



The Influence of Emotional Intelligence and Servant Leadership on Organizational Commitment with Self-Resilience as a Mediation Variable in Hospital "X"

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KEYWORDS	ABSTRACT
Emotional Intelligence, Servant Leadership, Organizational Commitment, Self-resilience	Hospital "X" is a private type C hospital in Sukabumi City that is committed to providing high-quality health services for patients and their families. This study aims to analyze the impact of emotional intelligence and servant leadership on organizational commitment, with self-resilience acting as a mediating variable. The research used a quantitative approach and survey method with a sample of 94 permanent nurses of "X" Hospital. The data analysis employed a path analysis structural equation model. The study found that emotional intelligence and servant leadership have a significant positive impact on organizational commitment, with self-resilience playing a mediating role. Based on the results, the hospital management can evaluate employee performance and provide self-awareness, self-motivation, self-confidence, self-management, social-awareness, relationship management, optimism mindset, and work pride.

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INTRODUCTION

A strong organizational assessment is characterized by leadership that can provide motivation and direction to employees, enabling them to deliver optimal performance in alignment with the organization's vision and mission (Barrick et al., 2015; Paarlberg & Lavigna, 2010). Indirectly, leaders play a crucial role in determining success by fostering a high level of organizational commitment and ensuring employees are willing to take responsibility for delivering high-quality services. To achieve this goal, leaders need to encourage employees to remain resilient in any work environment and provide quality services to patients.

A hospital is a business entity that comprises various strategic business units, including inpatient care, outpatient care, laboratory services, emergency services, nutrition services, and others. Therefore, a hospital can be considered an enterprise with multiple strategic business units. With the acumen and capability of a hospital leader, they are expected to make appropriate decisions in managing and executing hospital healthcare services, as aligned with the hospital's mission and vision, which directly impacts the success of public service delivery.

Servant leadership is a leadership concept that prioritizes service, beginning with a leader's innate desire to serve and put service first (Lumpkin & Achen, 2018; Parta et al., 2021; Sfetcu, 2021). Servant leadership focuses on service and fosters strong relationships by developing dignity and respect, building communities and teamwork, and actively listening to colleagues and employees (Moore,

2025). Greenleaf (1970) argues that servant leadership carries a significant responsibility in serving subordinates by prioritizing their needs over those of the leader. In addition to implementing servant leadership to ensure employee comfort and loyalty, self-resilience is also essential in fostering employees' ability to withstand the pressures of their workload.

The successful delivery of healthcare services depends on the extent of an organization's infrastructure and resources available for healthcare provision (Ginter et al., 2018; Organization & Group, 2018). The effectiveness of healthcare services can be measured by comparing expectations and the motivation generated. The demand for improved healthcare quality is crucial due to the diverse healthcare needs of society and the rapid growth of the healthcare service industry, leading to competitive pressures. Consequently, hospitals must provide superior healthcare services, including administrative service quality, nursing care, hygiene services, medical service quality, nutrition services, and post-hospitalization services, to ensure optimal care for the public.

A hospital can only operate effectively if it possesses the necessary resources, categorized as the 6Ms: men (human resources), money (capital), method (methods), machines (equipment), materials (raw materials), and market (marketing). Among these resources, human resources are particularly critical, as they are the planners and executors contributing to organizational profitability. Therefore, a company's success depends on how it manages human resources, from recruitment, selection, placement, and development to career termination. Commitment is crucial, as organizational commitment ensures employees remain loyal, contributing enthusiastically to achieving high productivity. However, for employees to commit, they must develop strong self-resilience to face challenges and setbacks at work. Self-resilience fosters motivation, drive, and a willingness to persevere, ultimately creating a supportive and positive work environment that maximizes organizational goals.

Service quality is closely linked to human resources, as human capital determines resilience in sustaining the organization—in this case, the hospital. To establish mental resilience, employees must possess high emotional intelligence. Emotional intelligence significantly influences service quality by mitigating employee burnout. Employees with strong emotional intelligence can provide optimal services as they can regulate their emotions positively. Emotional intelligence is an individual's ability to accurately perceive their emotions and those of others and to leverage this understanding to enhance reasoning and decision-making. Studies have concluded that individuals with high emotional intelligence can better comprehend and manage their emotions, responding appropriately to negative emotions. This ability enables individuals to adapt to their environment more easily and tolerate challenging or unexpected conditions that could otherwise become stressors (Goleman, 1999).

RS Kartika Kasih is a hospital that focuses on general healthcare services. Established in March 2017 with private funding, the hospital initially employed 165 staff members. As services expanded and business evaluations were conducted, the workforce grew to 304 employees, comprising medical, paramedical, and non-medical staff, both full-time and part-time. However, by early 2023, the hospital still employed 304 workers. The high turnover rate and declining service quality necessitate strategic interventions by hospital management. Turnover intention serves as an indicator of organizational sustainability, as high turnover rates may lead to financial losses due to reduced productivity and recruitment and training costs for new employees. Lower productivity can subsequently compromise the quality of hospital services.

