



THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND NURSING WORK EFFICIENCY AT KING FAHAD SPECIALIST HOSPITAL – QASSIM CLUSTER 2026

HUBUNGAN ANTARA KECERDASAN EMOSIONAL DAN EFISIENSI KERJA KEPERAWATAN DI RUMAH SAKIT SPESIALIS KING FAHAD – KLASER QASSIM 2026

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Abstract

Improving the quality of modern healthcare services largely depends on the effectiveness and efficiency of nursing personnel as the frontline providers of patient care. The complex and high-pressure work environment of specialized hospitals requires nurses to cope with emotional demands, heavy workloads, and rapid decision-making in critical situations. These conditions make emotional intelligence one of the important psychological factors influencing nursing performance quality. This study aimed to analyze the relationship between emotional intelligence and nursing work efficiency at King Fahad Specialist Hospital – Qassim Cluster, Saudi Arabia, in 2026. This study employed a quantitative approach with a cross-sectional design. The study population consisted of all active nurses working at King Fahad Specialist Hospital, Qassim Health Cluster. A total of 312 nurses were selected using stratified random sampling. Data were collected using the Emotional Intelligence Scale and Nursing Work Efficiency Scale, both of which had been tested for validity and reliability. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software. The results revealed that emotional intelligence had a positive and significant effect on nursing work efficiency, with a path coefficient of 0.642, t-statistics of 9.871, and p-value < 0.001. The R-square value of 0.58 indicated that emotional intelligence explained 58% of the variance in nursing work efficiency. Emotional regulation and empathy emerged as the dominant indicators contributing to improved communication quality, clinical decision-making, and patient care effectiveness. This study concludes that emotional intelligence is an important psychological resource in improving nursing work efficiency in specialized hospitals. The findings strengthen the Job Demands–Resources (JD-R) Theory and Emotional Intelligence Theory in explaining the relationship between psychological resources and nursing performance. This study is expected to provide theoretical contributions to the development of nursing management literature and practical contributions for hospitals in designing healthcare human resource development strategies based on psychological well-being.

Keywords : Emotional Intelligence, Work Efficiency, Nursing, JD-R Theory, Specialized Hospital.

Abstrak

Meningkatkan kualitas layanan kesehatan modern sangat bergantung pada efektivitas dan efisiensi tenaga keperawatan sebagai penyedia layanan perawatan pasien di garis depan. Lingkungan kerja yang



kompleks dan bertekanan tinggi di rumah sakit khusus mengharuskan perawat untuk mengatasi tuntutan emosional, beban kerja yang berat, dan pengambilan keputusan yang cepat dalam situasi kritis. Kondisi ini menjadikan kecerdasan emosional sebagai salah satu faktor psikologis penting yang memengaruhi kualitas kinerja keperawatan. Studi ini bertujuan untuk menganalisis hubungan antara kecerdasan emosional dan efisiensi kerja keperawatan di Rumah Sakit Spesialis King Fahad – Klaster Qassim, Arab Saudi, pada tahun 2026. Studi ini menggunakan pendekatan kuantitatif dengan desain cross-sectional. Populasi penelitian terdiri dari semua perawat aktif yang bekerja di Rumah Sakit Spesialis King Fahad, Klaster Kesehatan Qassim. Sebanyak 312 perawat dipilih menggunakan pengambilan sampel acak bertingkat. Data dikumpulkan menggunakan Skala Kecerdasan Emosional dan Skala Efisiensi Kerja Keperawatan, yang keduanya telah diuji validitas dan reliabilitasnya. Analisis data dilakukan menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa kecerdasan emosional memiliki pengaruh positif dan signifikan terhadap efisiensi kerja keperawatan, dengan koefisien jalur 0,642, statistik t 9,871, dan nilai $p < 0,001$. Nilai R-kuadrat 0,58 menunjukkan bahwa kecerdasan emosional menjelaskan 58% varians dalam efisiensi kerja keperawatan. Regulasi emosi dan empati muncul sebagai indikator dominan yang berkontribusi pada peningkatan kualitas komunikasi, pengambilan keputusan klinis, dan efektivitas perawatan pasien. Studi ini menyimpulkan bahwa kecerdasan emosional merupakan sumber daya psikologis penting dalam meningkatkan efisiensi kerja keperawatan di rumah sakit khusus. Temuan ini memperkuat Teori Tuntutan-Sumber Daya Pekerjaan (JD-R) dan Teori Kecerdasan Emosional dalam menjelaskan hubungan antara sumber daya psikologis dan kinerja keperawatan. Studi ini diharapkan dapat memberikan kontribusi teoritis terhadap pengembangan literatur manajemen keperawatan dan kontribusi praktis bagi rumah sakit dalam merancang strategi pengembangan sumber daya manusia perawatan kesehatan berdasarkan kesejahteraan psikologis.

