


## **Cohesiveness and Emotional Intelligence as Predictors of Clinical Performance among Staff Nurses in a Tertiary Hospital**

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### **Abstract**

**Purpose:** This study examines whether team cohesiveness and emotional intelligence significantly predict the clinical performance of inpatient nurses.

**Research Design and Methodology:** A quantitative cross-sectional survey was conducted among 197 staff nurses in a tertiary referral hospital in Bandung, Indonesia. Data were collected using structured questionnaires measuring cohesiveness, emotional intelligence, and performance. Instrument validity and reliability were confirmed, followed by classical assumption testing and multiple linear regression analysis, including t-tests, F-tests, and coefficient of determination.


**Findings and Discussion:** Both cohesiveness and emotional intelligence were rated high by respondents and showed positive and significant effects on nurse performance, both partially and simultaneously. The model explained 36.2% of the variance in performance, indicating that interpersonal and emotional competencies are meaningful but not exclusive determinants of clinical outcomes.

**Implications:** Strengthening teamwork climate and emotional competence development programs may improve nursing performance. Hospital management should integrate team-based training and emotional intelligence development into workforce policies, while future studies should incorporate organizational and leadership variables to increase explanatory power.

**Keywords:** Team cohesiveness; Emotional intelligence; Nurse performance; Hospital management; Nursing teams.

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### **INTRODUCTION**

Hospitals are healthcare institutions that provide health services to the public through outpatient, inpatient, and emergency care. The quality of hospital services is influenced by the performance of human resources, such as nursing staff who are at the forefront of providing patient care (Gultom, 2020). Nurses have a higher intensity

of interaction with patients compared to other healthcare professionals, making the quality of nursing services a primary determinant of patient satisfaction, patient safety, and the success of the healing process (Iwan *et al.* , 2023). Quality nursing services encompass biological, psychological, social, and spiritual aspects and are implemented through a systematic nursing process, starting from assessment, diagnosis, planning, implementation, and evaluation (Ratnasari *et al.* , 2020). Nurse performance is determined not only by technical competence, but also by psychosocial factors inherent in the individual and the dynamics of the work team within the hospital organization.

Employee performance is influenced by various internal and external factors. Internal factors include individual characteristics, abilities, motivation, and emotional intelligence, while external factors include the work environment, organizational culture, leadership, and interpersonal relationships within the work team (Robbins & Judge, 2013). Teamwork is crucial because healthcare is multidisciplinary and requires effective coordination among team members. Group cohesiveness is defined as the level of emotional attachment and commitment of group members to remain within the group and work together to achieve common goals (Forsyth, 2021). A high level of cohesiveness encourages more effective communication, trust among team members, and better work coordination, thus impacting productivity and performance (Fardhoni, 2021).

Emotional intelligence is a psychological factor that influences nurses' work behavior ( Nani & Mukaroh, 2021) . Emotional intelligence refers to an individual's ability to recognize, understand, and manage their own emotions and those of others, encompassing self-awareness, self-control, motivation, empathy, and social skills. Emotional intelligence plays a role in establishing therapeutic communication, managing work stress, and improving interpersonal relationships with patients, families, and other healthcare team members ( Fauzi *et al.* , 2023). Nurses with high emotional intelligence are better able to cope with work pressure, reduce interpersonal conflict, and provide more empathetic and humanistic care to patients.

Dr. Hasan Sadikin General Hospital, Bandung, as a national Class A hospital and referral center in West Java, has a significant responsibility to provide high-quality healthcare services integrated with education and research. However, the hospital's performance report shows a decline in several quality and operational indicators, such as timeliness of service, medical facility utilization, equipment reliability, and national and financial quality indicators. Initial observations and interviews with patients and nurses indicate problems in nursing services, such as slow nurse responses, less friendly communication, and suboptimal teamwork. This phenomenon suggests that psychosocial factors such as team cohesion and nurse emotional intelligence have the potential to contribute to nurse performance and the quality of hospital services.

Research by Indrawanto *et.al.*, (2024) found that nursing team cohesiveness was significantly related to service quality and patient safety. Riana (2019 ) showed that good teamwork increases the effectiveness of nurses' work and reduces medical errors. Anggraheny *et al.*, (2020), showed that nurses with high emotional intelligence have higher levels of job satisfaction and performance than nurses with low emotional intelligence. However, most previous studies have examined cohesiveness and

emotional intelligence separately, and few have integrated these two variables into a single nurse performance analysis model.

