

Work Engagement Improvement Model Through Employee Mindfulness And Emotional Intelligence: Examining The Moderation Role of Islamic Organizational Culture in the Context of Health Human Resources

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Abstract. *This study aims to analyze the enhancement of work engagement through employee mindfulness and emotional intelligence, as well as to examine the moderating role of Islamic organizational culture among healthcare workers at RSI Sultan Agung Semarang. The research employs an explanatory design with a quantitative approach. A total of 239 permanent nurses at RSI Sultan Agung Semarang participated as respondents. Data were collected using questionnaires, and data analysis was conducted using the Partial Least Square (PLS) technique with the assistance of SMART PLS 3 software. The results indicate that employee mindfulness has a positive and significant effect on nurses' work engagement. Furthermore, employee mindfulness was found to enhance emotional intelligence, which in turn significantly influences work engagement. However, Islamic organizational culture was not found to significantly moderate the relationship between employee mindfulness and work engagement. These findings emphasize that strengthening employee mindfulness and emotional intelligence is crucial to improving work engagement while the moderating role of Islamic organizational culture within the context of this study is not approved. The practical implications of this research encourage organizations to prioritize the development of mindfulness and emotional intelligence among healthcare workers to enhance their work engagement.*

Keywords: Employee; Mindfulness; Intelligence; Organizational.

1. Introduction

Healthcare is one of the most crucial sectors in maintaining the sustainability and quality of life of society. In a global context, health is not only related to an individual's physical well-being, but also encompasses the interconnected mental, social, and environmental aspects. In an era of increasingly complex globalization, healthcare organizations face various challenges, ranging from increasing patient demands, regulatory changes, and pressure to

improve the efficiency and effectiveness of services. Increasing patient demands, fueled by growing awareness of their rights and broader access to health information, require healthcare organizations to provide more personalized, responsive, and high-quality services. Dynamic regulatory changes, both at the national and international levels, demand adaptive and proactive responses from healthcare organizations. Continuously evolving regulations, ranging from patient safety standards and clinical practice guidelines to data privacy policies, force organizations to consistently update their operational policies and procedures. Non-compliance with regulations can not only result in legal and financial sanctions but also damage an organization's reputation and public trust.

An article published by the Indonesian Ministry of Health states that 80% of the success of health development programs depends on the strategic role of health workers (Kemenkes, 2021). This indicates that without the active involvement and professionalism of health workers, efforts to achieve health development goals will be hampered. In the era of globalization and rapid technological development, as well as the continued growth of hospitals, demands on the performance of health workers are increasingly high. Health human resources (HR) are a highly valuable asset and play a crucial role in the health care system. As a strategic asset, HR health workers have the primary responsibility for ensuring the success of various health programs and services. They are the spearheads who directly interact with patients and the community, so their quality, competence, and dedication significantly determine the level of service success, patient satisfaction, and the achievement of national health targets. This direct role places health workers at the forefront in ensuring equitable access, high quality, and the sustainability of effective and efficient health services. Furthermore, the quality of services provided, innovation in medical practice, and the ability of health workers to adapt to environmental changes and the challenges of the times depend heavily on their level of involvement and commitment.

According to the journal Kabat-Zinn (2003) In "Mindfulness-based interventions in context: past, present, and future," mindfulness is defined as the awareness that arises from intentionally paying attention to present experiences without judgment, enabling individuals to respond with acceptance rather than reaction to those experiences. Yunita and Lesmana (2019) suggested that mindfulness involves a connected and active state of mind achieved by noticing new things and paying attention to ongoing experiences. Gunasekara and Zheng (2019) revealed that mindfulness has a positive relationship with work engagement. They stated that one factor in forming work engagement is the presence of mindfulness in employees, which makes employees more focused, less easily distracted, and able to develop various skills such as emotional management and the ability to resolve conflicts in the workplace. The results of this study indicate that increasing levels of mindfulness will increase work engagement, which ultimately has a positive impact on employee performance and well-being. Nurrusma (2019) adopted the concept of employee mindfulness to examine its impact on work engagement through the mediation of psychological capital. The results indicate that employee mindfulness is an important mental disposition that can increase work engagement by strengthening employees' psychological resources. Employees who practice mindfulness

tend to feel calmer, more satisfied mentally, and have a positive perception of themselves and their work environment. This condition increases work engagement levels because employees who feel better mentally are more motivated, focused, and active in their work.

