Effect of Emotional Intelligence on Job Attitudes among Healthcare Workers

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Emotional Intelligence appears to play a significant role in key organization outcomes including job attitudes. Although the relationship between EI and job attitude have been studied in several professions, less research has been carried out in the medical profession. Hence, it seems relevant to focus on the influence of emotional intelligence on job attitudes of selected healthcare workers. 400 respondents from government and private hospitals in Coimbatore district participated in the survey. Results were found signifying that healthcare workers with high emotional intelligence had better job attitude.

Key words: Emotional Intelligence, Job Attitude, Job Satisfaction, Job Involvement, Organizational Commitment

1. Introduction

Emotions are individual experiences that develop from complex phenomenon of interaction among variables like biological, mental and situational aspects etc. Emotions, if appropriately utilized, are important instruments in bringing satisfaction in life and fulfilling psychological needs of life. But if emotions are not under control, they may result in negative consequences. In our daily life, emotions may affect our relation with other people, our individual identity and our ability to complete an assignment. Emotional development is not an isolated process but is a part of general experience of an individual, regularly influencing and influenced by other phenomena going on at the same time. Humans are innately predisposed to experience emotions which are generated by neural patterns in the brain .The association between emotions and environmental situations or reactions are further socialized during development. Emotions have been described as an evolutionary adaptive function, which assist humans in adapting to changing environments both in terms of their needs and circumstances. Emotions are defined as a feeling comprising physiological, behavioural and cognitive reactions to internal and external events. The differences in the way emotions are expressed is related to differences in intelligence, that is emotion is said to be directly related to one's ability to solve intellectual tasks.

Howard Gardner's (1983) "Multiple Intelligences" and Salovey and Mayer's (1990) emotional intelligence urged a debate around the question, "What is 'intelligence'?" In 1922, University of Pennsylvania Professor Lightner Whitmer simply defined intelligence as "the ability to solve a problem. Taking into consideration the contemporary research literature, Schank and Birnbaum recommended a modern definition, that, Intelligence is "a learnable set of competencies."

Emotional intelligence (EI) is describes, "the ability of an individual, to recognize their own and other people's emotions, to differentiate between different feelings and label them appropriately, and to use emotional information to guide thinking and behaviour". Emotional Intelligence has developed into a critical area in social psychology and industrial psychology. It also seems to be playing a significant role in the effectiveness of an organization, especially in enhancing job satisfaction and job performance. Importantly, in the health care setting, physicians who are more competent in recognizing emotions, concerns and needs of patients are more successful in treating them. Literature indicates a positive relationship between physician's job satisfaction and patient's satisfaction. Therefore, the interpersonal communication between the patient and the physician plays a key role in patient outcomes, and emotionally intelligent medical practitioners become a valuable asset to an organization.

Empirical evidence suggests that certain components of EI influence job satisfaction. The relationship between EI and job attitudes have been studied in several professions, very less research has been conducted in the medical profession. In the light of these aspects, it seems relevant to focus on the influence of emotional intelligence on job attitudes among health care professionals.

2. Methodology

The present study is descriptive in nature, where the study describes data and characteristics about the population or phenomenon being studied .There is 163 hospitals functioning in Coimbatore which employs 2859 healthcare professionals. This includes multi-specialty hospitals, dental, ENT, Nursing homes and government hospitals functioning in the study area. By stratified random sampling technique, 400 samples from government and private hospitals were collected. The detailed sampling is given in the following table:

Table 1

Sl.No	District	Type	Number of questionnaires collected
1	Coimbatore	Government hospital health care workers	245
2	Coimbatore	Private hospital health care workers	264
3	Total samples		509

Source: Computed from various sources

The job attitude Scale measures were developed by a number of authors, the 18-item Overall Job Satisfaction Scale (OJS;Brayfield & Rothe, 1951); Allen and Meyer (1990) Organisational Commitment scale; Job Involvement Scale (JIS). developed by Lodahl & Kejner (1965), and adapted and revalidated by Ejiogu (1986); and the Emotional Competency Inventory developed by Daniel Goleman (1999). The reliability ascertained by the authors using split half (odd–even items) method, and "Cronbach" alpha. Co-efficient for the scale was found to be 0.74 - 0.915 respectively. The scales were also found to be highly valid. Necessary statistical analyses were applied to test the hypotheses by using SPSS software. The t-test and One-Way ANOVA (Analysis of Variance) and other statistical tests were used to compute the result.