Kata Kunci : Kecerdasan Emosional, Efisiensi Kerja, Keperawatan, Teori JD-R, Rumah Sakit Khusus.

1. INTRODUCTION

Modern healthcare systems are highly dependent on the quality and effectiveness of nursing personnel as the main component in delivering patient-centered healthcare services. Nurses represent the largest group of healthcare professionals in hospitals and play a strategic role in maintaining patient safety, improving service quality, and supporting the overall effectiveness of healthcare organizations. In modern clinical practice, nurses are not only responsible for direct patient care but also for multidisciplinary team coordination, health education, patient monitoring, and rapid and accurate clinical decision-making (World Health Organization [WHO], 2024).

The development of global healthcare systems has made hospital work environments increasingly complex and dynamic. Nurses are confronted with high workloads, intense emotional demands, limited resources, and the need to provide fast and high-quality healthcare services. These conditions frequently lead to work stress, emotional exhaustion, burnout, and decreased healthcare productivity (Dall’Ora et al., 2020; Montgomery et al., 2021). Such conditions directly affect nursing work efficiency and the quality of patient care. Nursing work efficiency has become an important indicator in evaluating nurses’ ability to deliver effective, timely, safe, and high-quality services in highly demanding hospital environments (Aiken et al., 2021).

In recent years, increasing attention has been given to psychological factors influencing healthcare professionals’ performance, particularly emotional intelligence. Emotional intelligence refers to an individual’s ability to recognize, understand, manage, and express both personal and others’ emotions effectively (Salovey & Mayer, 2020). In the nursing context, emotional intelligence is essential because nurses must maintain emotional stability when dealing with critically ill patients, patients’ families, and high work pressure. Nurses with strong emotional regulation abilities tend to maintain therapeutic communication, demonstrate empathy, and minimize interpersonal conflicts in healthcare settings (Kim et al., 2022).



Previous studies have demonstrated that emotional intelligence is positively associated with work engagement, job satisfaction, organizational commitment, and nursing performance (Nantsupawat et al., 2024; Zhang et al., 2023). Nurses with high emotional intelligence tend to possess better interpersonal communication skills, more effective coping strategies, and greater adaptability in dealing with clinical work pressures. Furthermore, emotional intelligence contributes to higher intrinsic motivation and work engagement, which subsequently improve healthcare service quality (Schaufeli et al., 2020).

Theoretically, the relationship between emotional intelligence and work efficiency can be explained using the Job Demands–Resources (JD-R) Theory. This theory explains that personal resources, such as emotional intelligence, help individuals cope with job demands and enhance work motivation, ultimately leading to improved job performance (Bakker & Demerouti, 2020). In high-stress hospital environments, emotional intelligence may function as a protective factor that helps nurses maintain psychological stability and work effectiveness.

However, studies examining the relationship between emotional intelligence and nursing work efficiency in specialized hospitals in the Middle East remain limited. Most previous studies were conducted in general hospitals in Western and East Asian countries, making the generalizability of findings to the Saudi Arabian healthcare system still uncertain and requiring further empirical evidence (Almutairi et al., 2020). Additionally, many prior studies focused only on the relationship between emotional intelligence and job satisfaction or burnout, while research specifically analyzing the effect of emotional intelligence on nursing work efficiency using Structural Equation Modeling–Partial Least Squares (SEM-PLS) remains scarce.