2. Research Methods

This research aims to test a previously formulated hypothesis, with the goal of proving or strengthening it. The results are expected to significantly contribute to strengthening the theory underlying the research. The approach used in this study is explanatory research, which focuses on analyzing the causal relationships between variables and attempts to test the previously formulated hypothesis. (Sari, et al., 2022). The variables to be tested in this study include mindfulness, emotional intelligence, work engagement, and Islamic organizational culture.

3. Results and Discussion

The respondents in this study were nurses with permanent employee status at Sultan Agung Islamic Hospital in Semarang with a minimum of two years of service. A total of 239 nurses met the criteria and participated in the study, who were then tested and analyzed.

The demographics of respondents in this study include gender, age, education, and length of service. The demographic tabulation is presented in Table below.

Table Respondent Demographics

Characteristics	Information	Total	Percentage
Gender	Man	75	31.38
	Woman	164	68.62
Age	≤30	54	22.59
	31-40	151	63.18
	41-50	34	14.23
Education	D3	115	48.12
	S1	29	12.13
	S2	2	0.84
	Profession Ns	93	38.91
Years of service	2-5 years	30	12.55
	6-10 years	101	42.26
	11-15 years	67	28.03
	>15 years	41	17.15

Source: Processed primary data, 2025

Based on table the total 298 nurse respondents involved in the research at RSI Sultan Agung Semarang, it shows that the majority of respondents were female, amounting to 164 people, more than the male respondents, amounting to 75 people. The age of the respondents ≤30 years as many as 54 people, 31-40 years as many 151 respondents and 41-50 years old 34

respondents. 115 respondents had a D3 education, 29 people had a bachelor's degree, 2 people had a master's degree and 93 people had a professional education. 30 people have worked for 2-5 years, 101 people have worked for 6-10 years, 67 people have worked for 11-15 years, and 41 people have worked for more than 15 years.

Descriptive research variables include measuring the index value of each indicator of the variables studied using statistical calculations of the average (mean). Respondent research scores are based on the following criteria:

Lowest Assessment Score :1

Highest Assessment Score : 5

Interval $\frac{5-1}{3} = 1,33$

So that the researcher succeeded in determining research boundaries for each variable as follows:

Table Variable Measurement Criteria

No.	Criteria	Interval
1.	Low	1 – 2.33
2.	Currently	2.34 – 3.67
3.	Tall	3.68 - 5

With this grouping, it is hoped that the results of the analysis can provide a clearer picture of the tendencies of perceptions and attitudes of RSI Sultan Agung nursing staff towards each research variable.

Data analysis in this test was conducted using Smart PLS version 3.0 software with a two-submodel approach: an outer model and an inner model. The outer model was used to test the validity and reliability of the indicators used in measuring the variables. The inner model was used to examine the relationships between variables and test the overall research hypothesis.

1) *Convergent Validity*

Convergent validity assesses the strong correlation between indicators that describe the same construct. This can be seen from the loading factor value for each indicator, which is ideally >0.7 and the Average Variance Extracted (AVE) value >0.5, indicating that the construct is able to explain >50% of the variance in its indicators.(Hair et al., 2017).

An individual's reflective measure is considered high if it correlates more than 0.70 with the construct it is intended to measure. However, in research at the scale development stage, loadings of 0.50 to 0.60 are still acceptable (Ghozali & Latan, 2015).

The outer loading values for all indicators in the Emotional Intelligence (EI) variable were >0.7 , with values ranging from 0.782 to 0.849. This indicates a strong correlation between the Emotional Intelligence variables and their performance in the measurement model, allowing for further testing.

In the Islamic Organizational Culture (BOI) variable, there is one variable with an outer loading value of <0.7 , namely BOI3. However, according to Ghozali & Latan (2015), this value is still acceptable. Therefore, no indicators were removed from this model, and this variable shows a correlation and works in the measurement model.

