

The Relationship Between Emotional Intelligence And Job Performance: A Study Of Hospitals Employees

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Abstract: In today's employment sector employees have been in grip of stress, agitation, anxiety, depression and many more emotional ailments which are core reason for not leading balanced lifestyle. Studies have identified that above mentioned factors which are now a days becoming common and sole reason for employees not becoming effective at their workstations which is one of the most concerned area still unaddressed by HR experts. So it becomes important for all HR experts to study the level of emotional intelligence among employees and its effect on their Job performance. Therefore, this study is an attempt to give more emphasis on updating employees about emotional intelligence that in turn can effect their job performance by providing training to make employees understand how to be effective at workstations while utilizing their emotions with others which would improve their job performances and hence improving overall organizational efficiency.

Index Terms: Emotional Intelligence, job performance, employees of hospitals.

1 INTRODUCTION

In an information driven world, one should be steadfast in every aspect. Artificial Intelligence is one such aspect that people around the world is more relying on. Today, artificial Intelligence may be better than doctors in diagnosing an illness and giving its course of treatment but understanding the patient's emotions and engaging with their problems and then deciding their optimal treatment plan requires effective emotional Intelligence skills. These Emotional intelligence skills such as influencing, persuading, social understanding and empathy will become very beneficial in the near future thus improving the overall performance. In today's employment sector employees have been in grip of stress, agitation, anxiety, depression and many more emotional ailments which are core reason for not leading work life balanced lifestyle. It becomes important for all HR experts to study emotional intelligence level of employees and its effect on their Job performances. In order to develop Emotional Intelligence the simplest way is to change your mental model this can be done by recognising what is important to our role and how well we manage and relate to others or by seeking for trainings and stretching opportunities. Rode et al. founded that Emotional Intelligence is linked with higher salaries and job satisfaction which will effects ones and organizations overall performance. So understanding the Emotional Intelligence has become one of the most important and necessary factor which is directly related to better functioning and overall performance of the employees as well as the organization in which they are working in. This can be done by clearly understanding the concept of Emotional Intelligence.

The concept of emotional intelligence (EQ) was first introduced by Salovey and Mayer (1990). Emotional Intelligence is a Personal psychological resource in predicting Humans performance. The result of previous studies also shows that emotional intelligence is an important predictor in improving job performance. Some Studies related to Police Officers (Brunetto et al. 2012) and teachers (Garrido & Pacheco 2012) have also stated in their studies that emotional intelligence leads to high level of job satisfaction, work engagement and wellbeing and thus improving the overall job performance. However there is still a gap in understanding the effectiveness of emotional intelligence in improving job performance of healthcare professionals (Zhu et al.2015, Codlier et.al 2008). The present study is an attempt to study the effect of emotional intelligence on Job Performance among Healthcare Professionals. Healthcare Professionals have to address to Emotional and spiritual needs of the patients(Fernandez et al.2012) and for that healthcare professionals need to empathise with the patients sufferings and show their empathetic concern towards them so managing their own emotions while interpreting others becomes an important skill for healthcare professionals working in the hospitals. With review of past studies it is been seen that high level of emotional intelligence among employees (healthcare professionals) can lead to improved job performance which in turn leads to improved outcomes related to patient safety, healthcare professional's retention, consumer satisfaction.

2. REVIEW OF LITERATURE

Many studies contributed in this discipline which has made a revolutionary change in the mind set of individuals and also shaped the practices of industry to cater Emotional Intelligence and its effect on Job Performance. This study investigated the association and the effect of Employees Emotional intelligence and its four dimensions on Job performance (dimensions of job performance: Contextual Performance, counterproductive work behaviours, Task Performance and organization citizenship behaviour) .The main idea of emotional intelligence was given by Salovey and Mayer (1997) who developed a four branch emotional Intelligence model which comprises of four dimensions which includes awareness of own and

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other emotions, management of own and other emotions and to measure these four branch model Caruso et al. (2002) developed Multifactor emotional Intelligence scale to choose the most appropriate strategy for emotional decision making. Later Golemann (1998) defined Emotional Intelligence as the ability to identify, access and control of one's own emotions and others emotions and that of group. Borman and Motowidlo (1993) defined job performance as the activities performed by the employees directly and indirectly positively or negatively to fulfil organizations goals. Côté and Miners (2006) shows a strong relationship of Emotional Intelligence and cognitive intelligence with Job Performance. Later Law et al. (2007) studied the contribution of EI and General Mental Ability Battery on Job Performance among innovative work researchers in China and found that both EI and General Mental Ability Battery has an effect on Job Performance and is effecting Job Performance in its own unique way. Lindebaum (2013) studied that the immediate impacts of Emotional Intelligence on wellbeing among employees and found that Emotional Intelligence just somewhat predicts the relation between psychological wellness and a few dimensions of Job Performance. However, Gryn (2010) found that between generally speaking emotional intelligence and job performance there was no measurable critical connection was found. In any case, by auditing past investigations it has been seen that there is a need of solid connection between Emotional Intelligence and job performance as in current situation numerous businesses in associations are considering Emotional Intelligence amid representative's enrolment process. Afolabi, Awosola and Omole (2010) found that police officers job performance in Nigeria was influenced by gender and emotional intelligence. With review of past researches, it was found that not much of work has been done in the healthcare industry which precisely talks about EI and Job Performance of their workforce. To retain dedicated employees, understanding of emotions at workplaces and its relevance to Job Performance need more vivid explanation. This has intrigued our attention to put more elaborative discussion on the same. Attempt has been made to investigate the effect of emotional intelligence on job performance among healthcare employees.

