Research Article

The Influence Of Emotional Intelligence On The Job Performance Of Female Nurses In Both Public And Private Sector Hospitals

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ARTICLE INFO	ABSTRACT
	Emotional intelligence has emerged as a novel concept in today's workplace, largely due to its necessity across all positions within businesses. Alongside cognitive and technical competencies, there's a growing recognition of the importance of interpersonal and intrapersonal skills to effectively navigate the intricate demands of modern healthcare systems. Research has revealed that workplace stress significantly hampers nurses' performance, prompting the exploration of emotional intelligence (EI) as a valuable tool to combat stress and enhance productivity. Between January 2022 and July 2022, 400 female nurses from both public and private hospitals in Jaipur participated in a study assessing the potential correlation between EI and job performance. A total of 397 responses were received and analyzed using IBM SPSS version 23.0. Regression and structural equation modeling techniques were employed to test hypotheses, with a significance threshold set at $p < 0.05$. EI has been identified as a crucial skill for elevating nursing performance and fostering group cohesion. The proficient performance of nurses is instrumental in meeting both patient needs and organizational objectives. While self-motivation, emotion management, and social awareness positively influence job performance, findings indicate that empathy and self-awareness may have a detrimental effect on performance. **Keywords:** job performance, emotional intelligence, Self-Motivation, Managing Emotions, Social Awareness Empathy, Self-awareness.

Introduction

For decades, researchers have delved into the various factors influencing performance within health organizations, focusing on worker variables and environmental factors. Given that nurses constitute the bulk of human resources in healthcare organizations and are responsible for delivering 80% of patient care, their impact on care standards and patient outcomes is substantial. Work attitudes such as job satisfaction and organizational commitment, which are shaped by social support, emotional intelligence, and motivation, have long been studied in relation to job performance. Researchers have found nurses' attitudes toward their profession particularly intriguing due to their influence on workplace behavior and patient care quality (Yoke & Panatik, 2016).

In today's global context, it is crucial to establish a connection between nurses' emotional intelligence and their performance (Fard & Khan, 2014). The comprehension of emotions is indispensable in nursing practice. As frontline healthcare providers, nurses are tasked with forging and sustaining relationships, especially in emotionally charged settings where patient care is deeply intertwined with emotions. Clinical judgments are inherently guided by professional ethics and standards and occur within dynamic, unpredictable environments. Emotions significantly impact interpersonal interactions, professional relationships, and healthcare practitioners' decisions regarding patient care. There is a widespread consensus across academic disciplines regarding the importance of understanding the implications of emotional intelligence (Deshwal, 2015).

In the realm of healthcare, comprehending the nuances of emotion and its influence on organizational performance and healthcare leadership is paramount (Guleryuz et al., 2008). Scholars in healthcare have raised questions regarding the intersection of work and emotion, particularly concerning the personal toll of caregiving, the challenges inherent in market-driven healthcare, escalating workloads, the mounting pressure to engage in mandated emotional labor, and the repercussions of emotion on the well-being of caregivers (Ezzatabadi et al., 2012; Ali et al., 2012). This research aims to explore the impact of emotional intelligence on nurses' workplace performance.

1 Review Of Literature

1.1 Emotional Intelligence

The exploration of emotional intelligence (EI) as a concept has roots dating back over a century, but it has only recently garnered widespread attention across corporate, educational, and professional spheres. To comprehend the current trajectory and utilization of EI, it is imperative not only to examine recent research but also to consider its historical underpinnings. A pivotal phase marked the onset of formal acknowledgment of emotional intelligence, during which various theories emerged, defining EI and devising assessment tools.

Goleman (1998) characterized EI as "self-referential sentiments of the ineffable variety," specifically referring to "self-referential feelings an actor feels or professes to experience in relation to the performances he or she carries off in the social environment." These sentiments encompass fundamental emotions such as pleasure and love, alongside social emotions like guilt, humiliation, and envy, as well as related concepts like impact, sentiments, and moods (Nikkheslat et al., 2012). The contemporary understanding of EI has garnered significant attention from social scientists in recent years (Ratogi & Rathi, 2009).