3. Data Analysis

509 questionnaires were distributed to the respondents and 400 were considered resulting in response rate of 78.5%. The demographics considered in this study are designation, years of experience, qualification, marital status, gender and age. Following table shows the demographic characteristics:

Table 2 *Demographic details of the respondent*

		Frequency	Percentage
Designation	Doctor	92	23
	Nurse	237	59.25
	Technician	23	5.75
	Admin. Staff	32	8
	Pharmacist	16	40
Experience	Less than 5 years	92	23
	5 years to 10 years	164	41
	More than 10 years	144	36
Qualification	Diploma	108	27
	UG	204	51
	PG	88	22
Marital Status	Married	372	93
	Un Married	28	7
Gender	Male	112	28
	Female	288	72
Age	Less than 30	120	30
	30 to 40	92	23
	More than 40	188	47

Table 3 *T-Test for the Mean Difference in the Factors of Job Attitude between Respondents with High and Low score in Self-Awareness (Dimension of Emotional Intelligence)*

	Self-Awareness	N	Mean	Standard Deviation	Standard Error
Job Involvement	Low	261	21.8983	8.47957	.37150
	High	139	27.7842	5.03671	.30208
Organizational Commitment	Low	261	23.3161	12.73673	.55747
	High	139	33.2482	10.76058	.64538
Job Satisfaction	Low	261	5.1475	2.87402	.12580
	High	139	8.5540	2.02395	.12139

		F	Sig.	t	df	Sig. (2-tailed)
Job Involvement	Equal variances assumed	319.059	.000	-10.615	397	.000
	Equal variances not assumed			-12.293	388.145	.000
Organizational Commitment	Equal variances assumed	121.772	.000	-11.067	398	.000
	Equal variances not assumed			-11.646	251.680	.000
Job Satisfaction	Equal variances assumed	102.075	.000	-17.574	398	.000
	Equal variances not assumed			-19.486	338.555	.000

The T value 10.615 for the mean difference in the Job Involvement score between high and low Self-Awareness is significant ($p < 0.01$). It reveals that high Self-Awareness respondents had high job involvement when compared to low Self-Awareness respondents.

The T value 11.067 for the mean difference in the organizational commitment score between high and low Self-Awareness is significant ($p < 0.01$). It reveals that high Self-Awareness respondents had high organizational commitment when compared to low Self-Awareness respondents.

The T value 17.574 for the mean difference in the job satisfaction score between high and low Self-Awareness is significant ($p < 0.01$). It reveals that high Self-Awareness respondents had high overall job satisfaction when compared to low Self-Awareness respondents.

Table 4 *T-Test for the Mean Difference in the Factors of Job Attitude between Respondents with High and Low Score in Self-Management (Dimension of Emotional Intelligence)*

	Self-Management	N	Mean	Standard Deviation	Standard Error
Job Involvement	Low	238	22.8105	8.25809	.37891
	High	162	25.6111	7.22504	.40139
Organizational Commitment	Low	238	25.2716	12.57551	.57700
	High	162	28.9538	13.25327	.73516
Job Satisfaction	Low	238	5.7979	3.05111	.13999
	High	162	7.1108	2.93868	.16301

		F	Sig.	t	df	Sig. (2-tailed)
Job Involvement	Equal variances assumed	39.853	.000	-4.948	397	.000
	Equal variances not assumed			-5.074	349.552	.000
Organizational Commitment	Equal variances assumed	1.161	.282	-3.979	398	.000
	Equal variances not assumed			-3.940	251.680	.000
Job Satisfaction	Equal variances assumed	5.919	.015	-6.067	398	.000
	Equal variances not assumed			-6.110	313.052	.000

The T value 4.948 for the mean difference in the Job Involvement score between high and low Self-Management is significant ($p < 0.01$). It reveals that high Self-Management respondents had high job involvement when compared to low emotional Intelligence respondents.