In addition to factor loadings, convergent validity was also tested using the Average Variance Extracted (AVE) value. The expected AVE value for each construct is >0.5 , indicating that the construct is able to adequately explain the variance of its indicators. The AVE values for each variable in this study are as follows:

Table Average Variance Extracted (AVE) Value

Variables	Average Extracted (AVE)	Variance
<i>Employee Mindfulness(EM)</i>	0.554	
<i>Emotional Intelligence(EI)</i>	0.644	
<i>Islamic Organizational Culture (BOI)</i>	0.679	
<i>Work Engagement(WE)</i>	0.650	

Source: Processed primary data (2025)

The AVE output presented in Table shows that all variables used in this study have an AVE value >0.5 . The variable with the highest value is Islamic Organizational Culture at 0.679, while the variable with the lowest value is *Employee Mindfulness(EM)* of 0.554. The other two variables are *Emotional Intelligence(EI)* and *Work Engagement(WE)* each has an AVE value of 0.644 and 0.650.

Based on these results, it can be concluded that the four variables in this study have adequate convergent validity and are able to explain the constructs used in this study and meet good convergent validity.

2) Discriminant validity

The discriminant validity measures used by researchers in PLS-SEM analysis are the Fornell-Larcker Criterion and cross-loading. In the Fornell-Larcker Criterion method, a construct is declared valid if the square root of the AVE $>$ the correlation between constructs (Hair et.al, 2011). The cross-loading method requires that a construct is declared valid if the indicator loading on the construct $>$ the loading on another construct (Hair et.al, 2011).

3) Cronbach's Alpha Reliability Test

Testing is carried out to assess the extent to which the research instrument produces consistent and reliable data in measuring the variables being studied. (Hair et al., 2017) Reliability tests typically refer to Cronbach's Alpha values. A value >0.70 is considered adequate for confirmatory research, while a value >0.6 is acceptable for explanatory research. Furthermore, reliability can also be evaluated using a composite reliability value with a minimum standard of >0.7 for confirmatory research, while a value between 0.60 and 0.70 is acceptable for explanatory research. The results of the reliability validity test in this study are presented in Table below:

Table Cronbach's Alpha and Composite Reliability Values

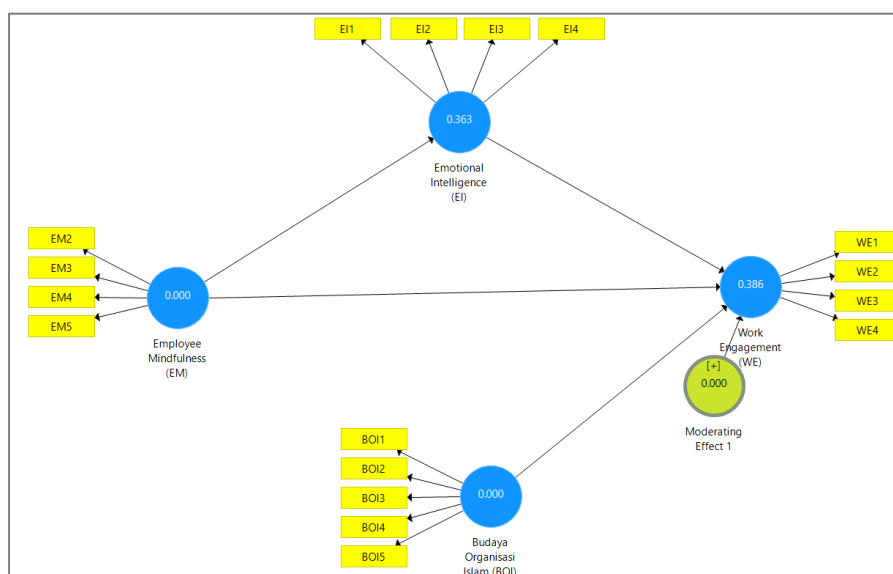
Construct	Cronbach's Alpha	Composite Reliability
Employee Mindfulness(EM)	0.761	0.850
Emotional Intelligence(EI)	0.816	0.878
Islamic Organizational Culture (BOI)	0.877	0.912
Work Engagement(WE)	0.820	0.881

Source: Processed primary data (2025)

Overall, the results of this reliability test indicate that the research instrument used in this study is valid and reliable and can be used for further analysis.

Inner model analysis in this study was conducted to examine the causal relationships between latent variables. Inner model testing in this study was conducted using R-square (R^2), F-square, and Q-square tests to assess the strength, significance, contribution, and predictive ability of the structural model.

