RESEARCH ARTICLE

IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE OF NURSES WITH MEDIATING EFFECT OF JOB SATISFACTION

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ABSTRACT

The current study investigates the effect of Emotional Intelligence (EI) on the performance of nurses with the mediating effect of job satisfaction. This study measures the concept of EI, Job Performance, and Job Satisfaction across 385 respondents from various private and government hospitals and the locale of the study was the Delhi NCR region.

PLS-SEM was used for analyzing the data. The result indicates that a relationship exists between these three variables and job satisfaction mediates the relationship between Emotional Intelligence & Job performance. The findings of the current study showed that awareness of emotions, regulation of emotions, and managing of emotions are the significant components of EI which enhances leadership, critical care, professional development, interpersonal relationships, planning and collaboration aspects of Job Performance. Further, the mediating effects support that the positive working conditions and organizations' compensation policy fetches higher level of Job Satisfaction among the professional and nursing employees who are satisfied as well as having a higher level of Emotional Quotient would be a better performer than the employees who are having a low level of emotional intelligence.

It can be recommended that while recruiting nursing employees along with their technical competence EI competence needs to be equally emphasized. Similarly, EI needs to be integrated into healthcare practice guidelines and performance evaluations as it is one of the important assets of individual persona.

KEYWORDS

emotional intelligence, job satisfaction, job performance, nurses

INTRODUCTION

Our evolution as a mammalian species is remarkable for the remarkable physical transformation from the four-legged ape to two-legged Home Sapiens perched on the top of the food chain, as it has been for the emotional reflexes that humans have displayed over the centuries.

From the most primal reflexes governed by the fight or flight syndrome, the human race now witnessed a full spectrum of emotional responses. Emotions are the gateway to human individuality. Emotions, put simply, are a combination of noteworthy physiological and behavioral expression to personal events. Our experiences are the sum total of our emotional reflexes [1]. Every experience has a

residual emotional aspect and managing it can impact our general and emotional health in particular. Focussing on emotional balance, its impact on human relationships, and understanding your reactions vis-à-vis others is an established academic pursuit in Emotional Intelligence. The field of study dwells on self-restraint, controlling instantaneous desires, sympathy for others, and the role of emotions in thinking and interpreting everyday situations [2]. The term and concept of emotional intelligence (EI) was coined by Peter Salovey and John Mayer and in 1990's was introduced into mainstream of psychology; before that focus of research studies into the field of social intelligence vestige the significance of emotions as intellectual function [3].

Salovey and Mayer developed a model, which considers four different factors for determining EI: recognizing and perceiving emotion, emotions based on analyses, and the capacity to manage them [4]. The theory of EI received extensive acknowledgment since a book on EI was published by Goleman in 1995. Goleman elucidates EI as a capacity of managing oneself and one's relations vis-à-via others, making team to work effectively, leading and imparting supervision to others. His observations brought to the fore the positive effects these factors had on job performance. The U.S. Bureau of Labor Statistics sets out that the nursing segment of the healthcare sector has been identified as the top occupation in the year 2020. It has been observed that the segment of employable nurses grew from 2.74 million in 2010 to 3.45 million in 2020 and involved the entrance of 712,000 new nurses in the health care field [5]. One of the widely recognized elements in the area of nursing is Emotional Labor, and in recent times it is accepted that nurses should be allowed to show their emotions which was previously restricted. Evidently, it is required that nurses should be able to manage their emotions properly to cut down their occupational stress, as they also have to manage the complex emotions of their patients [6]. Assessment of nursing performance incorporates the following factors namely, attention to the capability of nurses to accomplish their respective work goals, meeting the job expectations, the achievement of benchmarks [7]. The productivity of nursing staff' influences organizational productivity as well. In the absence of qualified, trained, and experienced nurses, the healthcare sector will be impacted adversely [8]. To enhance employee productivity environmental conditions, motivational factors, the culture of the organization, employee empowerment, styles of leadership, etc are required [9]. At the same time job satisfaction is also