The T value 3.979 for the mean difference in the organizational commitment score between high and low Self-Management is significant ($p < 0.01$). It reveals that high Self-Management respondents had high organizational commitment when compared to low Self-Management respondents.

The T value 6.067 for the mean difference in the job satisfaction score between high and low Self-Management is significant ($p < 0.01$). It reveals that high Self-Management respondents had high overall job satisfaction when compared to low Self-Management respondents.

Table 5 *T-Test for the Mean Difference in the Factors of Job Attitude between Respondents with High and Low score in Self-Motivation (Dimension of Emotional Intelligence)*

	Self-Motivation	N	Mean	Standard Deviation	Standard Error
Job Involvement	Low	209	22.5981	8.61743	.42149
	High	191	25.4252	6.90864	.39394
Organizational Commitment	Low	209	23.3161	12.95171	.63349
	High	191	33.2482	12.83488	.65669
Job Satisfaction	Low	209	5.1475	3.05428	.14887
	High	191	8.5540	3.12136	.14954

		F	Sig.	t	df	Sig. (2-tailed)
Job Involvement	Equal variances assumed	89.325	.000	-5.085	397	.000
	Equal variances not assumed			-5.137	384.421	.000
Organizational Commitment	Equal variances assumed	2.043	.282	-3.265	398	.000
	Equal variances not assumed			-3.266	392.779	.000
Job Satisfaction	Equal variances assumed	5.938	.015	-6.908	398	.000
	Equal variances not assumed			-6.920	396.038	.000

The T value 5.085 for the mean difference in the Job Involvement score between high and low Self-Motivation is significant ($p < 0.01$). It reveals that high Self-Motivation respondents had high job involvement when compared to low Self-Motivation respondents.

The T value 3.265 for the mean difference in the organizational commitment score between high and low Self-Motivation is significant ($p < 0.01$). It reveals that high Self-Motivation respondents had high organizational commitment when compared to low Self-Motivation respondents.

The T value 6.908 for the mean difference in the job satisfaction score between high and low Self-Motivation is significant ($p < 0.01$). It reveals that high Self-Motivation respondents had high overall job satisfaction when compared to low Self-Motivation respondents.

Table 6 *T-Test for the Mean Difference in the Factors of Job Attitude between Respondents with High and Low score in Social Skills (Dimension of Emotional Intelligence)*

	Social Skills	N	Mean	Standard Deviation	Standard Error
Job Involvement	Low	272	22.8564	8.54301	.36662
	High	128	26.2578	5.98261	.37392
Organizational Commitment	Low	272	26.3257	12.87708	.55261
	High	128	27.6926	13.15305	.82046
Job Satisfaction	Low	272	6..0608	3.09773	.13294
	High	128	6.9027	2.94385	.18363

		F	Sig.	t	df	Sig. (2-tailed)
Job Involvement	Equal variances assumed	144.968	.000	-5.740	397	.000
	Equal variances not assumed			-6.496	283.679	.000
Organizational Commitment	Equal variances assumed	0.555	.456	-1.388	398	.000
	Equal variances not assumed			-1.378	293.076	.000
Job Satisfaction	Equal variances assumed	7.710	.006	-3.647	398	.000
	Equal variances not assumed			-3.714	326.353	.000

The T value 5.740 for the mean difference in the Job Involvement score between high and low Social Skills is significant ($p < 0.01$). It reveals that high Social Skills respondents had high job involvement when compared to low Social Skills respondents.

The T value 1.388 for the mean difference in the organizational commitment score between high and low Social Skills is significant ($p < 0.01$). It reveals that high Social Skills respondents had high organizational commitment when compared to low Social Skills respondents.

The T value 3.647 for the mean difference in the job satisfaction score between high and low Social Skills is significant ($p < 0.01$). It reveals that high Social Skills respondents had high overall job satisfaction when compared to low Social Skills respondents.