The R-Square (R^2) value describes the model's predictive ability, namely how much variation in the dependent variable can be explained by the independent variables in the model. According to Hair et al. (2011), an R^2 value of 0.75 indicates a strong influence, a value of 0.5 indicates a moderate influence, and a value of 0.25 indicates a weak influence.



The Q^2 value is calculated using the blindfolding method by determining the omission distance based on the amount of available data. This process is carried out to test how well the model can predict unseen data. In PLS, blindfolding is used to evaluate the Stone-Geisser (Q^2) value, which indicates the level of predictive relevance of the tested model.

Table Predictive Relevance (Q^2)

	Q^2 (Redundancy)	Q^2 (Communality)
Islamic Organizational Culture (BOI)		0.530
Emotional Intelligence(EI)	0.363	0.403
Employee Mindfulness(EM)		0.355
Moderating Effect 1		1,000
Work Engagement(WE)	0.386	0.420

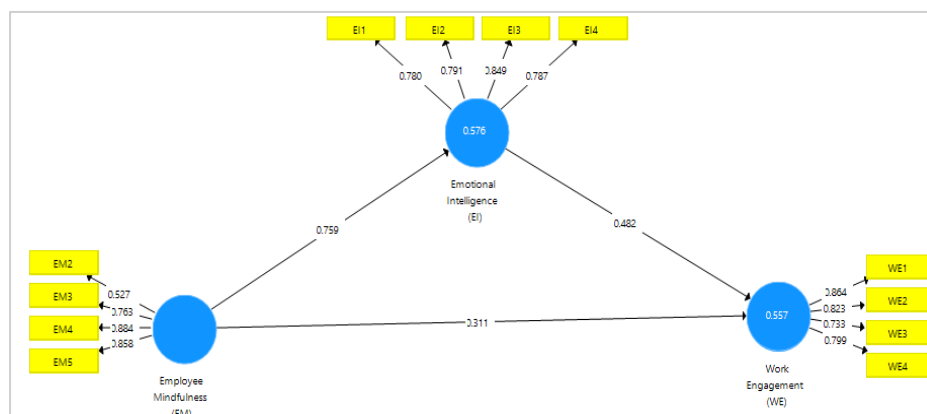
Source: Processed primary data (2025)

The Q^2 value in Table indicates that the results obtained for all variables in the model are >0 , indicating that the model has strong predictive ability. With relatively high Q^2 communality and redundancy values for variables such as Islamic Organizational Culture, Emotional Intelligence, Employee Mindfulness, and Work Engagement, it can be concluded that this model is valid and reliable in predicting related data. Overall, these results confirm that the model used has adequate predictive relevance and is suitable for use in research.

Hypothesis Testing Results:

Hypothesis testing in this study was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM). This method was chosen because of its ability to simultaneously test causal relationships between variables, particularly for models involving intervening and moderating variables. The main focus of the test was to analyze the effect of employee mindfulness on work engagement, with emotional intelligence acting as an intervening variable and Islamic organizational culture as a moderating variable that influences the strength and direction of the relationship between the variables.

The hypothesis testing process was conducted in two stages. The first stage was conducted without including the moderating role of Islamic Organizational Culture, and the second stage was conducted by including the moderating role of Islamic Organizational Culture in the relationship between Emotional Intelligence and Work Engagement.



H1: Employee Mindfulness has a positive effect on work engagement

H2: Employee Mindfulness has a positive effect on emotional intelligence

H3: Emotional intelligence has a positive effect on work engagement

The results of this causal relationship test can be seen through the path coefficient and P value values presented in table below:

Table Live Test Results

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Employee Mindfulness(EM)</i>	->	<i>Work Engagement (WE)</i>	0.311	0.310	0.068	4,601	0.000
<i>Employee Mindfulness(EM)</i>	->	<i>Emotional Intelligence (EI)</i>	0.759	0.759	0.034	22,306	0.000
<i>Emotional Intelligence(EI)</i>	->	<i>Work Engagement (WE)</i>	0.482	0.485	0.065	7,430	0.000

Source: Processed primary data (2025)

Based on table the results of the path analysis in this study revealed that all relationships between the variables tested were proven to be statistically significant with a p-value <0.05 and a t-statistic value >1.96.