Conceptual Framework

By reviewing the previous studies emphasizing the effect of EI on Job Performance we have adopted a conceptual Framework which is as shown

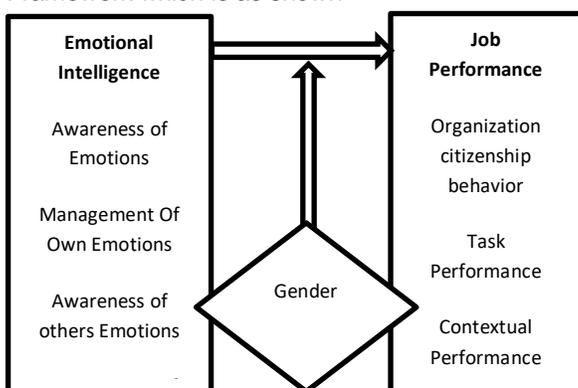


Figure 1: A conceptual Framework

3. RESEARCH METHODOLOGY

The present study aimed at studying the effect of Employees Emotional Intelligence and its four dimensions on Job Performance (dimensions of job performance: Contextual Performance, counterproductive work behaviours, Task Performance and organization citizenship behaviour) among employees (Healthcare Professionals) of Hospitals in Punjab.

Research Objectives

1. To study the effectiveness of Emotional Intelligence and its four dimensions on Job Performance among hospitals employees of Pathankot District in Punjab.
2. To study the moderating role of Gender on Emotional Intelligence and Job Performance among hospitals employees of Pathankot District in Punjab.

Sample

The respondents of this study were health care Professionals working in hospitals of Pathankot District in Punjab which includes Doctors, Nurses, Paramedical Staff and Administrative Staff. We have selected Pathankot District as it was convenience to collect responses through Convenience Sampling and not much work was done previously in this district as it was recently declared as one of the District of Punjab. Then National Accreditation Board for Hospitals and Healthcare Providers (NABH) accreditation was used as a benchmark to select hospitals from Pathankot District in Punjab. There were only six hospitals in Pathankot District that were NABH accredited. We selected all the six hospitals for our study. The Employees (Healthcare Professionals) from these hospitals were selected through convenience sampling. The sample size was determined to be 54. Nine employees were selected from each selected hospitals which includes 2 Doctors, 3 Nurses, 3 Paramedical Staff and 1 Administrative staff respectively. The responses were collected through standardized questionnaires which were selected by reviewing past studies and observing which scale was widely used by various researchers in their studies.

Measure

Emotional Intelligence

To measure Emotional Intelligence MSCEIT scale (Multifactor Emotional Intelligence Scale) created by Salovey and Meyer, 1997 was utilized to quantify four elements of enthusiastic knowledge (Awareness of Emotions, Management Of Own Emotions, Awareness of others Emotions and Management of others Emotions) utilizing five point Likert scale going from 1(Strongly Agree) to 5 (unequivocally Disagree). This scale is widely used by various researcher's and its review is attached at the end of this paper in Annexure 1.

Job Performance

There are different dimensions that predict Job Performance which includes Task Performance, Contextual Performance Counterproductive work Behavior and Organization citizenship Behaviour .All these dimensions are measured using scales developed by different researchers. To measure Task Performance and Contextual Performance koopsmans et al. 2013 scale was

used, for Organization citizenship Behavior we have taken scale developed by Podsakoff et al. ,1990 was used and to measure Counterproductive Work Behavior Spector et al. ,2006 scale was used by taking a five point Likert scale going from 1(Strongly Agree) to 5 (unequivocally Disagree).These all dimensions together were used to calculate Job performance of workforce in a workplace.

Table 2. SUMMARY OF HYPOTHESIS TESTING

No	Hypothesis	Value	Remarks
H ₁	Emotional intelligence significantly influences job performance.	$\beta=.301, p<0.05$	Accepted
H ₂	Awareness of Emotions significantly influences job performance.	$\beta=.315, p>0.05$	Rejected
H ₃	Management of Own Emotions significantly influences job performance.	$\beta=.282, p<0.05$	Accepted
H ₄	Awareness of others Emotions significantly influences job performance.	$\beta=.205, p>0.05$	Rejected
H ₅	Management of others Emotions significantly influences job performance.	$\beta=.597, p<0.05$	Accepted
H ₆	Emotional intelligence and job performance relationship is significantly moderated by Gender.	$\beta=.322, p>0.05$	Rejected

4. RESULTS AND DISCUSSIONS

Results

Demographic Profile

In this study we have taken 29 male respondents and 25 female respondents which includes 12 Doctors, 18 Nurses, 6 Administrative Staff and 18 Paramedical Staff. The majority of the respondents have over 16 years work experience and are above 49 Years of age.