Table 7 *T-Test for the Mean Difference in the Factors of Job Attitude between Respondents with High and Low score in Empathy (Dimension of Emotional Intelligence)*

	Emotional Intelligence	N	Mean	Standard Deviation	Standard Error
Job Involvement	Low	240	23.5500	8.30509	.37907
	High	160	24.5423	7.41178	.41498
Organizational Commitment	Low	240	26.0813	12.98623	.59274
	High	160	27.7969	12.90692	.72152
Job Satisfaction	Low	240	6.1125	3.05685	.13953
	High	160	6.6594	3.07170	.17171

		F	Sig.	t	df	Sig. (2-tailed)
Job Involvement	Equal variances assumed	23.991	.000	-1.726	397	.000
	Equal variances not assumed			-1.766	331.830	.000
Organizational Commitment	Equal variances assumed	0.692	.406	-1.835	398	.000
	Equal variances not assumed			-1.837	386.605	.000
Job Satisfaction	Equal variances assumed	0.203	.652	-2.474	398	.000
	Equal variances not assumed			-2.472	381.456	.000

The T value 1.726 for the mean difference in the Job Involvement score between high and low Empathy is significant ($p < 0.01$). It reveals that high Empathy respondents had high job involvement when compared to low Empathy respondents.

The T value 1.835 for the mean difference in the organizational commitment score between high and low Empathy is significant ($p < 0.01$). It reveals that high Empathy respondents had high organizational commitment when compared to low Empathy respondents.

The T value 2.474 for the mean difference in the job satisfaction score between high and low Empathy is significant ($p < 0.01$). It reveals that high Empathy respondents had high overall job satisfaction when compared to low Empathy respondents.

Table 8 *ANOVA between Emotional Intelligence and Designation*

Designation	Emotional Intelligence		
	N	Mean	SD
Doctor	92	63.2179	14.83363
Nurse	237	65.2365	14.89596
Technician	23	65.8421	13.77301

Admin Staff	32	64.0685	16.40521
Pharmacist	16	60.7469	15.67853

		Sum of Squares	df	Mean Square	F	Sig.
Emotional Intelligence	Between Groups	684.693	4	171.173	.734	.569
	Within Groups	139220.922	396	233.201		
	Total	139905.615	400			

The difference in the mean value among different designations is not significant. Therefore there is no difference in Emotional Intelligence among medical professionals with different designations.

4. Results and Discussions

Health care is one of the important research domain for analyzing the working style and emotional intelligence of professionals. Literature indicates that most of the health care professionals sacrifice their well being while encountering the pain of their patients. Professionals including Doctors, Nursing staff and other skilled and technical staff are responsible for the physical and emotional well being of the ill patients. The present section details the findings of the relationship between emotional intelligence, occupational stress and work attitude of health care professionals.

The present study examines the role of emotional intelligence in Job attitudes. Hosseinian et.al (2008) examined the relationship between Emotional intelligence and job satisfaction and the results indicated no significant relationship between the two variables. Studies among employees by Haleem and Rahman (2018), Hamami et.al (2015), Sener et.al(2014), Moral and Salamanca(2018), Shukla et.al (2016) have all indicated a significant relationship between emotional intelligence and job satisfaction. The results of present study are in line with earlier studies in indicating the relationship between the two variables.

Several researches have been conducted to study the relationship between Emotional Intelligence and organizational commitment. Findings from studies by Moradi and Ardahaey (2011), Jain and Duggal (2016), Ghorbani and Sani (2012) have indicated a positive relationship between Emotional Intelligence and organizational commitment.

The present study yielded support for the claim that Emotional Intelligence had a significant relationship with Job involvement from studies by Choudhar and Kalyan (2016), Hang, Lin, Zheng (2019).

Most studies on the relationship between emotional intelligence and designation have not indicated any significant relationship.

5. Conclusions

Emotionally intelligent people maintain their emotions; use them to watch their behaviours. It also involves understanding of their emotions, recognising what others are telling and their motivation, feeling empathy for them and use information to work effectively and cooperatively with others. The results reveal that there is a strong relationship between Emotional Intelligence and stress. The results of the study also highlight that people with high Emotional Intelligence have positive attitude towards their job. Emotionally Intelligent respondents had high job involvement, high organizational commitment and high job satisfaction. The hospitals, therefore, should devise concrete measures to develop emotional Intelligence among the medical professionals.

6. References

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