Several research gaps underline the importance of this study. First, most previous studies emphasized the relationship between emotional intelligence and burnout, work stress, or job satisfaction, while studies specifically examining nursing work efficiency are still limited. Second, research on emotional intelligence in specialized hospitals within the Middle East, particularly Saudi Arabia, remains underexplored compared to Western and East Asian countries. Third, only a few studies have utilized SEM-PLS based on the Job Demands–Resources Theory to explain the mechanism linking emotional intelligence and nursing work efficiency in highly complex work environments. Fourth, most previous studies used conventional regression approaches that were unable to comprehensively explain structural relationships among variables.

This study offers several novel contributions compared to previous research. First, it specifically examines the relationship between emotional intelligence and nursing work efficiency in a specialized referral hospital in Saudi Arabia, which remains underrepresented in international literature. Second, this study applies an SEM-PLS approach grounded in the Job Demands–Resources Theory to comprehensively explain the structural relationship between psychological factors and nursing performance. Third, this study focuses on nursing work efficiency as the primary outcome variable, which remains relatively underexplored in modern nursing research. Finally, this study contributes empirically to healthcare human resource management literature, particularly regarding the importance of emotional intelligence as a psychological resource in improving healthcare service effectiveness.

King Fahad Specialist Hospital, as part of the Qassim Health Cluster, is one of the major specialized referral hospitals in Saudi Arabia with a large nursing workforce, high workload intensity, and dynamic service complexity. These conditions make the hospital highly relevant for examining the influence of emotional intelligence on nursing work efficiency. Based on the above explanation, this study was conducted to analyze the relationship between emotional intelligence and nursing work efficiency at King Fahad Specialist Hospital – Qassim Cluster in 2026 using an SEM-PLS approach based on the Job Demands–Resources Theory.

LITERATURE REVIEW

Theoretical Framework

Job Demands–Resources (JD-R) Theory



This study adopts the Job Demands–Resources Theory (JD-R Theory) as the primary theoretical foundation to explain the relationship between emotional intelligence and nursing work efficiency. Job demands refer to aspects of work that require sustained physical and psychological effort, potentially leading to work stress and emotional exhaustion. In contrast, job resources are resources that assist individuals in achieving work goals, reducing the negative effects of stress, and enhancing work motivation. In the nursing context, job demands include emotional pressure, heavy workloads, long working shifts, patient care complexity, and the need for rapid clinical decision-making (Dall’Ora et al., 2020). These conditions may reduce work efficiency if they are not balanced by adequate psychological resources. One of the most important personal resources in JD-R Theory is emotional intelligence, which refers to an individual’s ability to recognize, manage, and regulate emotions effectively (Schaufeli et al., 2020).

JD-R Theory explains that individuals with strong psychological resources are better able to cope with work-related pressures, maintain motivation, and achieve optimal job performance (Lesener et al., 2020). In this study, emotional intelligence is conceptualized as a personal resource that enables nurses to improve work focus, interpersonal communication, emotional stability, and work efficiency in highly demanding hospital environments.

Emotional Intelligence Theory

The concept of emotional intelligence was first introduced by Peter Salovey and John D. Mayer, who defined emotional intelligence as an individual’s ability to understand, manage, express, and utilize emotions effectively in both social and occupational settings (Salovey & Mayer, 2020). Emotional intelligence is particularly important in nursing because nurses interact directly with patients, patients’ families, and other healthcare professionals in emotionally complex situations.

Nurses with high levels of emotional intelligence tend to demonstrate better therapeutic communication skills, higher empathy, more effective coping strategies, and stronger emotional stability when dealing with critically ill patients (Kim et al., 2022). Previous studies have shown that emotional intelligence is positively associated with job satisfaction, organizational commitment, work engagement, and nursing performance (Nantsupawat et al., 2024; Zhang et al., 2023). Furthermore, emotional intelligence contributes to improved clinical decision-making quality and patient safety because nurses are able to maintain concentration and emotional control under high-pressure working conditions.

