



Emotional Intelligence, Corporate Culture and Job Performance: Examining the Mediating Effect of Employee Engagement in Healthcare Organizations

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ABSTRACT

The purpose of this research is to analyze the effect of emotional intelligence and corporate culture on employee performance mediated by employee engagement of employees of Banyumanik Hospital, Semarang. The method of this research was quantitative with explanatory research approach. There were 92 active employees with a minimum working period of one year, and all of the respondents were obtained through saturated sampling techniques. To collect data, questionnaires were used and analyzed with linear regression and mediation analysis (MedMod) software Jamovi. Results indicated that emotional intelligence and a corporate culture were found to positively and significantly impact job performance and employee engagement. Further, employee engagement was positively and significantly related to job performance. The mediation analysis also suggested that the mediating role of employee engagement was able to mediate between the impact of emotional intelligence, corporate culture, and job performance. The results show that by increasing the emotional intelligence of employees and improving the positive corporate culture, employee engagement can be increased and the performance of employees can be improved.

INTRODUCTION

In the face of increasingly intense business competition and a dynamic work environment, organizations are required to have human resources capable of demonstrating sustained optimal performance. Organizational success is not determined solely by strategies, technology, or capital, but relies heavily on the quality of employee job performance as the main actors in carrying out organizational activities. Job performance (JP) is a crucial aspect in the

continuity and success of an organization. Job performance reflects the extent to which individuals are able to carry out the tasks and responsibilities assigned to them effectively and efficiently in accordance with the organization's standards and objectives.

A high level of job performance reflects a superior quality of human resources and directly contributes to the overall achievement of organizational performance. In the era of globalization and digital transformation, the concept of job performance has undergone significant development. Job performance is no longer understood merely as quantitative work results, but also includes work behavior, output quality, adaptability, as well as individuals' contributions to the work environment. Koopmans (2014) states that JP consists of several main dimensions, namely "task performance, contextual performance, and counterproductive work behavior". This indicates that job performance is influenced by various factors, both individual and organizational. Therefore, organizations need to comprehensively understand the determinants of job performance in order to design effective human resource management (HRM) policies and strategies.

One of the individual factors that plays an important role in improving job performance is emotional intelligence (EI). EI has a significant role and influence in the workplace. EI refers to "an individual's ability to recognize, understand, manage, and express their own emotions as well as understand the emotions of others". The concept of EI was first introduced by Salovey & Mayer (1990), who defined emotional intelligence as the ability to monitor one's own feelings and those of others, to discriminate among emotions, and to use this information to guide thinking and action. Before emotional intelligence was formally introduced, Gardner (2013) proposed the theory of Multiple Intelligences, which asserts that human intelligence is not limited to IQ, but consists of various types of intelligence, including interpersonal and intrapersonal intelligence. These two types of intelligence relate to an individual's ability to understand themselves and others, which later became the foundation for the development of the concept of EI. It is Gardner's role that serves as the conceptual basis for emotional intelligence and expands the meaning of intelligence to include the emotional aspect.

The concept of emotional intelligence then became popular through the book written by Goleman (1995). In Goleman's book, it is explained that emotional intelligence accounts for 80% of success, while 20% is determined by IQ. Goleman asserts that EI is an important factor in determining individual success in the workplace, especially in jobs that require social interaction, teamwork, and decision-making under pressure. Having a high level of EI helps employees to deal with work stress, to resolve conflicts in a constructive way and to develop harmonious working relations, all of which positively influence job performance.

Besides individual factors, organizational factors like corporate culture also have a strategic impact on JP. Corporate culture is the shared values, norms, beliefs and underlying assumptions of members of an organization, which guide the behaviour and decision making that occurs within the organization. Schein (2010) defines CC as the pattern of basic assumptions that have developed in an organization.

Emotional intelligence and corporate culture have been shown to have a significant impact on JP, but the relationship isn't always linear. The impact of these two variables in practice may be through some of the psychological states that the employees go through. Employee engagement (EE) is one psychological factor that has been shown to be able to influence this link. EE is a measure of how employees feel, think, and behave toward their jobs. According to Schaufeli et al. (2002), engaged workers show vigour, dedication and absorption in their work.