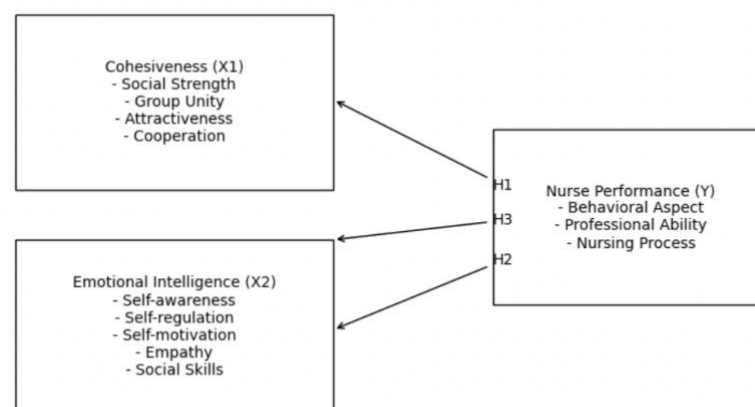
Based on the above description, this study is important to discuss the influence of cohesiveness and emotional intelligence on the performance of nurses in the inpatient ward of Dr. Hasan Sadikin General Hospital, Bandung. This study is expected to provide theoretical contributions to the development of nursing management studies as well as practical contributions to hospital management in designing strategies to improve nurse performance through strengthening teamwork and developing emotional intelligence.

## RESEARCH DESIGN AND METHODOLOGY

This study employed a quantitative approach with a descriptive and explanatory design. Data were collected using a survey method through a structured questionnaire developed from indicators of team cohesiveness, emotional intelligence, and nurse performance. All items were measured using a five-point Likert scale to generate quantitative responses. Prior to data collection, the instrument was reviewed by experts and tested for validity and reliability to ensure its appropriateness.

The population consisted of all nurses working in the inpatient wards of Dr. Hasan Sadikin General Hospital, Bandung. The sampling technique used proportionate stratified random sampling. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 197 respondents.

Data collection involved both primary and secondary sources. Primary data were obtained through an online questionnaire distributed via Google Forms to nurses who met the inclusion criteria, while secondary data were gathered from books, scientific journals, and relevant institutional documents. The collected data were processed using SPSS software. Data analysis was conducted using multiple linear regression to examine the relationships between variables.:



**Figure 1.** Research Conceptual Framework

- H1:** Team cohesiveness has a significant effect on inpatient nurses' performance.  
**H2:** Emotional intelligence has a significant effect on inpatient nurses' performance.  
**H3:** Team cohesiveness and emotional intelligence simultaneously have a significant effect on inpatient nurses' performance.

## RESULTS AND DISCUSSION

## Validity

Table 1. Validity Test

Variables	R Count	R table	Information
<b>Cohesiveness (X1)</b>			
KHV1	0.405	0.118	VALID
KHV2	0.243	0.118	VALID
KHV3	0.171	0.118	VALID
KHV4	0.171	0.118	VALID
KHV5	0.410	0.118	VALID
KHV6	0.242	0.118	VALID
KHV7	0.353	0.118	VALID
KHV8	0.148	0.118	VALID
KHV9	0.244	0.118	VALID
KHV10	0.126	0.118	VALID
KHV11	0.303	0.118	VALID
KHV12	0.133	0.118	VALID
KHV13	0.374	0.118	VALID
KHV14	0.197	0.118	VALID
KHV15	0.205	0.118	VALID
KHV16	0.243	0.118	VALID
KHV17	0.261	0.118	VALID
<b>Emotional Intelligence (X2)</b>			
KE1	0.212	0.118	VALID
KE2	0.222	0.118	VALID
THE 3RD	0.263	0.118	VALID
KE4	0.210	0.118	VALID
KE5	0.191	0.118	VALID
KE6	0.363	0.118	VALID
KE7	0.321	0.118	VALID
KE8	0.163	0.118	VALID
KE9	0.202	0.118	VALID
KE10	0.235	0.118	VALID
KE11	0.201	0.118	VALID
THE 12TH	0.125	0.118	VALID
KE13	0.174	0.118	VALID
KE14	0.128	0.118	VALID
KE15	0.255	0.118	VALID
16th	0.362	0.118	VALID