Nursing Work Efficiency Theory

Nursing work efficiency refers to nurses’ ability to deliver healthcare services optimally through the effective use of time, energy, and organizational resources to achieve high-quality healthcare outcomes (Aiken et al., 2021). Work efficiency reflects nurses’ ability to complete clinical tasks accurately, quickly, safely, and effectively without compromising patient care standards.

According to Donabedian (2020), healthcare service quality is influenced by three main components: structure, process, and outcome. In the nursing context, work efficiency represents an important healthcare outcome influenced by organizational factors, work environment, individual competencies, and healthcare workers’ psychological conditions.

Previous studies have demonstrated that psychological factors such as emotional intelligence, work motivation, and work engagement significantly influence healthcare workers’ work efficiency (Wang et al., 2023). Nurses with higher emotional intelligence tend to be more effective in managing working time, reducing interpersonal conflict, improving team collaboration, and maintaining patient care quality despite working under high-pressure clinical environments.

Research Conceptual Framework

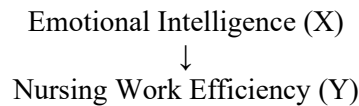
Based on the theoretical perspectives and findings from previous studies, this study develops a conceptual framework explaining the relationship between emotional intelligence and nursing work efficiency.

Emotional intelligence is positioned as the independent variable that influences nursing work efficiency as the dependent variable. From the perspective of JD-R Theory, emotional intelligence



serves as a personal resource that helps nurses cope with job demands, thereby improving performance and work efficiency.

Conceptual Framework



Variable Dimensions

Independent Variable: Emotional Intelligence (X)

Referring to Salovey and Mayer's theory, the dimensions of emotional intelligence include:

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

(Salovey & Mayer, 2020)

Dependent Variable: Nursing Work Efficiency (Y)

The dimensions of nursing work efficiency include:

1. Service accuracy
2. Work productivity
3. Time effectiveness
4. Quality of patient care
5. Clinical task completion capability

(Aiken et al., 2021)

Research Hypothesis

H1: There is a positive and significant relationship between emotional intelligence and nursing work efficiency at King Fahad Specialist Hospital – Qassim Health Cluster in 2026.

2. RESEARCH METHOD

1. Research Design

This study employed a quantitative approach using a cross-sectional design. This approach was selected to analyze the relationship between emotional intelligence and nursing work efficiency at a single point in time.

Research Setting and Period

The study was conducted at King Fahad Specialist Hospital, part of the Qassim Health Cluster, from November 2025 to January 2026.

Population and Sample

The study population consisted of all active nurses working at King Fahad Specialist Hospital, totaling 4,425 nurses. A total sample of 312 respondents was selected using stratified random sampling based on service units.

Inclusion and Exclusion Criteria

Inclusion Criteria

1. Active nurses
2. Minimum work experience of six months
3. Willingness to participate as respondents

Exclusion Criteria

1. Nurses on long-term leave
2. Respondents who did not complete the questionnaire fully

Research Variables

Independent Variable

Emotional intelligence



Dependent Variable

Nursing work efficiency

Research Instruments

Data were collected using:

1. Emotional Intelligence Scale
2. Nursing Work Efficiency Scale

All instruments employed a five-point Likert scale.

Validity and Reliability Testing

Validity testing was conducted using convergent validity and discriminant validity assessments. Reliability testing was performed using composite reliability and Cronbach's alpha, with a minimum acceptable threshold of 0.70.

Data Collection Technique

Data were collected through online surveys using Google Forms and direct distribution of questionnaires to respondents.

Data Analysis Technique

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software.

The analysis stages included:

1. Outer model analysis
2. Inner model analysis
3. Hypothesis testing
4. Coefficient of determination analysis

Research Ethics

This study obtained ethical approval from the hospital ethics committee. All respondents provided informed consent before participating in the study.

RESEARCH FINDINGS

Respondent Characteristics

The majority of respondents were female (68.3%), aged between 26–35 years (54.1%), and had more than five years of working experience (47.8%). Most respondents were assigned to the Intensive Care Unit (ICU), emergency department, and medical ward.