among the most crucial workplace-related factors correlating with the achievement of individuals' basic needs such as physiological needs, physical and psychological safety, love and self-confidence [10]. Herzberg propounded Job Satisfaction and Job Dissatisfaction as 'hygiene factors' and 'motivators' respectively. Where Hygiene factors incorporate salary, job security, working conditions, status, organizational policies, quality supervision, leadership styles and relationships among peers and supervisors, motivators talk about employee achievement, recognition, responsibility, advancement, self-control at work, and the possibility of his/her growth [11]. EI not only provides cover to nurses against stress, arising due to the nature of occupation and but also a significant factor in promoting teamwork. Jones and Argentino, put forward that increasing the level of Emotional Intelligence can ameliorate the interpersonal relationships of nurses', alleviate their level of anxiety, and avert aggressive behaviors among them because of the stress which commonly arise due to the behavior of patients [12].

LITERATURE REVIEW

A study was conducted by Beauvais and his colleagues to appraise the association of EI with the performance of nursing students [13]. Some academics put forward that the academic skills of nurses can be ameliorated by integrating Emotional Intelligence lectures into the nursing curriculum. The largest human resource segment of booming healthcare industry comprises of registered nurses, and yet the retention of fresh nursing graduates has always been a challenge for the healthcare sector. The exponential growth of employment opportunities in the nursing sector made it compulsory to recognize factors that correlate with high levels of performance and job retention among nurses [3]. It is quite evident via many explorations outside the nursing sector, that Emotional Intelligence correlates with the desirable performance of an employee, satisfaction with the job, and motivation for the same. Initial research pursuits in the nursing sector also manifested the correlation between the performance of nurses in clinics and hospital and their Emotional Intelligence [14]. In social and professional psychology, EI is viewed as an essential prognosticating factor for organizational outcomes and job performance in particular. For example, EI plays a significant role in the nursing profession, as it demands both technical and psychological expertise while taking care of their patients. Moreover, for any individual who thrives to

make his/her career in the nursing area, must have tom have sufficient Emotional Intelligence as they coordinate closely with doctors, other healthcare providers and patients [15]. Job satisfaction is another key element in the development of organizational functioning to come up with such managerial strategies, which could successfully enhance the number of satisfied workers, exploit creativity of workers for their development and the development of the organization as well, and in turn increase their commitment and productiveness [16]. A higher degree of job satisfaction of nursing employees has been described as one of the key determinants of job performance [17]. Very few studies have been found specifically in the nursing literature, investigating the impact of Nursing employee's emotional intelligence level on job performance as well as on job satisfaction level. For filling this gap, the present study aimed to explore the impact of Emotional Intelligence on the Job Performance of Nurses with the mediating effect of Job Satisfaction.
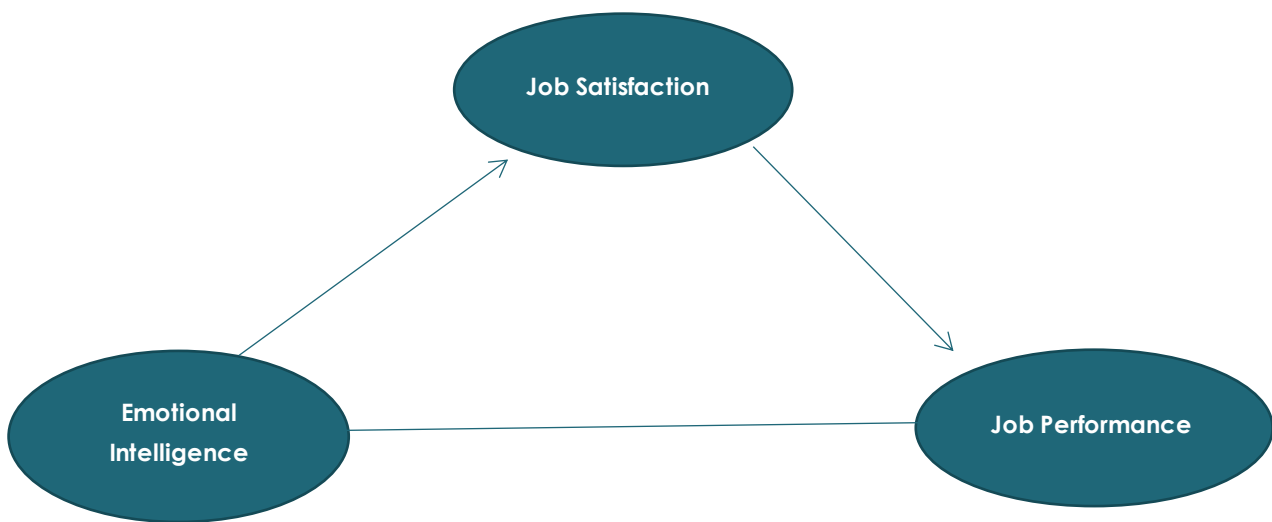
OBJECTIVES