A survey conducted in January 2022 on organizational commitment among RS Kartika Kasih employees yielded unfavorable results, with high projected turnover intentions. Notably, by the end of 2023, the turnover intention rate was recorded at 20.57%. A preliminary survey conducted in August

2024 indicated a further increase, particularly among nurses, with turnover intention reaching 33% between January and August 2024. Based on pre-survey findings and information from the HR department and the head of the nursing division, several factors contributed to nurse resignations. Many nurses opted for online selling over working night shifts, lacked clear long-term career goals, and were reluctant to participate in hospital activities due to added responsibilities without additional compensation. Additionally, disparities in the minimum wage (UMR) between Sukabumi City (IDR 2,834,399.00) and Sukabumi Regency (IDR 3,384,491.00), as stipulated by West Java Governor's Decree No. 561.7/Kep. 804-Kesra/2023 on the 2024 minimum wage, led many nurses to seek employment opportunities in Sukabumi Regency. Other contributing factors included inadequate benefits, stressful working conditions due to increased workload following staff resignations, anxiety over physicians' frequent reprimands, interpersonal conflicts, overwhelming responsibilities, low salaries, and physical and mental exhaustion.

Interviews with 10 former nurses revealed multiple reasons for resignation, including financial issues, workplace discomfort due to interpersonal conflicts, disproportionate workload relative to compensation, job offers from other institutions, and dissatisfaction with company policies, such as leave restrictions and a rigid work environment. Additionally, low incentives, excessive overtime demands, and lack of positive recognition from colleagues contributed to their decision to seek alternative employment. Leadership roles, particularly unit heads and division heads, are critical in addressing high turnover intention. However, some nurses reported feeling disconnected from their supervisors and hesitated to ask questions due to fear of reprimand.

Research on hospital employee commitment has increasingly emphasized the role of leadership and psychological competencies in sustaining service quality and organizational effectiveness. Previous studies have identified the significance of servant leadership in enhancing employee job satisfaction and loyalty (Eva Robin et al., 2019) and how emotional intelligence correlates with better employee performance and lower turnover rates in healthcare settings (Sadri, 2012). However, limited studies have simultaneously assessed these variables while incorporating self-resilience as a mediating factor, particularly within the context of mid-scale private hospitals in Indonesia such as RS Kartika Kasih.

This study addresses this gap by proposing a novel model that explores the influence of emotional intelligence and servant leadership on organizational commitment, using self-resilience as a mediator. While most research isolates each variable, this study's integrative model offers a more holistic understanding of how internal psychological traits and leadership approaches interact to drive organizational commitment.

The purpose of this study is to analyze how emotional intelligence and servant leadership directly and indirectly (through self-resilience) affect organizational commitment among employees at RS Kartika Kasih Sukabumi. Therefore, this study examines the impact of emotional intelligence and servant leadership on organizational commitment, with self-resilience as a mediating variable at RS Kartika Kasih Sukabumi, employing the SEM AMOS method as a novel research approach.

METHOD

This study is a quantitative study with a survey method and a cross-sectional approach conducted at Kartika Kasih Hospital, Sukabumi City. This study aims to examine the effect of emotional intelligence (X1) and Servant Leadership (X2) on organizational commitment (Y), with self-resilience (Z) as a mediating variable, among nurses at the hospital. All variables are observed simultaneously to understand the relationship between risk factors and their effects. Data were collected through a survey of hospital employees by maintaining the security of respondents' answers to avoid conflicts of interest.

This study is scheduled to take place in December 2024, preceded by a preliminary survey to strengthen the analysis.

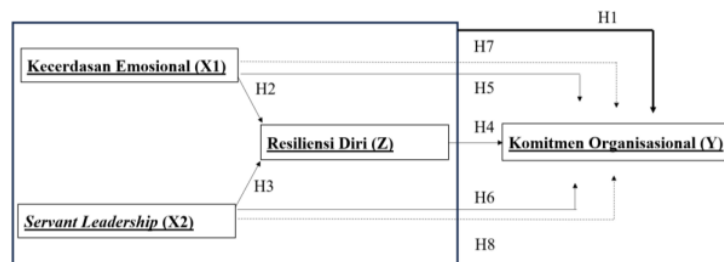


Figure 1. Research Hypothesis Constellation

The population in this study comprised all nurses at Kartika Kasih Hospital, totaling 94 individuals (Sugiyono, 2016). The research sample was determined using the total sampling method, which included all nurses who had completed their probationary period, obtained permanent employment status, and had a minimum of two years of work experience, while those with less than two years of experience were excluded. Data collection was conducted using a questionnaire based on a Likert scale (1–4) to measure emotional intelligence, servant leadership, organizational culture, and employee work motivation as primary data. Secondary data were obtained from the Human Resources Department (HRD) of Kartika Kasih Hospital, covering demographic information such as gender, age, tenure, and the highest level of education. Data were collected through questionnaires and observations, supported by a literature review to obtain relevant theories (Sugiyono, 2016). In this study, the examined variables included emotional intelligence and servant leadership as independent variables, organizational commitment as the dependent variable, and self-resilience as the mediating variable.

The data quality tests in this study included validity and reliability tests of the questionnaire, conducted among nurses at Kartika Kasih Hospital to ensure the measurement instrument was both valid and reliable. The validity test assessed the correlation between each question's score and the total questionnaire score using the product-moment correlation formula, with the criterion of r calculated $> r$ table for validity. The reliability test employed the Cronbach's Alpha method, with a reliability standard of ≥ 0.60 . Correlation analysis was used to determine the strength of relationships between variables, represented by a correlation coefficient (r) ranging from -1 to 1. Data analysis was performed using descriptive statistical methods, the Three Box Method for response indexing, and Structural Equation Modeling (SEM) using AMOS 16 software for hypothesis testing through path and factor analysis. SEM utilized exogenous latent variables (ξ), endogenous latent variables (η), and manifest variables (X and Y). The goodness-of-fit test was applied to evaluate model fit, while the F-test and T-test were used to assess the significance of relationships between variables both simultaneously and partially (Esa Unggul University, Priyatno, 2013; Kurniawan, 2016).

