achievement motivation by obtaining a tstatistic (2.178 > ttable (1.96) and p value (0.030) < α (0.05). (d) Hypothesis 4: from the table above it is known that hypothesis 4 (Work Discipline -> Achievement Motivation) obtains a t statistic of 9,069 with a p value of 0,000. These results indicate that work discipline has a positive and significant effect on achievement motivation because tstatistic (9.242) > ttable (1.96) and p value (0.000) < α (0.05). (e) Hypothesis 5: from the table above it is known that hypothesis 5 (Achievement Motivation -> Employee Performance) obtains a t statistic of 2.438 with a p value of 0.028. These results indicate that achievement motivation has a positive and significant effect on employee performance because tstatistic (2.203) > ttable (1.96) and p value (0.015) < α (0.05).

3.3 Indirect Effects

Testing the effect of the indirect effect (indirect effect) or the mediation test is the effect that arises from variable X (emotional intelligence and work discipline) on Y (employee performance) through variable Z (achievement motivation). The following indirect effects can be presented:

Tabel 5. Spesific Indirect Effect

Indirect Effect	Original Sample (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P value
Work Discipline -> Achievement Motivation -> Employee Performance	0,166	0,165	0,076	2,170	0,030
Emtional Intelligence -> Achievement Motivation -> Employee Performance	0,055	0,046	0,028	1,995	0,047

Source: Output SmartPLS 3.2.9, 2023

Based on the provisions above, the following are the results of the indirect effect: (a) Indirect effect 1: from table 4.14 above it is known (Emotional Intelligence -> Achievement Motivation -> Employee Performance) obtains a t statistic of 1.195 and a p value of 0.047. These results indicate that achievement motivation as an intervening

variable significantly influences the relationship between emotional intelligence and performance employees with t statistic (1.195) > t table (1.96) and p value (0.047) < α (0.05). Emotional intelligence indirectly has a positive effect on achievement motivation on employee performance. In other words, good emotional intelligence will increase employee performance, so that if employee achievement motivation is high, then the level of employee performance will also increase. (b) Indirect effect 2: from table 4.14 above it is known (Work Discipline -> Achievement Motivation -> Employee Performance) obtains a t statistic of 2.170 and a p value of 0.030. These results indicate that achievement motivation as an intervening variable mediates the influence of work discipline on employee performance with a t statistic (2.170) > t table (1.96) and a p value (0.030 < α (0.05). Work discipline indirectly has a positive effect on achievement motivation on employee performance. In other words, high work discipline will improve employee performance, so that if employee achievement motivation is high, employee performance levels will also increase.

3.4 Discussion

Based on the results of this study, there are several discussions including the following:

a. The effect of emotional intelligence on employee performance

Based on the test results and the first hypothesis shows that there is a positive and significant influence between emotional intelligence on employee performance, this is evidenced by the t statistic of 2,819 with a p value of 0,000. It is known that the path coefficient is positive, it means that the better the emotional intelligence, the higher the employee's performance. Previous research that supports this hypothesis is Anggraheny et al. (2020), Dewi (2020), Mulyasari (2019), Abdillah & Rahmat (2017), and Indriyani & Utami (2018).

A health worker, in this case a nurse who has good emotional intelligence, is usually characterized by being able to manage her emotions well, that is, being able to control, feel, understand, and recognize her own feelings and be able to understand others, with indicators of success, namely (1) recognizing emotions self, (2) managing emotions, (3) self-motivation, (4) recognizing other people's emotions, (5) building relationships. On the other hand, emotional intelligence is very important in fostering relationships between colleagues, other health workers, superiors, patients and patient families, as well as improving performance related to the main duties and responsibilities as a nurse, because emotional intelligence plays an important role in achieving XYZ Hospital destination.

A nurse's emotional intelligence is part of social intelligence which involves the ability to monitor emotional feelings, both to oneself and to others. Nurses with good emotional intelligence are able to sort out information so they can think and act wisely in carrying out their duties and responsibilities to contribute to the effectiveness of XYZ Hospital with full awareness, motivation, and empathy, while maintaining self-management, and fostering good relationships. Good emotional intelligence is able to solve important problems, and can make the right decisions for oneself, as well as for the public, especially patients and their families.

b. The effect of work discipline on employee performance

Based on the test results and the first hypothesis, it shows that there is a positive and significant influence between work discipline on employee performance, this is evidenced by the t statistic of 5,046 with a p value of 0,000. It is known that the path coefficient is positive, it can be interpreted that the more work discipline increases, the employee performance also increases. Previous research that supports this hypothesis is Sulila (2020), Maharani et al. (2022), and Setyawati et al. (2018).

High work discipline is an important factor for an institution or company to achieve predetermined targets. An employee, in this case a nurse, in carrying out their duties must comply with the regulations set by the XYZ Hospital. A nurse must comply with the level of absence or attendance, may not be absent from work without a clear reason, because it will interfere with the effectiveness and efficiency of XYZ Hospital performance in the inpatient installation section. In addition, a nurse must be able to work well together in the work environment, including working with colleagues and superiors in order to achieve effectiveness and efficiency at work. A nurse must also be able to comply with basic rules regarding dress and behavior, and comply with SOP procedures in providing health services to patients in order to achieve quality and quantity in work.

c. The effect emotional intelligence on achievement motivation

Based on the test results and the first hypothesis, it shows that there is a positive and significant influence between work discipline on employee performance, this is evidenced by the tstatistic of 2.178 with a p value of 0.004. It is known that the path coefficient is positive, it can be interpreted that the more emotional intelligence increases, the achievement motivation also increases. Previous research that supports this hypothesis is Magnano et al. (2016), Indy et al. (2021), and Agustianur et al. (2018).