Hefferman et al. (2008) defined EI as a subset of social intelligence, comprising an individual's ability to recognize, regulate, and respond appropriately to both their own and others' emotional states, as well as to perceive and understand the emotions of others. Similarly, Lopes et al. (2006) conceptualized EI as the capacity to manage one's self and interpersonal relationships effectively, fostering successful teamwork, inspiring others, and foreseeing future outcomes, all of which positively impact effectiveness and job performance. Additionally, Mohamad & Jais (2016) articulated EI as the ability to perceive, utilize, explain, recall, characterize, and learn from emotions. Consequently, EI emerges as a fundamental requirement for all workers who must regulate their emotions to align with the organization's desired sentiments.

Within the healthcare industry, EI assumes particular significance as it can lead to improved and healthier interactions in both personal and professional relationships for nurses (Ali et al., 2012). According to O'Boyle et al. (2010), possessing high levels of EI may mitigate workplace violence, reduce workplace stress, and encourage a deeper understanding of what it means to be a professional nurse. Healthcare providers must attentively cater to patients' needs and cultivate relationships that foster communication and patient trust (Rode et al., 2007). Although healthcare practitioners are often presumed to possess high levels of EI due to their career demands for extensive interpersonal interaction and daily patient contact, the actual levels of EI may vary among professionals based on their organizational roles and the significance they attribute to utilizing EI in their work (Mohamadkhani & Lalardi, 2012).

Research by Lopes et al. (2006) on stress levels and EI in medical students revealed a correlation between higher EI and lower stress levels. Accordingly, individuals with higher EI are notably better equipped to manage stress compared to those with lower emotional intelligence. Hospitals face increasing pressure to maximize their staff's potential amidst external influences such as economic and social shifts, as each team member's performance significantly impacts the hospital's overall efficiency. Human resource managers in hospitals continuously strive to enhance employee performance, employing various strategies such as organizing social events for staff, facilitating communication channels, offering growth opportunities, implementing fringe benefits, and investing in the latest technology (Bhardwaj, Chouhan, & Meena, 2014). Assessing an employee's performance is increasingly reliant on their ability to understand and regulate their emotions appropriately when necessary, a skill known as emotional intelligence. As most contemporary jobs require a certain degree of emotional intelligence, individuals with high emotional intelligence can more effectively achieve their goals (Alikhani et al., 2015). The role, significance, and benefits of EI for individuals have been extensively studied.

EI has often been associated with an individual's happiness and well-being. Research by Schutte et al. (2007) revealed that individuals with high emotional intelligence exhibited superior physical and mental health. Conversely, low EI has been linked to aggressive behavior, substance abuse, and delinquency (Adeyemo, 2007). Effective communication and care provision in the nursing profession demand significant emotional labor (Allen & Mayer, 1990). While the physical demands of nursing are considerable, the emotional stress stemming from interactions with vulnerable individuals, moral decision-making, and compassionate care provision is equally noteworthy (Borman & Motowidlo, 1993). The extensive caregiving responsibilities render nurses susceptible to stress and subsequent burnout (Hefferman et al., 2008). Clinical nurses are expected to assume supervisory roles, lead clinical teams, and collaborate closely with all caregivers (Seyal & Afzal, 2013). As the healthcare landscape evolves, nurses face heightened pressure to deliver quality care (Ezzatabadi et al., 2012). Hospital reimbursement is contingent on patient satisfaction levels, with nurses often evaluated as customer service representatives (Adamy, 2012; Fard & Khan, 2014). Post-graduation, there is a plethora of employment

opportunities available to nursing graduates (Rode et al., 2007).