RESULT AND DISCUSSION

General Overview of Kartika Kasih Hospital

Kartika Kasih Hospital, a private hospital on Jl. Jend. A. Yani No. 18A, Nyomplong, Sukabumi City, was established in 2008 on an area of $\pm 7,726.59$ m² and was designated as a type D hospital in 2010. After being acquired by Kasih Group under PT. Kartika Parama Medika in 2017, this hospital continued to grow until in 2022 it was upgraded to type C with permit 91202013027260001 and a capacity of 129 beds. With a vision of becoming the hospital of choice that prioritizes patient safety and experience, Kartika Kasih Hospital implements the core values of KASIH (Commitment,

Accountability, Service with heart, Integrity, and Respect and Honor). The available service facilities include outpatient care with various specialist clinics, ER, PONEK, medical support (laboratory, radiology, pharmacy, nutrition), inpatient care from SVIP to III classes, intensive care units (HCU, ICU, NICU, PICU), perinatology, operating rooms, ambulances, morgues, blood banks, and public facilities such as prayer rooms, parking, ATMs, and lactation rooms. The number of visits increased from 130,619 outpatients in 2022 to 144,590 in 2024, and inpatient care from 20,180 to 29,671 patients. The bed occupancy rate (BOR) also increased from 85% (2022) to 93% (2024), with an average length of stay (ALOS) of 2.1–2.6 days. Kartika Kasih Hospital has 381 employees consisting of medical, nursing, medical support, administrative, and other staff to support hospital operations.

Validity Test Results

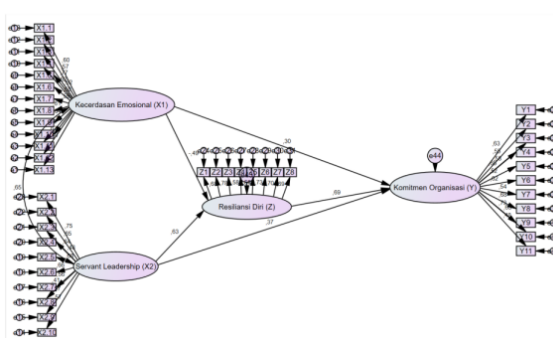


Figure 2. SEM Path Diagram Results

Based on the results of the validity test using Structural Equation Modeling (SEM) with AMOS, all indicators in the measurement model have a standardized regression weight ≥ 0.40 , which indicates that convergent validity has been achieved. This means that each indicator is able to explain the latent construct well and can be used in further structural analysis.

Reliability Test Results

Table 1. Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Information
Emotional Intelligence (X1)	0.883	0.6	Reliable
Organizational Commitment (Y)	0.861	0.6	Reliable
Self Resilience (Z)	0.861	0.6	Reliable
Servant Leadership (X2)	0.844	0.6	Reliable

Based on the data in Table 1 of the reliability test results, all variables in this study have Cronbach's Alpha values above the critical value of 0.6. Thus, the variables Emotional Intelligence (X1), Organizational Commitment (Y), Self-Resilience (Z), and Servant Leadership (X2) are declared reliable.

Statistical Description

Table 2. Results of the Statistical Description Test of the Research

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Indicators/Variables	Mean	Min	Max	Standard Deviation
Emotional Intelligence (X1)	2.302,923	1	4	0.7289
X1.1	2.447	1	4	0.709
X1.2	2.255	1	4	0.683
X1.3	2.745	1	4	0.785
X1.4	2.213	1	4	0.698
X1.5	2.617	1	4	0.814
X1.6	2.053	1	4	0.658
X1.7	2.096	1	3	0.73
X1.8	1.947	1	3	0.625
X1.9	2.16	1	4	0.762
X1.10	2.628	1	4	0.785
X1.11	2.394	1	4	0.802
X1.12	2.67	1	4	0.763
X1.13	1.713	1	3	0.662
Servant Leadership (X2)	3.7745	1	4	0.4725
X2.1	3.947	3	4	0.224
X2.2	3.936	2	4	0.285
X2.3	3.574	2	4	0.574
X2.4	3.957	2	4	0.249
X2.5	3.915	2	4	0.315
X2.6	3.713	2	4	0.497
X2.7	3.936	3	4	0.244
X2.8	3.926	3	4	0.263
X2.9	3.128	2	4	0.703
X2.10	3.713	2	4	0.497
Self Resilience (Z)	2.576,813	1	4	0.6765
Z1	2.223	1	4	0.746
Z2	2.245	1	4	0.768
Z3	1.574	1	3	0.574
Z4	1.819	1	3	0.652
Z5	2.319	1	4	0.747
Z6	2.309	1	4	0.812
Z7	2.181	1	4	0.757
Z8	2.191	1	4	0.704
Organizational Commitment (Y)	3.062,818	1	4	0.6375
Y1	2.447	1	4	0.753
Y2	1.787	1	3	0.65
Y3	2.638	1	4	0.633
Y4	3.553	2	4	0.629
Y5	3.83	3	4	0.376
Y6	3.574	2	4	0.627
Y7	3.053	1	4	0.72
Y8	3	1	4	0.715
Y9	3.053	1	4	0.705
Y10	2.926	1	4	0.802
Y11	3.83	2	4	0.403

Based on the data in Table 2, the results of the statistical description test show that the Servant Leadership variable (X2) has the highest average of 3.7745 with a standard deviation of 0.4725, while the Self-Resilience variable (Z) has the lowest average of 2.5768 with a standard deviation of 0.6765.

In addition, Emotional Intelligence (X1) and Organizational Commitment (Y) have average values of 2.3029 and 3.0628 respectively, with data distribution indicated by standard deviations of 0.7289 and 0.6375, indicating variations in the level of respondents' perceptions of each variable.