A nurse who has good emotional intelligence supported by high achievement motivation can improve performance optimally. The relationship between emotional intelligence and achievement motivation can encourage nurses to use their ability to manage emotions accompanied by a spirit of achievement to always grow and achieve success at work.

d. The effect of work discipline on achievement motivation

Based on the test results and the first hypothesis, it shows that there is a positive and significant influence between work discipline on employee performance, this is evidenced by the tstatistic of 9,069 with a p value of 0,000. It is known that the path coefficient is positive, it can be interpreted that the more work discipline increases, the employee performance also increases. Previous research that supports this hypothesis is Wasitowati (2018), Sitohang et al. (2021), and Angrainy et al. (2018). Work discipline that is carried out without coercion will motivate oneself to work, so that with a high level of discipline in working by making the best use of time, work will be completed properly so as to bring about a sense of satisfaction and increased enthusiasm for continuous achievement.

e. The effect of achievement motivation on employee performance

Based on the test results and the first hypothesis, it shows that there is a positive and significant influence between work discipline on employee performance, this is evidenced by the tstatistic of 2,438 with a p value of 0.028. It is known that the path coefficient is positive, it can be interpreted that the more achievement motivation increases, the employee performance also increases. Previous research that supports this hypothesis is Nugroho et al. (2016), Intan et al. (2017), Kahfi et al. (2017), Hestisani et al. (2014), and Haryanti (2017).

The achievement motivation of a nurse is able to encourage the individual to continue to excel in order to work optimally. A nurse with high achievement motivation is able to try to excel with her colleagues by competing in a healthy manner. With high achievement motivation encourages nurses to complete their work properly with full responsibility. In addition, achievement motivation can foster a sense of trust, a creative and innovative spirit, and like challenges in working to achieve the goals of XYZ Hospital.

4. CONCLUSION

The performance of employees in this study were inpatient nurses at XYZ Hospital which could be improved by increasing emotional intelligence, work discipline, and achievement motivation. In addition, achievement motivation can mediate emotional intelligence and work discipline on employee performance. Based on the results of the research and discussion described in the previous chapter, the following conclusions can be drawn. There is a positive and significant influence of emotional intelligence on the performance of inpatient nurses at XYZ Hospital, so that the better the emotional intelligence is, the higher the resulting performance. This has implications that inpatient nurses at XYZ Hospital need to improve emotional intelligence so that it is even better to produce maximum individual performance. There is a positive and significant effect of work discipline on the performance of inpatient nurses at XYZ Hospital, so that the more work discipline increases, the resulting performance will also increase. This has implications that inpatient nurses at XYZ Hospital need to improve work discipline in order to achieve maximum performance.

There is a positive and significant influence of emotional intelligence on the achievement motivation of inpatient nurses at XYZ Hospital, so that the better the emotional intelligence is, the higher the achievement motivation. This has implications that inpatient nurses at XYZ Hospital need to improve emotional intelligence so that it is better to increase achievement motivation. There is a positive and significant effect of work discipline on the achievement motivation of inpatient nurses at XYZ Hospital, so that the more work discipline increases, the higher the achievement motivation. This has implications that inpatient nurses at XYZ Hospital need to improve work discipline to increase achievement motivation. There is a positive and significant influence of achievement motivation on the performance of inpatient nurses at XYZ Hospital, so that the higher the achievement motivation, the higher the performance achieved. This has implications that inpatient nurses at XYZ Hospital need to increase achievement motivation to achieve maximum performance.

From the conclusions above, the authors provide suggestions for managerial implications, including the following. The results of this study prove that emotional intelligence can improve the performance of nurses at the inpatient unit at XYZ Hospital. Therefore, it is recommended to increase the indicator with the lowest index value on emotional intelligence so that nurse performance can increase by increasing nurse sensitivity to complaints from patients and patient families so that emotional intelligence becomes even better. This can be done by holding psychological counseling and training to train patience and foster a sense of empathy for others, and by implementing a rolling job placement system, especially in crucial parts such as in the ICU room. The results of this study prove that work discipline can improve the performance of nurses in the inpatient installation at XYZ Hospital. Therefore, it is suggested to increase the indicator that obtains the lowest index on work discipline so that the nurse's performance can be increased by increasing the attendance rate. This can be done by giving more severe sanctions to nurses who are absent from work without a clear reason, such as being fined if they are given a warning letter without exception, and giving rewards for those who have a high level of discipline.

The results of this study prove that good emotional intelligence increases achievement motivation. Therefore, it is suggested that XYZ Hospital continues to improve the emotional intelligence of inpatient nurses by providing more challenging assignments and jobs to foster individual intelligence abilities and foster a sense of enthusiasm at work. The results of this study prove that work discipline can increase the achievement motivation of inpatient nurses at XYZ Hospital. Therefore, it is suggested that XYZ Hospital continues to improve the discipline of inpatient nurses through coaching related to discipline, giving stricter sanctions to those who violate the rules, and

providing rewards for nurses who have a high level of discipline. The results of this study prove that achievement motivation can improve the performance of inpatient nurses at XYZ Hospital. Therefore, it is suggested to increase the indicator that obtains the lowest index on achievement motivation so that the nurse's performance can increase by increasing the nurse's self-confidence. This can be done by conducting coaching and counseling carried out by superiors and HRD to listen to nurses' complaints and what factors cause them to be insecure, conducting training related to duties and obligations to improve work abilities so that nurses can be more confident in work, and also provide rewards for achievements so that inpatient nurses at XYZ Hospital remain enthusiastic to work optimally.

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