Based on the signs of the path coefficients and the nature of the formative relationship between variables, the interpretation of the PLS model can be explained as follows:

Table Summary of Direct Hypothesis Test Results

Hypothesis	Track	Hypothesis Proposed	Results	Conclusion
H1	<i>Employee Mindfulness(EM)→Work Engagement (WE)</i>	Significant positive	Significant positive	Accepted
H2	<i>Employee Mindfulness(EM)→Emotional Intelligence (EI)</i>	Significant positive	Significant positive	Accepted
H3	<i>Emotional Intelligence(EI)→Work Engagement (WE)</i>	Significant positive	Significant positive	Accepted

Source: Processed primary data (2025)

a. Hypothesis Test Results 1

Based on the results of the hypothesis testing, it shows that Employee Mindfulness has a positive and significant effect on work engagement with a path coefficient of 0.311, a t-statistic value of 4.601 (>1.96) and a significance level of 0.000 (<0.05). Therefore, with the results obtained, H1 is accepted and it can be concluded that Employee Mindfulness has a positive

and significant effect on work engagement. Thus, the first hypothesis (H1) which states that Employee Mindfulness has a positive effect on work engagement is accepted.

b. Hypothesis Test Results 2

Based on the results of the hypothesis testing, it shows that Employee Mindfulness has a positive and significant influence on *Emotional Intelligence* with a path coefficient of 0.759, a t-statistic value of 22.406 (>1.96), and a significance level of 0.000 (<0.05). Therefore, with the results obtained, H2 is accepted and it can be concluded that Employee Mindfulness has a positive and significant effect on *Emotional Intelligence*. Thus, the second hypothesis (H2) states that Employee Mindfulness has a positive influence on *Emotional Intelligence* accepted.

c. Hypothesis Test Results 3

Based on the results of the hypothesis testing, it shows that *Emotional Intelligence* has a positive and significant influence on *Work Engagement* with a path coefficient of 0.482, a t-statistic value of 7.430 (>1.96) and a significance level of 0.000 (<0.05). Therefore, with the results obtained, H3 is accepted and it can be concluded that *Emotional Intelligence* has a positive and significant effect on *Work Engagement*. Thus the third hypothesis (H3) states *Emotional Intelligence* has a positive impact on *Work Engagement* accepted.

Hypothesis testing at this stage is focused on examining the relationship between Employee Mindfulness, Emotional Intelligence, and Work Engagement through the role of Islamic Organizational Culture as a moderating variable.

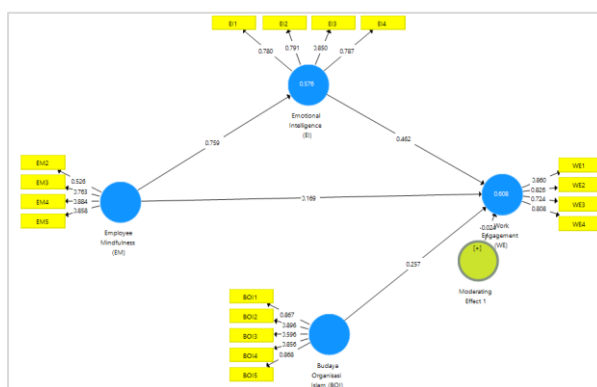


Figure Indirect Structural Model Testing

The hypothesis proposed in this study is as follows:

H1: Employee Mindfulness has a positive effect on work engagement

H2: Employee Mindfulness has a positive effect on emotional intelligence

H3: Emotional intelligence has a positive effect on work engagement

H4: Islamic Organizational Culture moderates the relationship between employee mindfulness and work engagement of health human resources.