Reliability Analysis

To test the reliability of dependent variable and Independent variable Cronbach Alpha was used. The Cronbach Alpha for both dependent and independent variables taken in the study (Job Performance and Emotional Intelligence respectively) after analysis came to be .717 and .795 respectively. The results indicate that both the variables are reliable as Cronbach alpha for both

variable came to be greater than 0.7 thus fulfilling the criteria for reliability.

Correlation Analysis

To test the association between the dependent and independent variables correlation analysis was applied. The result shows a positive and strong correlation between both variables. The following table shows correlation between four dimensions of emotional intelligence and job performance.

Table 1. CORRELATION ANALYSIS

No	El Dimensions	1	2	3	4	5
1	Awareness of Own Emotions	—	.33	.21	.53	.60
2	Management of own Emotions			.41	.70	.32
3	Awareness of others emotions				.43	.29
4	Management of others emotions					.21
5	Job Performance					—

When Correlation analysis was applied it was found that for high job performance there should be high level of emotions associated with it. The correlation coefficients between different variables shown in above table 1 shows that Awareness of Emotion and Management of other emotions(0.525) and Job Performance (0.597) and Management of own emotions and Management of others emotions (0.696) is more strong and more positive as compare to association between other variables.

Once we have calculated the association between different variables through correlation analysis further we analysed the effect in job performance through Emotional Intelligence and its dimensions by applying multiple regression and by using moderation analysis to study the moderating role of gender on the relationship between Emotional Intelligence and Job Performance by using SPSS software. For this we further formulated some alternate hypothesis as shown in table 2 and results were calculate on the basis of these hypothesis respectively .

The above table shows different hypothesis formulated along with their values and remarks. The value column indicates the p value and remarks column indicates whether the hypothesis is accepted or rejected. H₁ posited that emotional intelligence significantly effects job performance as $\beta=.301, p < 0.05$ thus accepting the Hypothesis. Further hypothesis shows that Management of own emotions and management of others emotions significantly influence job performance $p < 0.05$ thus accepting the Hypothesis whereas the other two remaining dimensions awareness of emotions and Awareness of others emotions does not significantly effects job performance as $p > 0.05$ thus rejecting the hypothesis. Further we checked the moderating role of gender on emotional intelligence and job performance and found out that the relationship between emotional intelligence and job performance is not significantly effected by gender.

DISCUSSIONS

The present study is an attempt to study the effect of emotional intelligence on Job Performance. Emotional Intelligence is a Personal psychological resource in predicting Humans performance. Healthcare Professionals have to address to Emotional and spiritual needs of the patients (Fernandez et al. 2012) and for that healthcare professionals need to empathise with the patients sufferings and show their empathetic concern toward them so managing their own emotion while interpreting others becomes an important skill for healthcare professionals working in the hospitals. The analysis shows that there is statistical significant relation between emotional intelligence and Job performance. It also tells that with increase in ability to identify their own weaknesses and strengths and emotions, by harassing their own emotions and showing loyalty to colleagues, ability to understanding emotional information and ability to be open to feelings leads to increase in job performance among employees working in hospitals. It also included that with increase in emotional intelligence there will be increase in effectiveness and the hospitals productivity of the hospitals with further improving the job performance. With the improvement of job performance it will further enhance the brand name and patient quality of the hospitals and For that there is an urgent need of understanding the importance of emotional Intelligence and for better understanding of Emotional Intelligence healthcare professional are needed to work on identifying their own weaknesses and strengths and emotions and the ability to understand other's needs. By working on these two areas can help healthcare professionals improve their job performance and ultimately helps hospitals productivity, improving brand name and patient quality care. It is also emphasized during the analysis.

4. Limitations and directions for future Research

One limitation of the study is that all the respondents study was from one district of Punjab. Thus it is possible that our findings may not be generalizable to other districts of Punjab. Future studies based on samples from other districts of Punjab are needed to address this concern. Further findings also shows that Gender does not significantly moderates relationship between Emotional Intelligence and Job Performance. This may be due to small sample size which acted as another limitation of the study. So in the future by increasing the sample size and by generalizing other hospitals can help to examine gender differences more accurately.

5. CONCLUSION

The present study aimed at studying the effect of Emotional Intelligence on job performance. The discoveries demonstrate that there is a solid and positive relationship among the dependent and the independent variables taken in the study. It is seen that healthcare Professionals having high emotions, can manage their own and others emotions that can ultimately leads to high job performances. Emotional Intelligence is very important for healthcare professionals working in hospitals as Healthcare Professionals have to address to Emotional and spiritual needs of the patients and for that healthcare professionals

need to empathise with the patients sufferings and show their empathetic concern towards them so managing their own emotion while interpreting others becomes an important skill for healthcare professionals working in the hospitals. Health care Professionals having high level of emotional intelligence will leads to an increase in organizational effectiveness and thus improving job performance and in turn improve quality of patient care, productivity of hospitals and Brand name of the hospitals.

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