Newly graduated nurses frequently express feelings of inadequacy in handling patients' emotional needs, communication challenges, and occasional encounters with lateral aggression or rudeness from more experienced colleagues (Wong & Law, 2002). Research on emotional intelligence suggests that nurses and students with higher levels of EI are better equipped to navigate the challenges associated with demanding work environments or rigorous curricula (Adeyemo, 2007). In a study by Ratogi & Rathi (2009), EI was associated with reduced risk-taking behavior and increased levels of self-control and stress management. EI has been linked to numerous benefits, including improved mental and physical health, enhanced resilience against depression, increased independence, enhanced anger management skills, improved job performance, and an overall positive outlook on life (Hamdan et al., 2017).

Nurses with high EI demonstrate increased control over their emotions, enabling them to proactively cope with stress. These individuals can alleviate anxiety by exercising emotional restraint and regulating their mood (Seyal & Afzal, 2013).

Enhancing nurses' EI abilities may contribute to increased performance, improved well-being, and reduced turnover within the nursing profession (Shamsuddin & Rahman, 2014). It is essential to educate nursing students, recent graduates, and practicing nurses on leveraging EI in their practice and the factors contributing to the development of EI in professional nursing. These factors include the ability to articulate one's thoughts and feelings, self-awareness, confidence, autonomy, empathy, social responsibility, effective stress management, adaptability, problem-solving skills, and communication abilities (Shamsuddin & Rahman, 2014; Yoke & Panatik, 2016).

2 Job Performance

The recognition of performance review's significance in the workplace is widespread among managers, supervisors, and employees across various sectors. Employees often utilize performance reviews to identify areas for potential development and improvement, as well as to bridge perceived gaps between their own perceptions of excellent performance and those of their supervisors. Administrative decision-making regarding staff is facilitated by the results of performance ratings, enabling managers to enhance worker productivity.

Job performance is a crucial dependent variable of interest to governments, industries, and society as a whole (Campbell, McCloy, Oppler, & Sager, 1993). Achieving competitive advantage, delivering specialized goods and services, and meeting objectives all require high levels of performance. Task completion and high-performance levels can evoke feelings of accomplishment and pride, which can be deeply satisfying for individuals. Job performance is integral to an organization's growth and development, significantly influencing its overall success and effectiveness (Borman & Motowidlo, 1993).

Moreover, according to Rode et al. (2007), an employee's job performance serves as a gauge of how well they meet the standards of a particular job. Individual performance is a key concept in organizational and work psychology, with researchers making strides in defining and expanding the notion of performance over the last decade or so. Campbell et al. (1993) assert that performance is defined by what the organization employs an individual to achieve and to do effectively. Borman & Motowidlo (1993) suggest that individual differences in performance stem from three primary determinants: procedural knowledge and skills, declarative knowledge, and motivation.

In the realm of healthcare, nursing performance is a critical factor determining the quality of healthcare services, contributing to organizational objectives, effectiveness, and efficiency (Adeyemo, 2007). Organizations in the healthcare industry must establish policies, processes, and incentive systems aimed at enhancing staff motivation and satisfaction to improve nursing performance (Hamdan et al., 2017). The stress and exhaustion associated with nursing are often compared to job performance. Adeyemo's (2007) research indicates that burnout is associated with lower self- and supervisory ratings of performance, increased sick days, and more absences due to mental health issues. Abualrub (2004) found in Jordan that employees' perceptions of social support from coworkers improved job performance and reduced workplace stress. Siu (2002) discovered that the organizational environment in Hong Kong, including both social and physical aspects, influenced hospital nurses' job satisfaction and absenteeism. Supportive management approaches were deemed essential for achieving optimal nursing performance (Hamdan et al., 2017). Additionally, recent research has linked outcomes associated with the nursing profession to perceived supervisor support (Wong & Law, 2002). Nursing performance is operationally defined as the output and productivity of nurses, ultimately impacting the efficiency of the healthcare system according to researchers.