KE17	0.285	0.118	VALID
18th	0.223	0.118	VALID
KE19	0.535	0.118	VALID
KE20	0.215	0.118	VALID
KE21	0.202	0.118	VALID
KE22	0.182	0.118	VALID
<b>Performance (Y)</b>			
KN1	0.522	0.118	VALID
KN2	0.577	0.118	VALID
KN3	0.527	0.118	VALID
KN4	0.600	0.118	VALID
KN5	0.574	0.118	VALID
KN6	0.535	0.118	VALID
KN7	0.586	0.118	VALID
KN8	0.589	0.118	VALID
KN9	0.557	0.118	VALID
KN10	0.564	0.118	VALID
KN11	0.561	0.118	VALID
KN12	0.607	0.118	VALID
KN13	0.559	0.118	VALID
KN14	0.551	0.118	VALID
KN15	0.546	0.118	VALID
KN16	0.504	0.118	VALID
KN17	0.611	0.118	VALID
KN18	0.535	0.118	VALID
KN19	0.521	0.118	VALID
KN20	0.520	0.118	VALID
KN21	0.583	0.118	VALID
KN22	0.518	0.118	VALID
KN23	0.540	0.118	VALID
KN24	0.489	0.118	VALID
KN25	0.556	0.118	VALID
KN26	0.538	0.118	VALID
KN27	0.504	0.118	VALID
KN28	0.588	0.118	VALID
KN29	0.575	0.118	VALID
KN30	0.602	0.118	VALID

Based on the results of the validity test on the variables of cohesiveness, emotional intelligence, and nurse performance, the calculated  $r$  value for all statement items was greater than the table  $r$  of 0.118. This indicates that all statement items in each variable were declared valid and suitable for use as data collection instruments and each indicator used was able to measure the research variable construct accurately and representatively.

## Reliability

**Table 2. Reliability Test**

Variables	Cronbach's Alpha	Information
Cohesiveness	0.763	> 0.6, reliable item
Emotional Intelligence	0.805	> 0.6, reliable item
Performance	0.962	> 0.6, reliable item

The reliability test results showed that the Cronbach's Alpha value for the cohesiveness variable was 0.763, emotional intelligence was 0.805, and nurse performance was 0.962. All Cronbach's Alpha values were greater than the minimum limit of 0.60, thus the research instrument was declared reliable. This means that the instrument used had a good level of internal consistency and can be trusted to consistently measure the research variables.

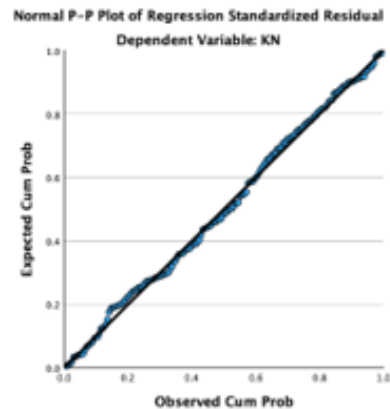
## Normality Test Results

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			197
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Standard Deviation		.60516108
Most Extreme Differences	Absolute		.042
	Positive		.029
	Negative		-.042
Test Statistics			.042
Asymp. Sig. (2-tailed) <sup>c</sup>			.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig. 99% Confidence Interval	Lower Bound	.536
		Upper Bound	.523
		Lower Bound	.549
		Upper Bound	

The results of the normality test using the Kolmogorov-Smirnov method showed an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the 0.05 significance level. The Monte Carlo Sig. value of 0.536 is also greater than 0.05 and it can be concluded that the research data is normally distributed, thus fulfilling one of the assumptions in linear regression analysis.

## Linearity Test



**Figure 1. PP Plot Diagram**

The results of the linearity test based on the PP Plot diagram show that the data points are spread around the diagonal line and follow a straight line pattern. This indicates that the relationship between the independent variables (cohesiveness and emotional intelligence) and the dependent variable (nurse performance) is linear, thus fulfilling the linearity assumption in the regression model.

## Classical Assumption Tests

The multicollinearity test indicates that the independent variables meet the required criteria, as the tolerance values exceed the minimum threshold and the variance inflation factor remains well below the critical limit. This shows that cohesiveness and emotional intelligence do not correlate excessively with each other and can be included simultaneously in the regression model.

The heteroscedasticity test also demonstrates that the regression residuals are homoscedastic. The probability values of both independent variables are above the significance level, indicating that the variance of the error terms is constant. Therefore, the regression model satisfies the classical assumption requirements and is appropriate for further analysis.

## Hypothesis Testing

Partial testing reveals that both cohesiveness and emotional intelligence have a positive and statistically significant effect on nurse performance. This means that higher levels of team cohesiveness and stronger emotional intelligence are associated with better performance among nurses.