The onjectives of this research project are:
1. To examine the association among Emotional Intelligence (EI) and Job Performance.
2. To investigate the mediation effect of Job satisfaction among EI and Job Performance.

Theoretical Construction

FIGURE 1: RELATIONSHIPS AMONG EI, JOB SATISFACTION & JOB PERFORMANCE

The model exhibits a number of associations which were described in the reviewed literature but specifically with respect to Job Performance, the role of EI and Job satisfaction in nursing is not tested. Consequently, two hypotheses were framed which are as follows:

H1: EI and Job Performance are positively correlated.
H2: Job Satisfaction mediates the relationship between EI & Job Performance.

METHODOLOGY

This study was conducted to cover background information and define terms of the research problem; hence it employed exploratory research design. The sample included private and government hospitals and the locale of the study was Delhi NCR region. The sampling techniques used to target the sample involved snowball, judgmental and convenience sampling technique. On the basis of Cochran's sample size formula, the sample computed was approximately 385 respondents. Data was collected through sStandardized instruments and analysed through PLS SEM. For measuring EI a questionnaire was taken from Naseer et al. [18]. The questionnaire judged the important dimensions of emotional intelligence: self-emotion appraisal, use of emotions, emotion appraisal of others and regulation of emotions. Nurses' Job performance was measure using self-structured questionnaire based on the Schwirian Six Dimensions scale of nursing performance. Job satisfaction was evaluated through Minnesota Satisfaction Questionnaire.

DATA ANALYSIS:
Path coefficient explains the hypnotize relationship among constructs. There values between +1 and -1 and the

Estimated levels of path coefficients are mostly close to plus one it indicates the constructive, positive associations between constructs. The significance of a coefficient is ultimately determined via the calculation of the empirical t-values obtained using bootstrapping. The objective of PLS-SEM is to classify and determine the significant path coefficients in the structural model and also to understand the essential and relevant effects. To check the level of Structural Path Significance in Bootstrapping T statistics values are generated to check the significance level of both the inner and outer model of the structural path, using a statistical procedure called bootstrapping [19].

MEASUREMENT MODEL:

Discriminate validity, average variance extracted (AVE), composite reliability Cronbach alpha were identified and significance of factor loadings recorded to determine the reliability and validity of the model. Items that load high on their respective variables ensure convergent validity. Items loading above the cut-off value of 0.5 are acceptable [20]. Hence, items with a cut-off value of 0.5 were eliminated from the instrument after pilot study. The Cronbach alpha coefficient values (a) and composite reliability of all the variables were exceeded the acceptable cut-off limit of 0.70. The average variance extracted (AVE) also exceed the acceptable cut-off of 0.5 (refer Table 1).

TABLE 1 MEASUREMENT MODEL TESTING RESULTS

	Cronbach alpha	Composite reliability	AVE
EI	0.805	0.885	0.720
Job Satisfaction	0.881	0.908	0.592
Performance	0.828	0.887	0.663

TABLE 2 FORNELL-LARCKER CRITERIUM

	EI	Job Satisfaction	Performance
EI	0.848		
Job Satisfaction	0.743	0.769	
Performance	0.719	0.771	0.815

Discriminant validity confirms when the item loads the highest on its own variable. The Fornell-Larcker criterium satisfied the criteria for discriminant validity where the item loads highest on its own item. Hence, discriminant validity was confirmed for all the factors (refer to Table 2).