Three-Box Method

1. Organizational Commitment

Based on the Three Box Method, the analysis results for the organizational commitment variable are categorized as high (≥ 65), moderate (50–64), and low (< 50). As shown in Table 4.8, respondents' perceptions of organizational commitment (Y) range from moderate to high, with certain items such as Y1 (65.43) reflecting a more favorable perception. However, items Y3 (56.12), Y4 (55.38), and Y8 (54.83) exhibit lower index scores and require attention for improvement. Strategies to enhance perceptions of organizational commitment should focus on areas with lower index scores, which can be addressed through employee engagement programs, motivational training, or strengthening organizational culture.

2. Emotional Intelligence

According to the Three Box Method, the emotional intelligence variable is classified as high (≥ 65), moderate (55–64), and low (< 55). The analysis results indicate that most items in variable X1 fall within the moderate to high perception categories. However, some items have lower index scores, necessitating improvement efforts to enhance respondents' perceptions of this dimension. Overall, strengthening items with moderate and low perceptions can improve the aggregate perception of variable X1.

3. Servant Leadership

Based on the Three Box Method analysis, the Servant Leadership variable is categorized as high (≥ 90), moderate (80–89), and low (< 80). Table 4.10 reveals that respondents' perceptions of variable X2 are very high, with the average index score for each item exceeding 89%, and the majority assigning the highest rating (category 4), indicating a highly positive assessment. The only area requiring attention is X2.3, where the proportion of responses in the moderate category (score of 3) is relatively higher. Nevertheless, overall, variable X2 is still assessed as highly positive and consistent.

Self-Resilience Results

Based on the Three Box Method, the analysis of self-resilience variables shows that the majority of respondents gave low to moderate scores, with a small contribution from the high category, so that overall self-resilience is at a moderate level with several items in the low category. The lowest index is in items Z3 (39.36) and Z4 (45.48), which require special attention for improvement. Therefore, strengthening efforts are needed through interventions such as resilience training or development of coping skills to improve the dimensions of self-resilience that are still low.

Model Testing

Table 3. Key Indices Supporting the Suitability of the Research Model

Fit Index	Modal value	Ideal limit	Interpretation
Chi-Square (CMIN)	963,523	Non-signifikan jika ukuran kecil	Fit
CMIN/DF	1,204	≤ 2 or ≤ 3	Fit
RMR	0,03	near 0	Fit
GFI	0,719	$\geq 0,90$	Close Fit
AGFI	0,683	$\geq 0,90$	Close Fit
CFI	0,901	$\geq 0,90$	Fit
TLI (NNFI)	0,894	$\geq 0,90$	Close Fit
RMSEA	0,047	$\leq 0,08$ (ideal $\leq 0,05$)	Fit
PCLOSE	0,674	$> 0,05$	Fit
AIC (Default)	1,169,523	Lower value is better	Close Fit
Hoelter (0,05)	84	≥ 200	Close Fit

Based on the data in table 3 above, it shows that the research model shows a good fit with empirical data based on key indices such as RMSEA (0.047), CMIN/DF (1.204), and CFI (0.901). The Chi-Square (CMIN) value of 963.523 with 800 degrees of freedom and a significance level of $P = 0.000$ indicates that the model is acceptable, although this test is sensitive to large sample sizes. Therefore, CMIN/DF is more reliable, with a value of 1.204 which is within the ideal range, indicating a good fit. RMSEA of 0.047 also shows a low level of approximation error, while the PCLOSE value = 0.674 supports that the model is quite parsimonious. However, GFI (0.719) and AGFI (0.683) are still below the ideal limit, indicating external factors that have not been taken into account. Although CFI (0.901) and TLI (0.894) indicate a fairly good model, improvements can be made to improve the fit, such as reviewing indicators with low contributions, using modification indices, or considering simpler alternative models. The RMR value of 0.03 indicates low residual error, while the AIC (1169.523) is smaller than the independent model (2601.4), indicating model efficiency. Hoelter's Critical N of 84 indicates that the sample is sufficient to support the model, although ideally ≥ 200 . Thus, this model can be used to test hypotheses and understand the relationship between latent variables, with potential improvements in certain aspects.

Hypothesis Test Results

1. Simultaneous Test

Table 4. Simultaneous Test Results

Minimum was achieved	
Chi-square	.000
Degrees of freedom	800

In table 5 it is concluded that hypothesis 1 is accepted because the calculated chi-square shows a value of 0.000. The Chi-Square value of 963.523 with a degree of freedom of 800 and a significance level of $P = 0.000$ indicates that the model can be accepted based on the Chi-Square test..

2. Direct Effect

Table 5. Results of Direct Effect Research

Relationship Between Variables	P-Value	Conclusion
Emotional Intelligence (X1) → Self Resilience (Z)	0.025	Significant
Servant Leadership (X2) → Self Resilience (Z)	0.01	Significant
Self Resilience (Z) → Organizational Commitment (Y)	0.01	Significant
Emotional Intelligence (X1) → Organizational Commitment (Y)	0.014	Significant

Relationship Between Variables	P-Value	Conclusion
Servant Leadership (X2) → Organizational Commitment (Y)	0.047	Significant

Based on the data in Table 5, it can be concluded that all relationships in this research model are statistically significant. Emotional Intelligence (X1) has a negative effect on Self-Resilience (Z) with a coefficient of -0.491 (P = 0.025), while Servant Leadership (X2) has a positive effect on Self-Resilience (Z) with a coefficient of 0.626 (P = 0.01), indicating that the higher the servant leadership, the higher the self-resilience. In addition, Self-Resilience (Z) is positively and significantly related to Organizational Commitment (Y) with a coefficient of 0.689 (P = 0.01), indicating that increasing self-resilience is correlated with increasing organizational commitment. Emotional Intelligence (X1) also contributes positively to Organizational Commitment (Y) with a coefficient of 0.301 (P = 0.014), while Servant Leadership (X2) has a positive effect on Organizational Commitment (Y) with a coefficient of 0.369 (P = 0.047), which means that servant leadership practices can increase employee engagement with the organization. Overall, the results of this study indicate that emotional intelligence and servant leadership play a role in shaping self-resilience and organizational commitment, with self-resilience serving as an important mediator in this relationship.