Simultaneous testing further confirms that cohesiveness and emotional intelligence jointly influence nurse performance in a statistically significant manner. Thus, the combined interpersonal and emotional factors contribute meaningfully to improving clinical performance outcomes.

### Coefficient of Determination

The coefficient of determination shows that the regression model explains a moderate proportion of the variance in nurse performance. This indicates that cohesiveness and emotional intelligence play an important role in shaping performance; however, a substantial portion of performance variation is still affected by other factors beyond the model, such as workload, job satisfaction, leadership, and work environment conditions.

### The Influence of Cohesiveness on Nurse Performance

Based on the results of the partial test (t-test), cohesiveness showed a positive and significant influence on the performance of inpatient nurses. The positive cohesiveness regression coefficient value ( $B = 1.051$ ; Sig.  $< 0.05$ ) indicates that increased group cohesiveness will be followed by increased nurse performance. This indicates that the stronger the social bonds, cooperation, and sense of togetherness in the nursing team, the better the performance produced in providing nursing services.

This finding aligns with research by Gurning *et al.* (2021) which showed that nursing team cohesiveness has a positive and significant impact on nurse performance, as it improves coordination, communication, and support among team members in carrying out healthcare tasks. Research by Ibrahim *et al.* (2019) also showed that workgroup cohesiveness is positively related to employee productivity and performance, as it strengthens team members' commitment to organizational goals.

Theoretically, group cohesiveness indicates the level of group attachment, sense of belonging, and commitment among members to achieve shared goals, thereby increasing teamwork effectiveness. In healthcare, high cohesiveness requires intense team coordination, a clear division of tasks, and trust among team members to ensure patient safety.

### The Influence of Emotional Intelligence on Nurse Performance

The results of the partial test (t-test) indicate that emotional intelligence has a positive and significant effect on the performance of inpatient nurses. The positive emotional intelligence regression coefficient value ( $B = 1.124$ ; Sig.  $< 0.05$ ) indicates that the higher the nurse's emotional intelligence, the higher the resulting performance. This indicates that the nurse's ability to recognize, manage, and express emotions adaptively contributes to improving work quality and professionalism.

The results of this study are in line with research by Joseph *et al.* (2015) which states that emotional intelligence has a significant influence on individual performance in the workplace, especially in jobs that require intensive social interaction. Research by Vratskikh *et al.* (2016) shows that emotional intelligence has a direct influence on performance because individuals with high emotional intelligence are able to build positive interpersonal relationships, work effectively in teams, and manage work stress well.

In the nursing profession, emotional intelligence is crucial for direct interaction with patients, their families, and other medical staff. Nurses with high emotional intelligence tend to be more empathetic, able to manage emotional distress, and

maintain effective communication, all of which contribute to improved nursing care performance.

### **The Influence of Cohesiveness and Emotional Intelligence on Performance**

Based on the analysis, it was found that cohesiveness and emotional intelligence significantly influence the performance of inpatient nurses at Dr. Hasan Sadikin General Hospital, Bandung. The analysis showed that both partially and simultaneously, these two independent variables significantly contribute to improving nurse performance.

The results of this study align with those of Ibrahim *et al.* (2019), which demonstrated a positive relationship between cohesiveness and employee performance. The higher the level of cohesiveness within a team, the higher the employee productivity. This is possible because cohesiveness can create strong interpersonal bonds, which encourage team members to actively participate and maintain group norms, thereby improving overall performance. Research by Gurning *et al.* (2021) shows that the level of nurse cohesiveness has a positive and significant effect on the performance of implementing nurses and ultimately improves nurse performance.

### **CONCLUSION**

Based on the research results, the level of team cohesiveness, emotional intelligence, and nurse performance are in the high category. The analysis results show that cohesiveness has a positive and significant effect on nurse performance, which means that the higher the team cohesiveness, the higher the nurse performance. Emotional intelligence has a positive and significant effect on nurse performance, so that nurses with good emotional management skills tend to show more optimal performance. Simultaneously, cohesiveness and emotional intelligence have a positive and significant effect on nurse performance, indicating that the combination of these two variables contributes to improving nurse performance in the hospital environment.

Hospitals are advised to improve team cohesion through *team-building training*, strengthen communication between nurses, and develop emotional intelligence through stress management training and regular supervision. Improved nurse performance can be supported through rewards, regular evaluations, and constructive feedback. Further research is recommended to address other factors influencing nurse performance, such as workload, job satisfaction, and mental well-being, using a qualitative approach.

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