The purpose of the selection of both lies in the research objective. The primary purpose of the maximum likelihood approach was to examine the construction of the observables. The objective of the PLS-SEM was to envisage the indicators through components extension [19,20]. In view of the statement proposed that if the study is exploratory or an expansion of some existing structural theory then applies PLS-SEM. As the study applied exploratory research design PLS-SEM was applied for the data analysis. In a structural equation model PLS-SEM evaluates the parameters of a set of equations by combining principal components analysis with regression-based path analysis' [21]. In management research, PLS is becoming popular as it is based on an iterative blend of principal components analysis and regression, and it explains the variance of the construct in the model [22].

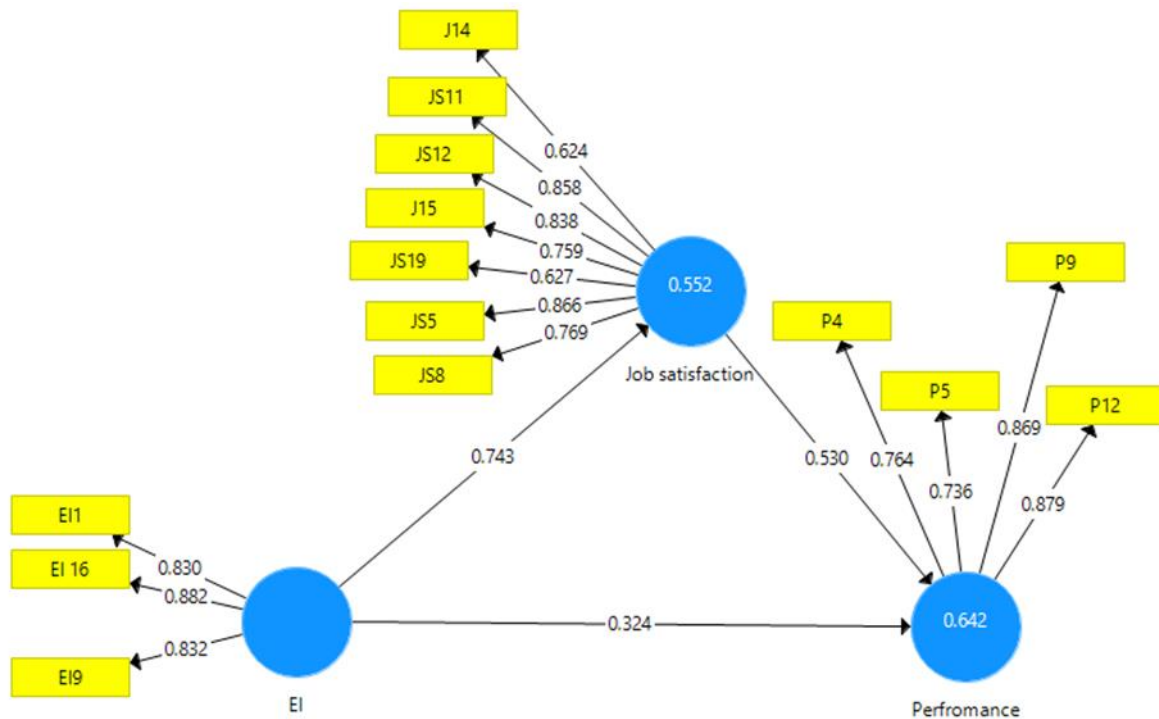## FIGURE 2: MEASUREMENT AND STRUCTURAL MODEL

TABLE 3 EVALUATION OF STRUCTURAL MODEL

	β	F^2	T Values	P Values	Result
EI ⟶ Job satisfaction	0.743	1.235	28.848	0.000	Hypothesis Supported
EI ⟶ Performance	0.324	0.132	5.882	0.000	Hypothesis Supported
Job satisfaction ⟶ Performance	0.530	0.352	10.711	0.000	Hypothesis Supported