Outer Model Analysis

The convergent validity test results indicated that all indicators had loading factor values greater than 0.70. The Average Variance Extracted (AVE) values for all constructs exceeded 0.50, indicating satisfactory convergent validity.

The composite reliability and Cronbach's alpha values for all variables were above 0.70, demonstrating that the research instruments were reliable.

Inner Model Analysis

The R-square value for nursing work efficiency was 0.58. This finding indicates that emotional intelligence was able to explain 58% of the variance in nurses' work efficiency.

Hypothesis Testing

The bootstrapping analysis showed that emotional intelligence had a positive and significant effect on nursing work efficiency with the following results:

- Path coefficient = 0.642
- T-statistics = 9.871
- P-value < 0.001

Therefore, the research hypothesis was accepted.



3. RESULT AND DISCUSSION

The Effect of Emotional Intelligence on Nursing Work Efficiency

The findings of this study revealed that emotional intelligence had a positive and significant influence on nursing work efficiency at King Fahad Specialist Hospital in 2026. These findings indicate that nurses' ability to recognize, understand, regulate, and manage emotions effectively plays a crucial role in improving healthcare service quality, work effectiveness, and adaptability to the complex and dynamic pressures of hospital environments.

In modern healthcare settings, nurses are exposed to substantial work demands, including emotional pressure resulting from intensive interactions with critically ill patients, patients' families, and the need for rapid and accurate clinical decision-making. These conditions increase nurses' vulnerability to work stress, emotional exhaustion, and burnout, which may negatively affect service quality and work efficiency (Dall'Ora et al., 2020). Therefore, emotional intelligence functions as an important psychological resource that helps nurses maintain emotional stability and optimal work performance.

The findings demonstrated that nurses with higher levels of emotional intelligence were better able to control stress, maintain effective interpersonal communication, and improve clinical decision-making abilities in highly demanding work situations. Nurses with strong emotional regulation skills were also more capable of maintaining work focus, reducing interpersonal conflict, and sustaining therapeutic relationships with patients and their families. These findings suggest that emotional intelligence not only influences individual psychological well-being but also directly contributes to healthcare quality and overall hospital organizational effectiveness.

The results are consistent with Emotional Intelligence Theory proposed by Salovey and Mayer (2020), which explains that individuals with high emotional intelligence possess better abilities to understand both their own emotions and those of others, thereby improving work behavior effectiveness in complex and dynamic environments. In the nursing context, emotional regulation enables nurses to remain calm, focused, and professional when dealing with critically ill patients and emotionally demanding situations.

This study also reinforces the Job Demands–Resources (JD-R) Theory, which states that personal resources such as emotional intelligence help individuals cope more effectively with job demands, thereby enhancing work motivation and organizational performance (Bakker & Demerouti, 2020). In specialist hospital environments, excessive work demands may reduce work efficiency if not balanced by adequate psychological capabilities. Emotional intelligence therefore serves as a protective mechanism that helps nurses maintain psychological stability and patient care quality.

The findings are aligned with the study by Kim et al. (2022), which reported that emotional intelligence positively influences nursing performance, therapeutic communication skills, and patient care effectiveness. Similarly, Zhang et al. (2023) found that nurses with high emotional intelligence possess better coping abilities, enabling them to maintain work productivity despite experiencing high work pressure. In addition, Nantsupawat et al. (2024) demonstrated that emotional intelligence enhances work engagement, job satisfaction, and nursing service quality in hospital settings.

Another study conducted by Lee et al. (2024) explained that emotional intelligence helps healthcare workers improve adaptability to workplace changes and the complexity of modern healthcare services. Nurses with strong empathy and emotional control are more likely to establish effective team collaboration, improve patient safety, and reduce clinical errors. These findings further strengthen the present study's conclusion that emotional intelligence is a critical factor in improving nursing work efficiency.

In addition to supporting previous studies, the present findings suggest that emotional intelligence functions as a form of psychological capital that enables nurses to preserve psychological energy while dealing with the pressures of specialist hospital environments. In modern healthcare systems, work efficiency is determined not only by technical skills and clinical competencies but also by healthcare



workers' psychological abilities to manage emotional pressure and maintain effective interpersonal relationships.