3. Indirect Effect

Table 6. Results of Indirect Effect Research

Variabel X → Y	Standar Error (SE)	Mean Bias	SE Bias	Interpretasi
Emotional Intelligence (X1) → Organizational Commitment (Y)	0.131	0.36	0.059	The indirect positive relationship through Z indicates that emotional intelligence influences organizational commitment mediatively.
Servant Leadership (X2) → Organizational Commitment (Y)	0.133	0.314	0.055	Servant leadership has an indirect positive influence on organizational commitment through mediation channels.

Based on table 6, it shows that Self Resilience (Z) plays an important role as a mediator in the relationship between independent variables (Emotional Intelligence and Servant Leadership) to the dependent variable (Organizational Commitment). This mediation effect underlines the importance of building nurse resilience to increase organizational engagement and commitment. This analysis provides strategic insights for organizational management, such as emotional intelligence training and implementation of servant leadership style.

4. Hypothesis Test Results

Table 7. Hypothesis Testing with Structural Equation Model (SEM)

Relationship Between Constructs	p-value	Significance	Hypothesis	Decision
X1 → Z	0,025	Sig.	H2	Accepted
X2 → Z	0,01	Sig.	H3	Accepted
X1 → Y	0,02	Sig.	H4	Accepted
X2 → Y	0,014	Sig.	H5	Accepted
Z → Y	0,047	Sig.	H6	Accepted
X1 → Y melalui Z	0,009	Sig.	H7	Accepted
X2 → Y melalui Z	0,009	Sig.	H8	Accepted

Based on table 8, it can be seen that the SEM test proves the results of the hypothesis test with a p value.

Intervening Test

Table 8. Research Intervening Test

Construct Relationship	Direct Effect	Indirect Effect	Mediation Effect
X1 → Z	0,025	0,015	-
X2 → Z	0,01	0,012	-
X1 → Y	0,02	0,009	Partial mediation
X2 → Y	0,014	0,009	Partial mediation
Z → Y	0,047	0,007	-

Based on the data in table 8, the results of the study indicate a significant relationship with a partial mediation effect. In hypothesis 2, emotional intelligence has a significant positive effect on nurses' self-resilience at Kartika Kasih Hospital, with a significance level of 0.015 ($p < 0.05$). This means that the higher the nurse's emotional intelligence, the higher their self-resilience. In addition, hypothesis 3 shows that Servant Leadership also has a significant positive effect on self-resilience with a significance level of 0.01 ($p < 0.05$). Hypothesis 4 reveals that self-resilience has a significant positive effect on organizational commitment with a significance level of 0.02 ($p < 0.05$).

Furthermore, hypotheses 5 and 6 show that both emotional intelligence and Servant Leadership have a significant positive effect on organizational commitment with significance levels of 0.02 and 0.047 ($p < 0.05$), respectively. In addition, hypotheses 7 and 8 prove that emotional intelligence and Servant Leadership also have a significant positive effect on organizational commitment with self-resilience as a mediating variable, with a significance level of 0.009 ($p < 0.05$). Thus, the higher the emotional intelligence and Servant Leadership style, the higher the organizational commitment of nurses at Kartika Kasih Hospital, especially through increasing self-resilience.

Simultaneous Test Results (R Square)

Table 9. Squared Multiple Correlations Research

Dependent Variable	Estimate (R ²)	Lower CI (90%)	Upper CI (90%)	P-value	Interpretation
Self-Resilience (Z)	0.234	0.073	0.362	0.01	The independent variables (Emotional Intelligence/X1 and Servant Leadership/X2) explain 23.4% of the variance in Self-Resilience (Z).
Organizational Commitment (Y)	0.967	0.894	1.053	0.01	The independent variables (Emotional Intelligence/X1, Servant Leadership/X2) and the mediator (Self-Resilience/Z) explain 96.7% of the variance in Organizational Commitment (Y).

Based on the data in table 9, the test results show that the combination of Emotional Intelligence (X1) and Servant Leadership (X2) can explain 23.4% of the variance in Self-Resilience (Z) with an R² value of 0.234. Although significant ($P = 0.01$), this value is classified as moderate, indicating that there are still other factors outside the model that also influence self-resilience. Meanwhile, in the Organizational Commitment variable (Y), the R² value of 0.967 indicates that Emotional Intelligence (X1), Servant Leadership (X2), and Self-Resilience (Z) together can explain up to 96.7% of the variance

in Organizational Commitment (Y), which indicates that this model is very effective in predicting organizational commitment.

Hasil penelitian ini menunjukkan bahwa the model used has a very strong predictive ability towards Organizational Commitment (Y), but the contribution of independent variables towards Self-Resilience (Z) is still moderate. Therefore, further exploration is needed to identify other factors that may play a role in forming self-resilience, so that the model can be more comprehensive in explaining the variability of these variables.