Employee engagement (EE) has become an important issue in HRM because it is directly related to various positive organizational outcomes, including job performance. Kahn (1990) described EE as the result of when employees feel safe, when they feel valuable in their work, and when the organization provides them with support. Such factors lead to employees doing their best work, because they are putting in their maximum effort and dedication.

The problems above are some of the problems that occur generally in a company. This study is designed to investigate the relationship between EI, corporate culture and employee engagement with a deeper understanding of the effect of each of these factors on job performance. The research subject is Banyumanik Hospital in Semarang. Being a healthcare institution, Banyumanik Hospital has employees from many multidisciplinary backgrounds, meaning that there may be varying levels of emotional intelligence, organisational culture and employee engagement among employees, which can affect their job performance.

Banyumanik Hospital is one of the hospitals, which is part of the Yayasan Al Manshurin Semarang. The type D hospital was opened in 2000 and is now functioning in the midst of numerous new facilities that have been developed in the vicinity. The hospital has around 150 employees, Medical Partners (doctors).

Employees at Banyumanik Hospital have to undergo a three-month orientation session, followed by a three-month probation period and one year of contract, before they can be hired as permanent employees. The system is designed to help employees become deeply ingrained in the organization; every employee aims to become a permanent employee.

Job performance at Banyumanik Hospital is measured using the Key Performance Indicator (KPI) system for each work unit. Each unit's KPI achievement is evaluated monthly to determine whether the established targets have been achieved. Data from the Human Resources Development department at Banyumanik Hospital indicate that monthly KPI results tend to fluctuate (Table 1).

Table 1. KPI Achievement Data

Description	2021	2022	2023	2024	2025
Target	100%	100%	100%	100%	100%
Achievement	93.8%	94.7%	92.8%	93.2%	94.9%

Source: Human Resources Development Department, Banyumanik Hospital (2026)

Table 1 shows that from 2021 to 2025, Banyumanik Hospital experienced fluctuating KPI achievements. This condition was caused by employees' insufficient ability to manage their emotional intelligence. Employees' abilities to recognize, understand, manage, and respond to patients' emotions in the hospital environment were still inconsistent, resulting in dissatisfaction with the services provided.

Employees who are unable to manage their own emotions and patients' emotions tend to provide services merely at a minimum level and not in accordance with the applicable standard operating procedures. For example, the replacement of inpatient bed sheets, which according to the standard operating procedures should be carried out daily without prior offering, was sometimes neglected, leading to patient complaints. These complaints ultimately contributed to a decline in customer satisfaction scores. This is supported by the customer satisfaction recap data over the last five years.

Table 2. Customer Satisfaction Recapitulation

Year	Customer Satisfaction Recapitulation Data (%)
2021	97,9
2022	98,5
2023	92,7
2024	98,8
2025	99,5

Source: Human Resources Development Department, Banyumanik Hospital, 2026

Table 2 shows that customer satisfaction achievement experienced fluctuations over the five-year period. Although management continuously provided refresher programs for employees, these problems still occurred. This condition was caused by employees having low levels of engagement, which tended to result in low intrinsic motivation, lack of initiative, and limited willingness to exert extra effort.

Employees with low levels of engagement generally work only to fulfill formal obligations, possess low intrinsic motivation, and do not demonstrate a sense of belonging toward the organization. This condition causes employees to be less initiative-taking, reluctant to provide extra effort, and passive in dealing with work demands. As a result, the quality and productivity of work become less than optimal. Low employee engagement has direct implications for declining job performance.

From the problems described above, it can be seen that job performance is suspected to be influenced by several factors, such as EI and corporate culture. The purpose of this study was to examine the relationship between EI and corporate culture in affecting employees' job performance with employees' engagement as a mediator in Banyumanik Hospital in the city of Semarang.

LITERATURE REVIEW

HRM is a strategic management of HR as the key asset of the organisation to ensure that the objectives are achieved effectively and efficiently. Describing HRM as the process of recruiting, training and evaluating employees, along with managing labour relations, occupational health and safety, and fairness, (Dessler, 2017). In the meantime, Armstrong & Taylor (2014) claim that HRM is an integrated and strategic means of managing the organization's valuable assets, these being its individuals and groups of people who work together and each person independently to meet the goals of the organization. Moreover, Mathis & Jackson (2011) state that HRM is the establishment of formal systems within the organization that allows for the effective and efficient use of human capital for the purpose of organizational goals. HRM treats employees as strategic assets and uses organizational policies, practices and systems to effectively manage these assets and enhance performance.