The researchers assume that nurses with high emotional intelligence are more capable of:

1. Managing emotional pressure in critical patient care
2. Improving therapeutic communication with patients and families
3. Reducing interpersonal conflict among healthcare professionals
4. Maintaining focus and concentration during emergency situations
5. Managing work stress more adaptively
6. Enhancing multidisciplinary team collaboration in healthcare services

Therefore, emotional intelligence becomes a strategic factor in improving nursing work efficiency while simultaneously supporting the enhancement of overall hospital healthcare service quality.

Theoretical Implications

This study provides important theoretical contributions to the development of nursing literature, healthcare human resource management, and healthcare organizational behavior. The findings strengthen the integration between Job Demands–Resources Theory and Emotional Intelligence Theory in explaining the relationship between psychological resources and healthcare workforce performance.

The study demonstrates that emotional intelligence is a personal resource capable of improving nurses' adaptability to high work demands. These findings extend the application of JD-R Theory in the context of modern healthcare services, particularly within specialist hospitals characterized by high levels of service complexity.

Furthermore, the study reinforces the theoretical assumption that nursing work efficiency is influenced not only by technical competencies and clinical skills but also by healthcare workers' psychological and emotional factors. Thus, this study contributes to the development of psychological models in healthcare workforce management based on human-centered healthcare management principles.

Practical Implications

The findings provide important practical implications for hospital management and healthcare organizations in improving nursing workforce efficiency. Hospitals need to develop emotional intelligence strengthening strategies as part of modern healthcare workforce competency development. Several programs may be implemented, including:

1. Therapeutic Communication Training

Hospitals should organize interpersonal and therapeutic communication training programs to improve nurses' empathy, active listening, and conflict management abilities.

2. Stress Management Programs

Stress management and emotional regulation training are important to help nurses cope with work

3. Psychological Support Program

The provision of psychological counseling services, peer support, and mental health programs can help maintain the psychological well-being of healthcare professionals.

4. Employee Well-Being Initiatives

Hospitals need to develop employee well-being policies by improving work–life balance, organizational support, and supportive work environments to enhance nurses' motivation and work efficiency.

5. Development of Human Resource Management Based on Psychological Resources

Hospital management needs to integrate emotional intelligence aspects into the recruitment process, training, performance evaluation, and career development of nursing personnel.

Research Novelty

This study has several novel contributions compared to previous studies, namely:



1. Focus on Specialist Hospitals in Saudi Arabia

Research related to emotional intelligence and nursing work efficiency in specialist hospitals in the Middle East remains relatively limited. This study provides new empirical contributions within the context of Saudi Arabian healthcare services, particularly at King Fahad Specialist Hospital – Qassim Health Cluster.

2. Use of the SEM-PLS Approach

This study employs the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach to analyze the structural relationship between emotional intelligence and nursing work efficiency more comprehensively compared to conventional regression approaches.

3. Integration of JD-R Theory and Emotional Intelligence Theory

This study integrates Job Demands–Resources (JD-R) Theory and Emotional Intelligence Theory in explaining the relationship between psychological resources and nursing performance within the context of modern hospitals.

4. Focus on Nursing Work Efficiency

Most previous studies have focused on burnout, job satisfaction, or organizational commitment, whereas this study specifically positions nursing work efficiency as the primary outcome variable.

5. Contribution to Human-Centered Healthcare Management

This study strengthens the human-centered healthcare management approach, which positions healthcare workers' psychological factors as strategic components in improving healthcare service quality and hospital organizational effectiveness.

4. CONCLUSION

This study aimed to analyze the relationship between emotional intelligence and nursing work efficiency at King Fahad Specialist Hospital – Qassim Health Cluster in 2026 using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach based on Job Demands–Resources (JD-R) Theory.

The findings demonstrated that emotional intelligence has a positive and significant effect on nursing work efficiency. These findings indicate that nurses' ability to recognize, understand, manage, and regulate emotions effectively contributes to improving healthcare service quality, work effectiveness, and the adaptability of nursing personnel in dealing with the complex and dynamic pressures of hospital work environments.