The influence of emotional intelligence and servant leadership on organizational commitment simultaneously with self-resilience as a mediating variable on nurses at Kartika Kasih Hospital

The results of this study indicate that the variables of emotional intelligence, servant leadership, and self-resilience have a significant effect on the organizational commitment of nurses at Kartika Kasih Hospital. This study is supported by research conducted by Dankuah, namely that emotionally intelligent individuals have been shown to demonstrate excellent communication skills and good self-resilience (Danquah, 2021). Individuals with high emotional intelligence can recognize, introspect and find solutions in solving a problem so that they are able to get up and try again. Meanwhile, according to Zhenyao Cai, the characteristics of Servant Leadership help employees by facilitating employee emotional exhaustion. This is interesting because in his research, Zhenyao was able to prove and analyze that a leader who has a servant nature has great tolerance for accepting employees interpersonally and stimulating positive work emotions in employees. That way, employees can internalize the psychological resources provided to build self-strength so that they are able to determine the right response in facing challenges effectively.

The management of Kartika Kasih Hospital is expected to consider the emotional intelligence of nurses and the influence of servant leadership of nursing unit leaders for the formation of nurses' self-resilience so that they can survive and be loyal to work at Kartika Kasih Hospital. When nurses are resilient to challenges and maintain their work motivation well, they tend to be more productive, willing to be involved, and committed to their work. This is related to increased productivity, increased employee engagement and creativity and employee innovation. This collaboration and causal relationship can prove that nurses who have high emotional intelligence and have the opinion that the leader who leads them with a servant leadership style, are able to encourage them to have mental resilience to continue working and be loyal to their workplace. This description clearly explains the impact of emotional intelligence and Servant leadership on organizational commitment simultaneously with self-resilience as a mediating variable in nurses at Kartika Kasih Hospital.

The influence of emotional intelligence on self-resilience in nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of emotional intelligence on self-resilience in nurses at Kartika Kasih Hospital as proven by the hypothesis test with a p value of 0.025. From the results of the three-box method, it was found that the average emotional intelligence of nurses at Kartika Kasih Hospital was in the moderate category. From the Three-box method test, it was also found that nurses who had low emotional intelligence would also have low self-resilience. This study used the theory of Goleman, Boyatzis & McKee (2002) which states that individual emotional intelligence has a significant influence on their self-efficacy. This theory uses indicators of emotional intelligence, which include: self-awareness, self-control, self-motivation, social skills, and empathy.

Emotional intelligence can effectively foster self-resilience. The results of Danquah's study in 2021 showed that the development and expression of strong self-resilience can depend on the emotional intelligence of individuals and leaders. Because the dimensions observed are work challenges, communication, self-confidence, and empathy, individuals with high emotional intelligence can contribute to increasing employee perceptions of these dimensions. Since perception and belief are the beginning of behavior, individuals with high emotional intelligence can bring about positive changes in the individual's behavior and help, build and persist in the individual's role in the organization. This result can be attributed to the fact that emotionally intelligent individuals have been shown to demonstrate excellent communication skills and good self-resilience (Danquah, 2021).

Nurses at Kartika Kasih Hospital Individuals with high emotional intelligence can recognize, introspect and find solutions in solving a problem so that they are able to get up and try again. Individual attributes like this successfully minimize conflict thereby ensuring trust and cooperation throughout the organization. Individual emotional intelligence is closely related to job challenges and dimensions of self-resilience. Emotionally intelligent individuals play an important role in organizational life - by contributing positive perceptions of self-resilience. This will foster optimism, self-confidence, empathy and high organizational commitment to survive while continuing to provide maximum contribution to the organization (Son, 2022).

The Influence of Servant Leadership on Self-Resilience in Nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of Servant leadership on self-resilience in nurses at Kartika Kasih Hospital as proven by the hypothesis test with a p value of 0.01. From the results of the three-box method, it was found that the average emotional intelligence of nurses at Kartika Kasih Hospital was in the moderate category. From the Three-box method test, it was also found that nurses who had low emotional intelligence would also have low self-resilience. This study used Greenleaf's theory in 1970 which developed the concept of servant leadership which was based on 10 characteristics, namely listening, empathy, healing, awareness, persuasion, conceptualization, ability to predict, ability to serve, commitment to the growth of others, and building society (Spears, 1995).

Research conducted by Zhenyao Cai proves that Servant Leadership has an effect on employee self-resilience. According to Zhenyao Cai, the characteristics of Servant Leadership help employees by facilitating employee emotional exhaustion. This is interesting because in his research, Zhenyao was able to prove and analyze that a leader who has a servant nature has great tolerance for accepting employees interpersonally and stimulating positive work emotions in employees. In this way, employees can internalize the psychological resources provided to build self-strength so that they are able to determine the right response in facing challenges effectively (Cai et al., 2023).

Research conducted by Chuanyu Peng in 2022 also proves how servant leadership can increase employee resilience (Peng, 2022). This study on nurses at Kartika Kasih Hospital has also proven that the role of a servant leader focuses on employee self-development, not merely seeing organizational goals from employee work results. Serving with love means that a leader is able to involve positive emotions in shaping the work environment and building two-way relationships with employees. By building trust and good relationships, employees' psychological needs are met because leaders are able to stimulate and make themselves available to help employees work optimally before falling into burnout conditions.