The results of this causal relationship test can be seen through the path coefficient and P value values presented in table below:

Table Live Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Employee Mindfulness(EM)→Work Engagement (WE)</i>	0.169	0.171	0.078	2,186	0.029
<i>Employee Mindfulness(EM)→Emotional Intelligence (EI)</i>	0.759	0.760	0.031	24,308	0.000
<i>Emotional Intelligence(EI)→Work Engagement (WE)</i>	0.462	0.463	0.068	6,770	0.000
<i>Islamic Organizational Culture (BOI)→Work Engagement (WE)</i>	0.257	0.260	0.061	4,206	0.000
Moderating Effect 1→Work Engagement (WE)	-0.024	-0.023	0.045	0.535	0.593

Source: Processed primary data (2025)

Based on the signs of the path coefficients and the nature of the formative relationship between variables, the interpretation of the PLS model can be explained as follows:

Table Summary of Indirect Hypothesis Test Results

Hypothesis	Track	Hypothesis Proposed	Results	Conclusion
H1	<i>Employee Mindfulness(EM)→Work Engagement (WE)</i>	Significant positive	Significant positive	Accepted
H2	<i>Employee Mindfulness(EM)→Emotional Intelligence (EI)</i>	Significant positive	Significant positive	Accepted
H3	<i>Emotional Intelligence(EI)→Work Engagement (WE)</i>	Significant positive	Significant positive	Accepted
H4	<i>Moderating Effect1 -> Work Engagement (WE)</i>	Significant positive	Negative is not significant	Rejected

Source: Processed primary data (2025)

a. Hypothesis Test Results 1

Based on the results of the hypothesis testing, it shows that Employee Mindfulness has a positive and significant effect on work engagement with a path coefficient of 0.169, a t-statistic value of 2.186 (>1.96) and a significance level of 0.029 (<0.05). Therefore, with the results obtained, H1 is accepted and it can be concluded that Employee Mindfulness has a positive and significant effect on Work Engagement. Thus, the first hypothesis (H1) which states that Employee Mindfulness has a positive effect on work engagement is accepted.

b. Hypothesis Test Results 2

Based on the results of the hypothesis testing, it shows that Employee Mindfulness has a positive and significant influence on *Emotional Intelligence* with a path coefficient of 0.759, a t-statistic value of 24.308 (>1.96), and a significance level of 0.000 (<0.05). Therefore, with the results obtained, H2 is accepted and it can be concluded that Employee Mindfulness has a positive and significant effect on *Emotional Intelligence*. Thus, the second hypothesis (H2) states that Employee Mindfulness has a positive influence on *Emotional Intelligence* accepted.

c. Hypothesis Test Results 3

Based on the results of the hypothesis testing, it shows that *Emotional Intelligence* has a positive and significant influence on *Work Engagement* with path coefficient-0.024, the t-statistic value is 6.770 (>1.96) and the significance level is 0.000 (<0.05). Therefore, with the results obtained, H3 is accepted and it can be concluded that *Emotional Intelligence* has a positive and significant effect on *Work Engagement*. Thus the third hypothesis (H3) states *Emotional Intelligence* has a positive impact on *Work Engagement* accepted.

d. Hypothesis Test Results 4

Based on the results of the hypothesis testing, it shows that Islamic Organizational Culture does not have a significant influence in moderating the relationship between employee mindfulness and work engagement of health human resources towards *Work Engagement*. This is proven by The path coefficient is 0.462, the t-statistic value is 0.535 (<1.96), and the significance level is 0.593 (>0.05). Therefore, with the results obtained, H4 is rejected and it can be concluded that Islamic Organizational Culture does not have a significant influence in moderating the relationship between employee mindfulness and work engagement of health human resources towards *Work Engagement*. Thus, the fourth hypothesis (H4) which states that Islamic Organizational Culture moderates the relationship between Employee Mindfulness and Work Engagement of health human resources is not accepted.

The influence test was conducted to explain the overall influence of Employee Mindfulness on Work Engagement both through Emotional Intelligence as an intervening variable and through Islamic Organizational Culture as a moderating variable.

Discussion of Research Results:

1) The Influence of Employee Mindfulness on Work Engagement

Based on the results of the first hypothesis (H1) testing in this study, Employee Mindfulness has a positive and significant effect on work engagement. This finding indicates that the higher the level of mindfulness possessed by nurses at RSI Sultan Agung Semarang, which is characterized by full awareness of changes in emotions and feelings during interactions with patients and colleagues, indicates higher work engagement. This is reflected in their ability to consciously recognize and explain emotional changes, provide services with full attention, and maintain composure and self-control when facing unpleasant conditions in the workplace.