3 Research Objectives

I To assess the influence of empathy, self-awareness, self-motivation managing emotions and social awareness on job performance.

4 Research Hypothesis

I   There is no influence of empathy on job performance.

II   There is no influence of self-awareness on job performance.
III There is no influence of self- motivation on job performance.
IV   There is no influence of managing emotions on job performance.
V   There is no influence of social awareness on job performance.

5   Research Methodology

The aim of this study is to investigate the correlation between emotional intelligence (EI) and professional performance. To achieve this, a self-administered questionnaire was distributed to nurses employed in both public and private hospitals located in the city of Jaipur, colloquially known as the Pink City. The collected responses, totaling 397 questionnaires, were then analyzed to examine the association between the concept of EI and job performance. Researchers utilized structural equation modeling (SEM) with AMOS 23.0 software to analyze the data and confirm hypotheses. Initially, confirmatory factor analysis was employed to validate the measurement model of the latent components within SEM (Hoque, 2018a).

Table 1 – Parameter Estimates

Dep	Pred	Estimate	SE	Lower	Upper	β	z	p
Job Performance	Empathy	-0.0059	0.213	-0.4225	0.411	-0.0042	-0.028	0.978
Job Performance	Self-awareness	-0.0909	0.173	-0.4300	0.248	-0.0559	-0.525	0.599
Job Performance	Self-Motivation	0.10872	0.195	-0.2733	0.491	0.07144	0.5578	0.577
Job Performance	ManagingEmotions	0.81084	0.429	-0.0304	1.652	0.23642	1.8892	0.059
Job Performance	Social Awareness	0.35809	0.248	-0.1279	0.844	0.28281	1.4441	0.149

Table 1 presents parameter estimates where the dependent variable is predicted by various predictors. In this study, different components of emotional intelligence (EI) – namely empathy, self-motivation, self-awareness, managing emotions, and social awareness – were used to assess their influence on job performance among nurses in private and public sector hospitals in Jaipur city. The analysis revealed that three predictors – self-motivation, managing emotions, and social awareness – had a positive impact on job performance, whereas empathy and self-awareness had a negative impact. Therefore, it can be concluded that EI components such as self-motivation, managing emotions, and social awareness positively affect nurses' job performance. Among these, managing emotions (0.81084) demonstrated the most significant impact, followed by social awareness (0.35809) and self-motivation (0.10872). Conversely, self-awareness (-0.09090) and empathy (-0.00596) had a negative impact on job performance, as indicated by the estimated values, although none of these values were found to be statistically significant.