Another relevant theory is that of Becker (1964) known as the Human Capital Theory (HCT). HCT is stated that people's knowledge, skills and abilities constitute capital can enhance productivity and performance. Emotion Intelligence is part of individual competence in relation to this study, while employee engagement is regarded as a psychological investment, and job performance is regarded as the output of human capital.

Emotional Intelligence (EI)

Salovey & Mayer (1990) defined EI as "the ability to monitor one's own and others' feelings, distinguish among different emotions, and use this information to guide thoughts and actions". Subsequently, Goleman (1995) popularized the concept by defining EI as an individual's ability to recognize personal emotions, manage emotions, motivate oneself, recognize the emotions of others, and build social relationships. Bar-On (1997) stated that EI is "a set of non-cognitive abilities, competencies, and skills that influence an individual's capacity to cope with environmental demands and pressures". Based on these definitions, it can be concluded that EI is an individual's ability to understand, manage, and utilize emotions effectively in supporting personal and professional success. There are five main dimensions of EI: "self-awareness, self-regulation, motivation, empathy, and social skills" (Goleman, 1995). Meanwhile, Salovey and Mayer (1990) classified EI into four dimensions: "perceiving emotions, using emotions, understanding emotions, and managing emotions".

Corporate Culture (CC)

Schein (2010) defined CC as “a pattern of basic assumptions discovered or developed by a group as it learns to cope with problems of external adaptation and internal integration”. According to Robbins & Judge (2017), CC is “a system of shared meanings embraced by members of an organization that distinguishes the organization from others”. According to Robbins (2003), there are seven main characteristics of CC: “innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability”. Meanwhile, Denison (1990) proposed four dimensions of organizational culture: involvement, consistency, adaptability, and mission. Furthermore, according to Schein (2010), organizational culture functions as an organizational identity, enhances members’ commitment, maintains the stability of the social system, and shapes employee behavior.

Employee Engagement (EE)

Kahn (1990) defined engagement as “a condition in which individuals express themselves physically, cognitively, and emotionally in their work roles”. According to Schaufeli et al. (2002), EE is “a positive, fulfilling, and work-related state of mind characterized by vigor, dedication, and absorption”. Furthermore, Robbins & Judge (2017) stated that EE refers to the level of employees’ involvement, satisfaction, and enthusiasm toward their work. According to Schaufeli et al. (2002), EE consists of three main dimensions: vigor, dedication, and absorption. Meanwhile, according to Kahn (1990), engagement is influenced by psychological meaningfulness, psychological safety, and psychological availability.

Job Performance (JP)

According to Campbell (1990), JP is defined as behaviors or actions that are relevant to organizational goals and can be measured based on their level of contribution to achieving those goals. Campbell emphasized that JP is not only concerned with final outcomes but also includes the work behaviors demonstrated by individuals. According to Borman & Motowidlo (1997), job performance consists of behaviors that support organizational effectiveness, both directly and indirectly related to core tasks. Meanwhile, according to Koopmans (2014), job performance is a set of work behaviors relevant to organizational goals and can be measured through several dimensions, namely “task performance, contextual performance, and counterproductive work behavior”.

Bernardin & Russell (2013) defined JP as the result of specific job functions that include outputs or work results produced by employees within a certain period according to organizational standards. Mangkunegara (2017) defined job performance or employee performance as “the quality and quantity of work achieved by an employee in carrying out duties according to the responsibilities assigned”. According to Borman & Motowidlo (1997), JP consists of two dimensions: task and contextual performance. Furthermore, according to Koopmans (2014), the dimensions of job performance include “task performance, contextual performance, and counterproductive work behavior”.

Emotional Intelligence and Job Performance

Research by Krishna Moorthy et al. (2023) showed that EI has a significant effect on job performance. The relationship was strengthened by psychological capital as a mediating variable. Furthermore, research by Temesgen Abebaw Wonda (2024) demonstrated that EI significantly contributes to improving employee JP, indicating that organizations need to develop employees’ emotional abilities as a strategy for enhancing performance.

H1: emotional intelligence significantly influences job performance.