Nurses with high levels of emotional intelligence tend to have better abilities to maintain emotional stability, enhance interpersonal communication, reduce workplace conflict, and sustain focus and quality in clinical decision-making under highly demanding service situations. These conditions contribute to improved work efficiency, service productivity, and overall patient care quality.

This study also reinforces Job Demands–Resources Theory, which explains that emotional intelligence represents a form of personal resource that enables healthcare workers to cope with job demands more adaptively, thereby improving work performance and healthcare organizational effectiveness. Furthermore, this study supports Emotional Intelligence Theory, which emphasizes that emotional regulation plays a crucial role in enhancing work behavior effectiveness in highly complex and high-risk professional environments such as specialist hospitals.

Empirically, this study contributes to the development of nursing and healthcare human resource management literature, particularly regarding the importance of psychological factors in improving nursing work efficiency in modern hospitals. This study also expands the discussion of emotional intelligence within the context of Middle Eastern healthcare services, which remains relatively underexplored in international literature.

From a methodological perspective, the use of SEM-PLS enabled this study to analyze structural relationships among variables comprehensively and strengthened the validity of the conceptual model based on psychological resources in the context of modern healthcare services.



Therefore, this study confirms that emotional intelligence is a strategic factor in improving nursing work efficiency and healthcare service quality, and thus should become an essential component in the development of hospital human resource management based on human-centered healthcare management.

Recommendations

Recommendations for Hospital Management

The management of King Fahad Specialist Hospital – Qassim Health Cluster should integrate emotional intelligence development into human resource management policies and nursing competency development programs. These efforts may include:

- therapeutic communication training,
- emotional regulation and stress management training,
- psychological support programs,
- strengthening employee well-being initiatives, and
- developing supportive and collaborative workplace cultures.

Hospitals also need to establish psychological well-being monitoring systems for healthcare workers to reduce burnout risk and improve patient service efficiency. In addition, emotional intelligence aspects may be considered in recruitment, performance evaluation, and nursing career development processes as part of strategies for sustainable healthcare quality improvement.

Recommendations for Nursing Personnel

Nursing personnel are expected to improve emotional intelligence abilities through the development of self-awareness, self-regulation, empathy, interpersonal communication, and coping skills in dealing with workplace pressures. Enhancing these abilities is essential to support professionalism, service effectiveness, and the quality of therapeutic relationships with patients and their families.

Nurses also need to strengthen psychological adaptability and work resilience to effectively cope with the increasing complexity of modern healthcare service dynamics.

Recommendations for Nursing Education Institutions

Nursing education institutions should strengthen the integration of emotional intelligence, psychological resilience, therapeutic communication, and stress management into nursing education curricula. Soft-skill-based and emotional competency learning approaches are important to prepare nursing graduates capable of working professionally within modern healthcare environments.

Recommendations for Future Research

Future studies are recommended to:

1. Develop research models by incorporating mediating or moderating variables such as work engagement, burnout, organizational support, psychological resilience, or job satisfaction.
2. Use longitudinal designs to analyze causal relationships more comprehensively.
3. Expand research coverage across various hospitals, regions, and healthcare systems to improve the generalizability of findings.
4. Combine quantitative and qualitative approaches (mixed methods) to gain a more comprehensive understanding of the psychological dynamics of nursing personnel.
5. Develop models based on digital healthcare environments and human-centered healthcare management within the context of global healthcare transformation.

Research Limitations

This study has several limitations that should be considered when interpreting the findings. First, the study employed a cross-sectional design; therefore, the relationships among variables cannot fully explain causality. Second, data collection using self-reported questionnaires may introduce respondent subjectivity bias. Third, the study was conducted in only one specialist hospital in Saudi Arabia, limiting the generalizability of findings to other hospital settings.



Nevertheless, this study still provides important theoretical and practical contributions to the development of healthcare human resource management based on psychological resources and emotional intelligence within the context of modern healthcare services.

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