The influence of self-resilience on organizational commitment in nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of self-resilience on organizational commitment in nurses at Kartika Kasih Hospital as proven in the hypothesis test with a p value of 0.047. From the results of the three-box method, it was found that the average self-resilience of nurses at Kartika Kasih Hospital was in the moderate category. The Three-box method test also found that nurses who have low self-resilience will also have low organizational commitment. Likewise, nurses with high self-resilience also have high organizational commitment. Research conducted by John in 2024 conducted a survey on organizational theory and outlined several prominent points of view. Motivational factors and employee attitudes about their work have a major impact on their feelings and actions in despair. In addition, the level of motivation and job satisfaction they feel is directly correlated through how they view their resilience.

Several interrelated personal, professional, and organizational factors have an influence on employee motivation and resilience. One or more individual, professional, or organizational factors must be changed if organizational commitment or job satisfaction is involved (Susanto, 2023). In this study, self-resilience can have a significant impact on commitment to their organization. When nurses are resilient to challenges and maintain their work motivation, they tend to be more productive, engaged, and committed to their work. This can lead to a positive company culture, characterized by teamwork, collaboration, and a sense of shared purpose. Here are some potential consequences of the impact of self-resilience on organizational commitment:

1. Increased productivity

Employees who remain motivated are more likely to work efficiently and effectively, resulting in higher levels of productivity.

2. Increased employee engagement

Employees who remain motivated and do not give up easily tend to be more engaged in their work, which can result in greater job satisfaction and a stronger sense of loyalty to the company.

3. Increased creativity and innovation

Nurses who remain motivated and manage to rise above everything that weakens their mentality will be more creative and innovative, resulting in new ideas and approaches that are beneficial to the Company in an effort to find solutions. Lower levels of absenteeism and employee turnover, namely when employees are motivated and engaged in the organization, they are less likely to lose their jobs or leave the company. Employees who have high self-resilience tend to make better contributions as a form of customer loyalty. Overall, resilience can have a positive impact on employee organizational commitment by creating strong self-resilience so that work remains productive and committed to focusing on achieving Company goals (Marheni, 2024).

The influence of emotional intelligence on organizational commitment in nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of emotional intelligence on organizational commitment in nurses at Kartika Kasih Hospital as proven by the hypothesis test with a p value of 0.02. From the results of the three-box method, it was found that the average emotional intelligence of nurses at Kartika Kasih Hospital was in the moderate category. This study is in accordance with Goleman's theory of emotional intelligence which explains that high emotional intelligence from a person to be able to understand their potential, control, control emotions from within themselves, social awareness, social skills, and self-motivation. This self-motivation is reflected in the reasons for improving themselves, mental readiness to fight to achieve organizational goals, and the ability to change fear of failure into an optimistic attitude to achieve success (Goleman,

1999). In a study conducted by Wongsuwan in 2023, it was found that there was a positive influence of work stress management, emotional intelligence and significant organizational commitment on work productivity (Wongsuwan, 2023). This is in line with the research that researchers conducted on nurses at Kartika Kasih Hospital. Nurses with high emotional intelligence also have high organizational commitment, as explained in the theory above. On the other hand, nurses with low emotional intelligence also have low organizational commitment.

Emotions are an integral part of being human and therefore it is important to consider people with high levels of emotional intelligence. In addition, this resilience skill provides individuals with psychological or emotional stability, allowing them to face stressful situations calmly and make effective decisions (Lee, 2022). Likewise, emotional intelligence serves as a prerequisite for becoming more resilient, providing a specific path to career success. Individuals who have high levels of emotional intelligence are better able to manage stress and demands in the workplace because they are more self-aware. Therefore, it is very important for the management of Kartika Kasih Hospital to develop and encourage nursing skills such as empathy, self-confidence, intuition, creativity, and self-control are other ways to improve nurses' ability to adapt to problems in the work unit.

The Influence of Servant Leadership on Organizational Commitment of Nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of servant leadership on organizational commitment in nurses at Kartika Kasih Hospital as proven by the hypothesis test with a p value of 0.014. From the results of the three-box method, it was found that the average assessment of servant leadership in nursing unit leaders at Kartika Kasih Hospital was in the high category. This is in accordance with the theory put forward by Greenleaf (1970) where Servant leadership provides an example of commitment to work by implementing the main values, namely equality and justice, which motivate employees so as to increase commitment and loyalty to the organization.

This is assessed from the leadership of the head of the nursing unit at Kartika Kasih Hospital who has a positive emotional touch because this leadership style is able to motivate employees to exemplify the good service and performance that the leader wants to transmit. Research conducted by Ghayas in (2024) found that there was a positive and significant influence between servant leadership and employee organizational commitment because of the communication process involving all levels of the organization to integrate and establish good relationships with positive communication. Interpersonal communication also has a positive impact on work by raising awareness to try to avoid misunderstandings, share knowledge and information, and most importantly, solve problems that occur (Batool & Awang, 2022).

The influence of emotional intelligence on organizational commitment with self-resilience as a mediating variable in nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was emotional intelligence towards organizational commitment with self-resilience as a mediating variable in nurses at Kartika Kasih Hospital as proven in the hypothesis test with a p value of 0.009. From the results of the three-box method, it was found that the average assessment of emotional intelligence of nurses at Kartika Kasih Hospital was in the moderate category and the organizational commitment of nurses at Kartika

Kasih Hospital was in the moderate category with the average category of self-resilience variables of nurses at Kartika Kasih Hospital in the moderate category.

This study is in accordance with the theory expressed by Gardner in (1983) and Davidson in 2003. The research that supports this research is a study conducted by Chikobvu in (Chikobvu Harunavamwe, 2022) showing that there is an influence of emotional intelligence on work engagement through employee self-resilience. Chikobvu assessed that individuals with high emotional intelligence are able to regulate emotions so that they motivate and improve themselves to continue to contribute to the organization. With this internal motivation, it fosters self-confidence that he is able to take the right steps to achieve his work goals. In addition, high self-motivation makes individuals always have a reason to encourage themselves to continue trying, be disciplined at work and foster a high sense of responsibility in their work. This high sense of responsibility can foster emotional and normative bonds to their work by reluctantly giving up and easily letting go of their roles at work (Chikobvu Harunavamwe, 2022).