Emotional Intelligence and Employee Engagement

Research by Sakthi et al. (2023) found that EI influences employee engagement, where emotional management enhances work engagement. Emotional intelligence is considered an important factor in increasing employee engagement because the ability to manage emotions helps employees become more emotionally involved in their work. Furthermore, the study conducted by Milhem et al. (2024) showed that EI has a direct positive effect on employee engagement. EI plays an important role in enhancing EE, particularly through the ability to understand emotions and build positive working relationships.

H2: emotional intelligence significantly influences employee engagement.

Corporate Culture and Job Performance

Khan et al. (2024) found that organizational culture has a positive and significant effect on employee JP, both directly and through improvements in job satisfaction and employees' mental health. Furthermore, Trisninawati et al. (2025) found that corporate culture positively influences job performance mediated by job satisfaction.

H3: There is an influence of corporate culture on job performance.

Corporate Culture and Employee Engagement

Abduraimi et al. (2023) found that CC has a significant effect on employee engagement. A strong culture increases employees' work engagement. Furthermore, Michulek et al. (2023) found that corporate culture influences work engagement (employee engagement), which subsequently contributes to improving organizational performance.

H4: corporate culture significantly influences employee engagement.

Employee Engagement and Job Performance

Gao et al. (2024) found that employee engagement has a positive and significant effect on job performance, with well-being mediating the relationship between engagement and performance. Furthermore, the study by Milhem et al. (2024) showed that EE plays an important role as a factor that enhances job performance and also acts as a mediating variable between emotional intelligence and employee JP.

H5: there is an influence of employee engagement on job performance.

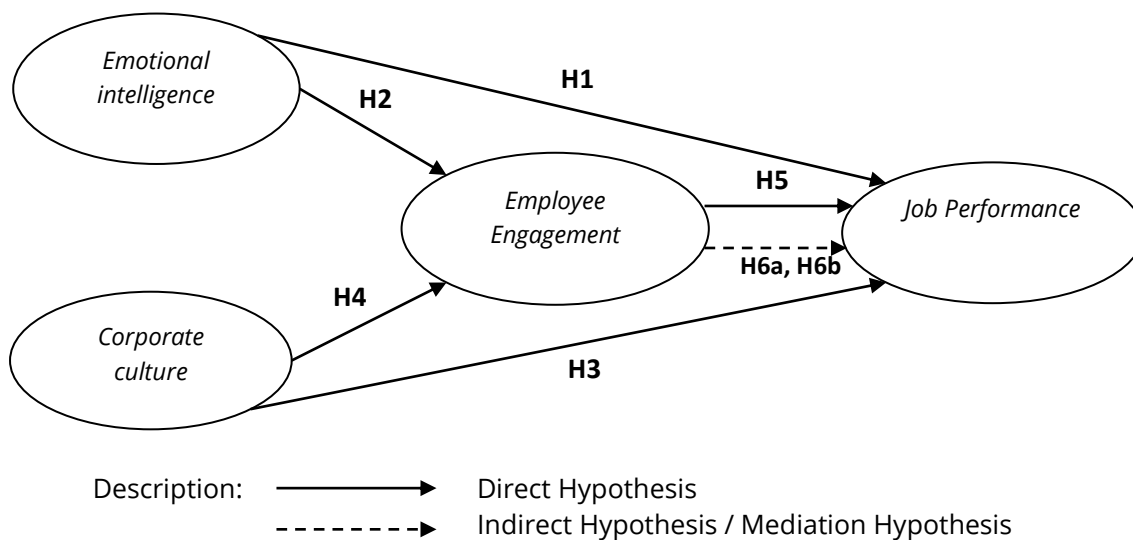
The Mediating Role of Employee Engagement

Saimin, et al. (2024) found that corporate culture has a significant effect on employee JP, with EE acting as a mediating variable while also considering other factors such as esprit de corps. Furthermore, Abawa & Obse (2024) found that corporate culture significantly affects performance mediated by job satisfaction. These findings indicate that EE serves as the mechanism explaining how EI and corporate culture influence JP.

With the theoretical background, it is explained that EI plays an important role in managing emotions and establishing working relationships, culture in company creates a work environment that supports, and employee engagement is the most significant psychological factor that is the main source of improvement in job performance.

H6a: Emotional intelligence influence job performance through employee engagement.