Figure - 1
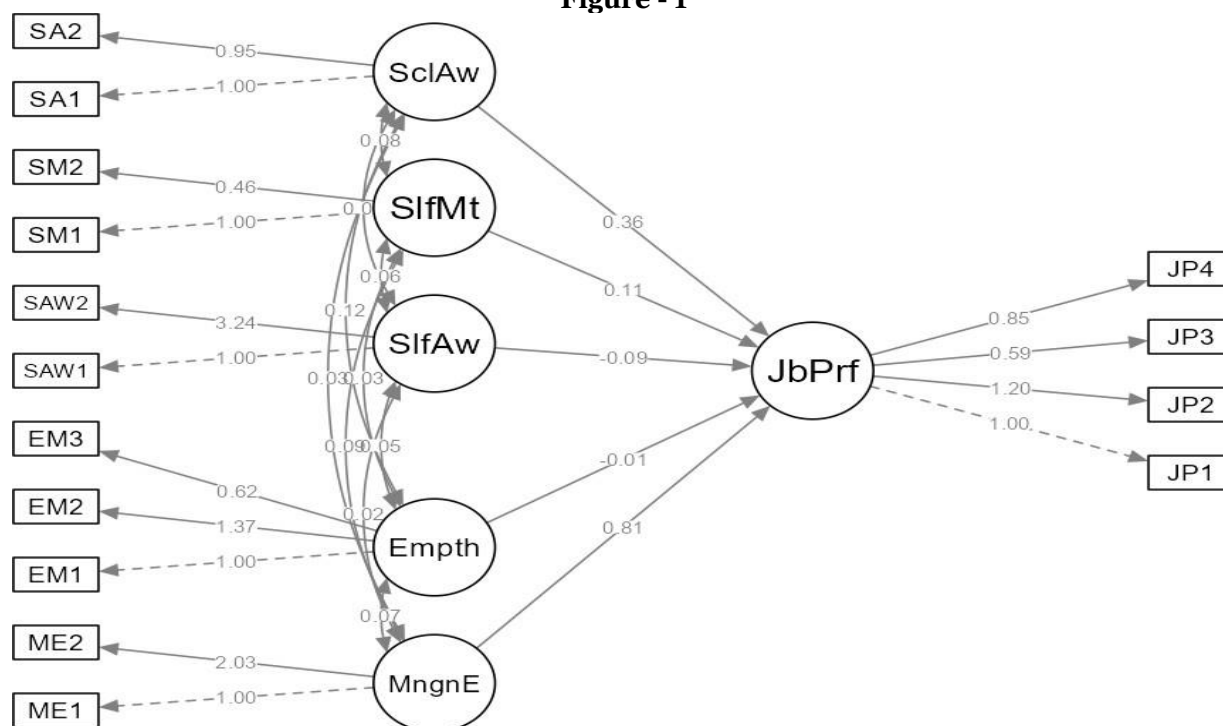
The conceptual framework depicted above clearly illustrates that all observed items were positively linked with job performance, and this pattern was consistent across the observed variables of other EI components as well.

Table 2 - Measurement model

95%	ConfidenceIntervals							
Latent	Observed	Estimate	SE	Lower	Upper	β	z	p
Managing Emotions	ME1	1.000	0.000	1.000	1.000	0.223		
	ME2	2.026	0.500	1.046	3.005	0.509	4.05	< .001
Empathy	EM1	1.000	0.000	1.000	1.000	0.397		
	EM2	1.373	0.262	0.859	1.887	0.625	5.24	< .001
	EM3	0.620	0.170	0.288	0.952	0.275	3.66	< .001
Self-awareness	SAW1	1.000	0.000	1.000	1.000	0.388		
	SAW2	3.241	0.959	1.360	5.121	1.022	3.38	< .001
Self-Motivation	SM1	1.000	0.000	1.000	1.000	0.532		
	SM2	0.458	0.130	0.202	0.713	0.210	3.51	< .001
Social awareness	SA1	1.000	0.000	1.000	1.000	0.539		
	SA2	0.954	0.185	0.591	1.317	0.445	5.15	< .001
Job Performance	JP1	1.000	0.000	1.000	1.000	0.616		
	JP2	1.196	0.161	0.881	1.511	0.674	7.44	< .001
	JP3	0.591	0.108	0.378	0.803	0.369	5.45	< .001
	JP4	0.850	0.128	0.599	1.100	0.483	6.65	< .001

The analysis delves into the interplay between emotional intelligence (EI) components and job performance among female nurses in both public and private sector hospitals. Through an examination of estimates and 95% confidence intervals for latent and observed variables, key insights emerge regarding the impact of different EI facets on nurses' effectiveness in their roles.

Managing Emotions (ME) emerges as a pivotal factor, with ME2 showcasing a substantial positive correlation with job performance. The estimated coefficient of 2.026, coupled with a significant standardized regression coefficient (β) of 0.509 and a z-value of 4.05 (p < .001), underscores the importance of effective emotion management in enhancing nurses' job performance.

Empathy (EM), another critical EI component, exhibits noteworthy associations with job performance. Both EM2 and EM3 demonstrate significant positive relationships, as evidenced by their estimated coefficients, standardized regression coefficients, and z-values (p < .001). This suggests that nurses' empathetic abilities positively influence their performance in healthcare settings.