In addition, Hameli (2022) his research in 2021 found that individuals with high emotional intelligence are able to control themselves to keep their thoughts, actions and moods focused on goals and solutions. This self-control becomes a strength and forms great mental resilience so that the individual is able to adapt to challenges, organizational regulations and failures so that the nurse's resilience can start from inner balance where the nurse is able to balance between his perspective and experience. Resilience is then formed from perseverance and independence (Hameli G., 2022).

The Influence of Servant Leadership on Organizational Commitment with Self-Resilience as a Mediating Variable in Nurses at Kartika Kasih Hospital

From the results of the hypothesis test, it was found that there was an influence of Servant leadership on organizational commitment with self-resilience as a mediating variable in nurses at Kartika Kasih Hospital as proven in the hypothesis test with a p value of 0.009. From the results of the three-box method, it was found that the average assessment of servant leadership of the leaders of the Kartika Kasih Hospital nursing unit was in the high category and the organizational commitment of Kartika Kasih Hospital nurses was in the medium category with an average category of the self-resilience variable of Kartika Kasih Hospital nurses in the medium category. This study is in accordance with the theory expressed by Gardner in (1983) and Davidson in 2003.

This study is in line with research conducted by Almahdali in (2021) showing that the dimension of servant leadership, namely love, is the ability to care about the surroundings and employees. Leaders with a servant leadership style are able to empower to delegate and involve employees, and provide employees with opportunities to identify problems and develop their analytical skills to determine the next steps. Another dimension, namely altruistic, explains that leaders can contribute to teaching, sharing experiences, encouraging and providing advice to employees so that they can follow, be inspired and motivated. With this positive response, the servant leadership style can facilitate staff and foster self-resilience by being able to be optimistic and actively seek solutions to the problems they face.

All of this is considered to be able to foster love for the workplace, comfort, pride and increase work commitment (Almahdali & Bakri, 2021). Research conducted by Zeeshan in 2021 explained that one of the other dimensions, namely serving and humility, can make leaders have broad tolerance and accept employee limitations. Not limited to that, leaders can try to make changes to the work environment for the better by understanding each employee's strengths, optimizing the abilities of each employee and paying attention to employee needs so that they can work better (Zeeshan, 2021). The

management of Kartika Kasih Hospital is expected to always evaluate, maintain and increase the influence of servant leadership to increase the self-resilience and organizational commitment of nurses by guiding and motivating nurses to be able to be optimistic and actively seek solutions to the problems they face.

Research Findings

This study found that emotional intelligence has a direct and indirect influence on organizational commitment. Self-resilience plays a significant role in fully mediating emotional intelligence and servant leadership style with organizational commitment. This shows that there is a positive and significant influence of emotional intelligence on organizational commitment with self-resilience as a mediating variable in nurses at Kartika Kasih Hospital.

The results of the research findings on the emotional intelligence variable with the lowest value are in the dimensions of self-control and self-motivation. In this study, it was found that almost 50% of nurses at Kartika Kasih Hospital had difficulty in finding out what to do when experiencing failure and difficulty in responding to criticism, suggestions or advice from others as valuable input. The findings of the research on the servant leadership variable with the lowest value were in the vision dimension where leaders simply tried to align the organization's vision with the individual's vision.

The findings of the research on the self-resilience variable with the lowest value are the dimensions of optimism and cause analysis. In this study, it was found that more than 50% of nurses at Kartika Kasih Hospital disagreed with the statement I believe that the problems I face will be resolved well, I believe that hard work pays off, when problems occur, I do not make decisions hastily, and I actively seek ways to overcome the obstacles I face. This can indicate that with a sense of pessimism and seeking solutions to overcome problems can affect organizational commitment. The findings of the research on the organizational commitment variable with the lowest value are the normative commitment dimension that almost 50% of nurses at Kartika Kasih Hospital have the view that accepting more profitable opportunities is a natural thing, thus confirming the fact that moving from one place to another is not a problem. In addition, it was also found that there were only a few serious consequences when leaving an organization that made moving organizations not a problem. In the organizational commitment dimension, it was also found that almost 50% of nurses disagreed that the organization where they worked had personal meaning.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that Emotional Intelligence and Servant Leadership have a significant effect on organizational commitment simultaneously with self-resilience as a mediating variable at Kartika Kasih Hospital. Emotional intelligence is the ability to identify, understand and use emotions positively to overcome anxiety, communicate well, empathize, deal with conflict, and resolve problems and conflicts. With high emotional intelligence, it can increase organizational commitment at Kartika Kasih Hospital. Servant Leadership has a significant positive effect on organizational commitment at Kartika Kasih Hospital. The influence of servant leadership can prove that a leader who has a servant nature has great tolerance to accept employees interpersonally and stimulate positive work emotions in employees. With high servant leadership, it will increase the organizational commitment of nurses at Kartika Kasih Hospital. Self-resilience has a significant positive effect on the organizational commitment of nurses at Kartika Kasih Hospital. Resilience and self-motivation can have a significant impact on commitment to their organization. When employees are resilient to challenges and maintain their work motivation well, they

tend to be more productive, willing to be involved, and committed to their work. With high self-resilience, the organizational commitment of nurses at Kartika Kasih Hospital will increase.

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