H6b: Corporate culture influence job performance through employee engagement.

Figure 1. Hypothesis Model

METHODS

This is explanatory research with quantitative approach. A quantitative approach is employed in the analysis of relationships between the variables in the hypotheses. There are several indicators in this study to measure the variables in accordance with theories proposed by experts. Emotional Intelligence (X1) measures indicators identified by Goleman (1995) such as "self-awareness, self-regulation, motivation, empathy and social skills". The factors are those in which a person can identify, manage and use emotions appropriately in social and work relationships. Corporate Culture (X2) is measured with Robbins (2003) proposed indicators which are "innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability". These indicators explain the organizational value and norms as the determining factor in the behaviour of employees. The measurement of Employee Engagement (Z) is based on the concept of Schaufeli et al. (2002) and consists of Vigor, dedication, and absorption. These dimensions measure how emotionally involved, enthusiastic and immersed employees are in their jobs. While, the measurement of Job Performance (Y) uses indicators given by Borman & Motowidlo (1997) which is divided into two parts, namely task performance and contextual performance. These dimensions represent employees' skills in carrying out basic competencies and behaviors that contribute to the social and organizational climate.

Primary data were obtained directly from informants or respondents through questionnaires and direct interviews. Secondary data were obtained from supporting sources such as journals, articles, and books. The population in this study consisted of active employees of Banyumanik Hospital who had worked for at least one year, totaling 92 employees. The sampling technique used was saturated sampling, in which all members of the population were used as research samples, resulting in 92 employees from Banyumanik Hospital, Semarang. The data were analyzed using linear regression and mediation analysis (MedMod) with the assistance of the Jamovi software.

RESULTS

Validity Test

This test was conducted by comparing the p-value. In a validity test, if the obtained p-value < 0.05, it indicates that the item/indicator is valid because the item correlation is significant with the total score or construct. The following are the results of the validity and reliability tests conducted on 92 employees of Banyumanik Hospital, Semarang.

Table 3. Validity Test of the Emotional Intelligence Variable

EI	P-value	Interpretation
EI1	< 0.001	Valid
EI2	< 0.001	Valid
EI3	< 0.001	Valid
EI4	< 0.001	Valid
EI5	< 0.001	Valid
EI6	< 0.020	Valid
EI7	< 0.044	Valid
EI8	< 0.005	Valid
EI9	< 0.006	Valid
EI10	< 0.001	Valid
EI11	< 0.001	Valid

Source: Jamovi output of analysis, Processed (2026)

Based on the validity test results (Table 3), it was found that each indicator of the Emotional Intelligence variable is valid, and therefore appropriate to be used in this study.

Table 4. Validity Test of the Corporate Culture Variable

CC	P-value	Interpretation
CC1	< 0.001	Valid
CC2	< 0.001	Valid
CC3	< 0.001	Valid
CC4	0.003	Valid
CC5	< 0.001	Valid
CC6	< 0.020	Valid
CC7	< 0.044	Valid
CC8	< 0.005	Valid
CC9	0.005	Valid
CC10	0.001	Valid
CC11	0.013	Valid
CC12	< 0.001	Valid

Source: Jamovi output of analysis, Processed (2026)

Based on the validity test results (Table 4), it was found that each indicator of the Corporate Culture variable is valid, and therefore appropriate to be used in this study.

Table 5. Validity Test of the Employee Engagement Variable

EE	P-value	Interpretation
EE1	0.003	Valid
EE2	0.015	Valid
EE3	0.020	Valid
EE4	< 0.001	Valid

EE5	< 0.001	Valid
EE6	< 0.001	Valid
EE7	< 0.001	Valid
EE8	< 0.001	Valid
EE9	< 0.001	Valid

Source: Jamovi output of analysis, Processed (2026)

Based on the validity test results (Table 5), it was found that each indicator of the Employee Engagement variable is valid, and therefore appropriate to be used in this study.

Table 6. Validity Test of the Job Performance Variable

JP	P-value	Interpretation
JP1	0.027	Valid
JP2	< 0.001	Valid
JP3	< 0.001	Valid
JP4	< 0.001	Valid
JP5	< 0.001	Valid
JP6	< 0.001	Valid
JP7	< 0.001	Valid
JP8	< 0.001	Valid

Source: Jamovi output of analysis, Processed (2026)

Based on the validity test results (Table 6), it was found that each indicator of the Job Performance variable is valid, and therefore appropriate to be used in this study.