This finding is in line with previous research by Abaker et al. (2025) that mindful healthcare workers are better able to focus, manage stress, and have high work engagement. This finding is also in line with research Chen et al. (2022) which suggests that mindfulness facilitates emotional regulation, perceptions of work meaning, and work competence, which together enhance work engagement. Similar support was also found in a study by Leroy et al. (2013), which states that individuals with higher levels of mindfulness tend to have greater engagement in daily work activities.

This study demonstrated that employee mindfulness has a positive and significant impact on nurses' work engagement. Therefore, if Sultan Agung Islamic Hospital (RSI Sultan Agung) wants to improve nurses' work engagement, the hospital should implement regular mindfulness training programs, create and support a conducive work culture, and conduct regular evaluations to continuously improve nurses' well-being and engagement. These steps are expected to continuously improve the quality of patient care.

2) The Influence of Employee Mindfulness on Emotional Intelligence

Based on the results of testing the second hypothesis (H2) in this study, Employee Mindfulness has a positive and significant effect on Emotional Intelligence. This finding indicates that nurses with high levels of mindfulness are better able to maintain emotional stability and feel happy in carrying out their duties despite facing high work pressure. Furthermore, mindfulness strengthens the ability to empathize, so that nurses become more sensitive to the feelings of patients and colleagues, which is an important aspect of emotional intelligence in healthcare. This ability also supports easier social adaptation because nurses can be more flexible and responsive to changes in the work environment and new social interactions.

This finding is in line with previous research by Abaker et al. (2025), which found that employee mindfulness has a significant effect on emotional intelligence. This is supported by studies conducted by Nadler, R., Carswell, J.J., & Minda, J.P. (2020) which shows that mindfulness training significantly improves employees' emotional intelligence. In addition, research conducted by Jiménez-Picón et al. (2021) also revealed a positive relationship between mindfulness and emotional intelligence among health workers and students.

Thus, this study strengthens the evidence that mindfulness is an important factor in the development of nurses' emotional intelligence, which has a positive impact on the quality of service and work well-being.

3) The Influence of Emotional Intelligence on Work Engagement

Based on the results of testing the third hypothesis (H3) in this study, Emotional Intelligence was proven to have a positive and significant effect on the Work Engagement of nurses at RSI Sultan Agung Semarang. This finding indicates that nurses with a good level of Emotional Intelligence tend to have a higher level of Work Engagement. Emotional intelligence enables nurses to be happier while doing their work, able to control emotions in stressful situations at work, empathize with patients and coworkers, and easily adapt to new social situations in the workplace.

This finding is consistent with the results of research conducted by Abaker et al. (2025), which found that emotional intelligence has a significant influence on levels of work engagement. Furthermore, this finding is also in line with a study conducted by Turjuman & Alillyani (2023) also support these findings by demonstrating a positive and significant relationship between emotional intelligence and nurses' work engagement. These studies confirm that emotional intelligence not only contributes to an individual's psychological well-being but also strengthens engagement and dedication to work, which ultimately has a positive impact on the quality of healthcare services.

4) The Influence of Islamic Organizational Culture in Moderating the Relationship between Employee Mindfulness and Work Engagement

Based on the results of testing the fourth hypothesis (H4) in this study, Islamic Organizational Culture does not moderate the relationship between Employee Mindfulness and Work Engagement of nurses at RSI Sultan Agung Semarang.

4. Conclusion

Based on the results of research that has been conducted on the model of increasing work engagement through employee mindfulness and emotional intelligence, as well as examining the moderating role of Islamic organizational culture on health workers at RSI Sultan Agung Semarang, it was found that: *Employee mindfulness* has a positive and significant influence on nurses' work engagement at RSI Sultan Agung Semarang. The higher the nurses' level of mindfulness, the stronger their work engagement. *Employee mindfulness* has a positive and significant influence on the emotional intelligence of nurses at RSI Sultan Agung Semarang. The higher the employee's level of mindfulness, the higher their level of emotional intelligence. *Emotional intelligence* has a positive and significant influence on nurses' work engagement at RSI Sultan Agung Semarang. Nurses with high emotional intelligence tend to have stronger work engagement. Islamic organizational culture was not proven to moderate the relationship between employee mindfulness and work engagement of nurses at Sultan

Agung Islamic Hospital in Semarang. The presence of Islamic organizational culture did not significantly weaken or strengthen this relationship.

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