Similarly, self-awareness (SAW2), self-motivation (SM2), and social awareness (SA2) are revealed to have significant positive correlations with job performance. Each of these components demonstrates robust relationships, as indicated by their respective estimates, confidence intervals, standardized regression coefficients, and associated z-values (p < .001). These findings underscore the multifaceted nature of emotional intelligence and its impact on nurses' effectiveness in their roles.

Moreover, the observed variables for job performance (JP1, JP2, JP3, JP4) consistently exhibit significant positive relationships with the corresponding latent variable. For instance, JP2's estimated coefficient of 1.196, coupled with a significant z-value of 7.44 (p < .001), highlights the strong association between job performance and the underlying emotional intelligence components.

In essence, the analysis provides compelling evidence of the critical role of emotional intelligence in shaping nurses' job performance. By understanding and harnessing the power of EI components such as managing emotions, empathy, self-awareness, self-motivation, and social awareness, healthcare organizations can foster an environment conducive to enhanced nurse effectiveness and patient care outcomes. These insights underscore the importance of integrating emotional intelligence development initiatives into nursing training and practice to optimize healthcare delivery and patient outcomes.

6   Discussion

Among all components of emotional intelligence, the management of emotions by nursing staff was identified as the most significant. While consulting a mental health expert is advisable for dealing with depressive illnesses, nurses may possess a heightened ability to recognize their own feelings and discern when to seek assistance (Lopes et al., 2006).

Awareness of their emotional pressure enables nurses to take appropriate actions to psychologically recalibrate themselves. This capacity allows them to moderate their reactions to potentially adverse feelings, thereby benefiting the patients under their care. In challenging situations, such as those involving life-or-death scenarios, nurses must maintain composure. By understanding and regulating their emotions, nurses can effectively navigate difficult circumstances and maintain positive relationships with patients and their attendants. Consequently, emotion management is paramount in the nursing profession, as evidenced by research emphasizing its significance.

In terms of emotional intelligence, self-motivation involves the drive to enhance oneself and achieve personal objectives. This determination or resilience is vital in the nursing profession (Hamdan et al., 2017). Self-motivation is indispensable for nurses seeking to expand their practice and explore new areas of nursing. By leveraging their emotional intelligence, nurses can select positions that align with their skills and expertise, allowing them to positively impact the lives of patients and colleagues. Leadership roles in nursing emphasize the importance of nurses' self-motivation.

Nurses who have developed emotional intelligence in leadership positions possess a deeper understanding of how their emotions can motivate and inspire their colleagues and the broader healthcare community. In emotionally demanding roles, caregivers and leaders heavily rely on self-motivation to succeed. Leadership characterized by self-awareness, emotional regulation, and drive has a significant impact on both employees and patients in high-stakes environments.

Equally important as caring for others, self-preservation underscores the importance of emotional intelligence in nursing. The physical and mental demands of nursing can become overwhelming, necessitating nurses' ability to comprehend their own emotions and manage their responses to them to safeguard their mental health and that of their patients.

7   Conclusion

This article explores the influence of emotional intelligence (EI) on nurses' performance in their workplace. The findings of this study suggest that although not all aspects of EI were positively correlated with work performance, overall, EI significantly impacts job performance in a positive manner. However, it was observed that not all components of EI had a positive effect on job performance. The study's findings highlight that self-motivation, managing emotions, and social awareness play a significant role in work performance, while empathy and self-awareness may have a negative impact. Hence, it is evident that EI may affect the effectiveness and productivity of nurses in hospitals in Jaipur.

Moreover, investigating the application of EI methodology through research can offer insights into potential mediators or moderators influencing the strategies aimed at enhancing and sustaining job performance in Jaipur hospitals. Further research is warranted to deepen our understanding of this essential EI construct and to identify additional indicators of job performance, despite our study underscoring the importance of EI as a component of organizational strategy.

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