Reliability Test

This test was conducted by comparing the Cronbach's α value with 0.60. The criterion for this test is that if the Cronbach's α value < 0.60, the indicators are considered not reliable, whereas if the Cronbach's α value > 0.60, the indicators are considered reliable.

Table 7. Reliability Test

Variables	Cronbach's α	Interpretation
EI	0.849	Reliabel
CC	0.881	Reliabel
EE	0.833	Reliabel
JP	0.822	Reliabel

Source: Jamovi output of analysis, Processed (2026)

Based on the reliability test results (Table 7), it was found that all indicators for each variable met the reliability assumption (Cronbach's Alpha > 0.60).

Linear Regression Analysis

Tabel 9. Hasil Analisis Regresi Linier

Predictor	Estimate	SE	t	p	Interpretation
EI $\rightarrow$ JP	0.409	0.0549	7.44	<.001	Supported
EI $\rightarrow$ EE	0.552	0.0626	8.82	<.001	Supported
CC $\rightarrow$ JP	0.470	0.0554	8.48	<.001	Supported
CC $\rightarrow$ EE	0.538	0.0736	7.31	<.001	Supported
EE $\rightarrow$ JP	0.509	0.0755	6.74	<.001	Supported

Source: Jamovi output of analysis, Processed (2026)

Mediation Analysis (MedMod)

Predictor	Estimate	SE	t	p	Interpretation
EI → EE → JP	0.409	0.0541	7.55	<.001	Supported
CC → EE → JP	0.470	0.0546	8.61	<.001	Supported

Source: Jamovi output of analysis, Processed (2026)

DISCUSSION**The Influence of Emotional Intelligence (EI) on Job Performance (JP)**

The results of this study indicate that EI has an effect on employees' job performance at Banyumanik Hospital Semarang. It is a discovery that shows that the employees' ability to identify, manage and control their emotions is an important factor in increasing the quality of their work performance. Have high EI employees can better manage work pressure, build good interpersonal relationships and provide the best service to patients.

The results corroborate Goleman (2001) theory that EI is a key determinant in work performance since the individual who can control his or her emotions can perform better and maintain good social relationships. The findings also align with the findings of Krishna Moorthy et al. (2023) and Temesgen Abebaw Wonda (2024) which were used to uncover the positive and significant effect of EI on job performance.

For Banyumanik Hospital Semarang, emotional intelligence is very important, due to the high work pressure level, intensive interaction with patients and their families in the working environment in the hospital. A well-managed approach to emotions will enable staff members to deliver services to meet operational standards, which will increase the quality of services and the level of hospital KPIs.

The Influence of Emotional Intelligence (EI) on Employee Engagement (EE)

This study result indicates that EI has an impact on EE. This means that when the staff members can comprehend and regulate emotions, they can create emotional involvement, commitment, and passion for the organization. The results are consistent with Kahn's Theory (1990), which states that psychological states of individuals such as emotional control affect engagement. Furthermore, Goleman (1995) said that those who are emotionally intelligent are better in interpersonal relations which leads to a high attachment to work. The findings are also consistent with the findings of Sakthi et al. (2023) and Milhem et al. (2024) who determined that EI has a positive impact on employee engagement. Emotional intelligence enables hospital staff to keep their emotional balance and work with dedication and enthusiasm under high pressure.

The Influence of Corporate Culture (CC) on Job Performance (JP)

The results indicate that the corporate culture has an impact on job performance. This means that a positive culture in an organization can influence positive behavior of employees in their work activities, thereby affecting employee performance. These results corroborate with the theory propounded by Denison's theory (1990) that a positive CC can enhance organizational effectiveness by providing coordination and employee's commitment. Moreover, Schein (2010) has described how the CC has an impact on the behaviour of members and thus directly on their performance. The results also correspond with the studies conducted by Khan et al. (2024) and Trisninawati et al. (2025) which determined that corporate culture is positively affecting job performance. An organizational culture that facilitates cooperation, discipline, service quality and patient orientation can impact on the performance of employees within Banyumanik hospital in Semarang and facilitate achievement of organizational targets.

The Influence of Corporate Culture (CC) on Employee Engagement (EE)

The findings illustrate that EE is impacted by corporate culture. Having a positive organizational culture can therefore lead to a supportive, safe, and comfortable workplace, which in turn can boost engagement. These results corroborate Schein's theory (2010), which suggests that, in an organization, supportive culture can provide a sense of safety and comfort for its employees. Robbins & Judge (2017) also noted that high levels of employee commitment and engagement can be achieved through a positive work environment. The findings corroborate Abduraimi et al. (2023) and Michulek et al. (2023) who came to the conclusion that corporate culture plays a significant role in employee engagement. A work culture that promotes communication, teamwork and appreciation among employees will lead to better morale and a sense of belonging of staff to the hospital.

The Influence of Employee Engagement (EE) on Job Performance (JP)

The findings suggest that EE has an impact on job performance. This is because high employee attachment to work will lead to high level of dedication, enthusiasm and focus, which will lead to better performance. The results support the theory proposed by Schaufeli et al. (2002) which suggests that working engagement is marked by vigor, dedication and absorption, which can also enhance work performance. In addition, Bakker & Demerouti (2008) argued that engagement is also a determinant of performance enhancement. The findings also align with those of the studies by Gao et al. (2024) and Milhem et al. (2024) which established that employee engagement positively correlates with job performance. The employees who are engaged, will work more enthusiastically, concern about the quality of service and are committed to providing the best services to patients in Banyumanik Hospital Semarang.

The Mediating Role of Employee Engagement (EE)

The results show that EE is able to mediate the influence of EI and CC on JP. This means that emotional intelligence and corporate culture have a direct impact as well as an indirect impact on performance, via employee engagement. The results reflect the theory presented by Bakker & Demerouti (2008), who suggested that the relationship between the individual and the organization on the one hand and the performance on the other is mediated by engagement. While employees learn to control their emotions and working relationships through emotional intelligence, having a supportive corporate culture creates a conducive environment for work. Both factors increase employee engagement, which ultimately improves job performance.

The results are also in line with the study conducted by Saimin et al. (2024), which found that EE mediates the relationship between corporate culture and JP. Therefore, EE becomes an important mechanism in improving employee JP at Banyumanik Hospital Semarang.

CONCLUSION

Based on the result and discussion of this study it can be concluded that emotional intelligence has positive and significant effect on employee JP and EE in Banyumanik Hospital, Semarang. This means that those with high emotional intelligence that have such qualities tend to perform better and engage more in their work. Moreover, the positive and significant effect of corporate culture on employees' job performance and employees' involvement indicates that there is a significant relationship between the two variables, meaning that the positive and well-established corporate culture affects employees' involvement and their overall performance. Moreover, employee engagement has a positive and significant influence on job performance with employees that are more engaged in their job more likely to perform at higher levels. The findings also reveal that EE is able to mediate the relationship between EI and job performance, as well as the relationship between CC and JP at Banyumanik Hospital Semarang. The findings indicate EE is an important factor in bolstering the link between EI, CC, and EP.

The findings of this study indicate that improving EI and corporate culture can enhance employee engagement, which in turn improves job performance. Therefore, the management of Banyumanik Hospital Semarang should improve employees' emotional intelligence through emotional management training, interpersonal communication training, and excellent service programs. In addition, the organization also needs to build a positive corporate culture in order to create a work environment that supports EE and performance.

LIMITATION

This study has several limitations that should be taken into consideration. First, the research was only performed in Banyumanik Hospital, Semarang, so the results cannot be generalized for all hospitals or other organizations at this time. Second, the sample size in this study was limited to 92 employees, which might limit the capacity to comprehensively describe organizational conditions. Third, this study took a quantitative research method with questionnaire which made the answers given by the respondents very subjective. Moreover, the variables studied in this study were limited to EI, corporate culture, employee engagement, and job performance. Other variables that could also affect the performance of the job (e.g., job satisfaction, leadership style, work environment, compensation, and work stress) were not analyzed. Last, a cross-sectional research design has been employed, where data was gathered during one given time frame and therefore it was not able to detect and record any long-term changes in employee behaviour.

Based on these limitations, future studies are recommended to increase the number of respondents, expand the research objects to other hospitals or organizations, and include additional variables that may influence job performance in order to obtain more comprehensive research results.

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