TABLE 4: EFFECT OF NURSES EI ON JOB PERFORMANCE THROUGH WITH MEDIATING EFFECT OF JOB SATISFACTION

Path	β	P value
Direct effect between EI ⟶ Performance (P1)	0.324	0.000
Indirect effect between EI ⟶ Performance is (P2 * P3)	0.394	0.000

In the structural model EI (β=0.743, p=0.000) has significant positive relationship with Job satisfaction and Job satisfaction (β=0.530, p=0.000) has significant positive relationship with the nurses Job Performance. The outcomes of all the hypotheses are consistent; therefore, the researchers reject the null hypothesis. Emotional intelligence items EI, EI9 and EI16 have high loadings on Job

satisfaction. These items are related with awareness of emotions, regulation of emotions and managing of emotions. Individual those are emotionally balance are score high on Job satisfaction and EI act as a key antecedent for Job Satisfaction [23]. Job Satisfaction items JS5, JS8, JS11, JS12, JS14, JS15 and JS19 have high loading on Job performance. Job Performance items are related

with leadership, critical care, professional development, interpersonal relationship, planning and collaboration. Whereas Job Satisfaction items include social status, compensation, creativity, responsibility, company policies, working conditions and ability utilization. There is a significant coherent association among Job Satisfaction and Job performance [24, 25, and 26]. In the structural model, the EI (β = 0.743, p = 0.00) has a significant positive relationship with Job Satisfaction and also having (β = 0.324, p = 0.00) positive relationship with Performance. Also, Job Satisfaction (β = 0.530, p = 0.00) has a positive relationship with the Performance. The results of all the hypotheses are consistent therefore researcher rejects the null hypothesis. The F2 value between 0.02–0.15 reflects a small effect size, between 0.15–0.35 reflects medium effect size and between 0.35 and above it reflects a large effect size. EI has a large effect size (F2= 1.235) on Job Satisfaction and (F2= 0.13) very small effect or no effect size on Performance. But Job satisfaction has a large effect size (F2= 0.352) on Performance (refer to Table 3).

MEDIATION ANALYSIS:

In Figure 2 the structural and measurement model shows the resultant relationships metrics among the constructs as hypothesized. The bootstrapping was performed on the sample at the significance level of 0.05 one-tailed distribution, to identify the significance of relationship among different variables. The mediation table shows that the Direct effect between EI ⟶ Performance (P1) is 0.324 (P Value- 0.047) and the Indirect effect between EI ⟶ Performance is (P2 * P3) 0.394 (P Value- 0.000). As both indirect effect of P2 * P3 and direct effect of P1 are significant, we calculated the product of P2 * P3 * P1 and which is 0.128 and positive that means complementary mediation exists. Further, complementary mediation means EI does lead to Performance, but impact is not higher directly. Higher EI leads to higher Job Satisfaction which in turn enhances the chances for better Job Performance.

EI plays a role in enhancing Job performance but if employee satisfied with their employer than the chances of efficiency and effectiveness will be greater.

DISCUSSION

Present research contributes to the literature regarding EI and nursing Employees, and simultaneously presents the positive impact of EI on their job performance, together with job satisfaction. This study reveals that emotional intelligence enhances the job performance of nurses through enriching the level of their job satisfaction. Nursing job requires a psychological and technical expertise to ensure proper care of patient. At this juncture, the emotional intelligence of nurses supports their empathetical attitude while dealing with the patients. The EI-triggered thoughtfulness and enhances the interpersonal skills of nurses which is required by them the most while handling patient [27].

CONCLUSION

EI facilitates nurses to manage their emotions properly, especifically when they come across stressful and critical situations which are quite common in-patient care. EI supports them to respond swiftly, appropriately and with balanced approach in stressful situations which in turn enhance the job performance of nursing employees. From these insights, the following recommendations are proposed.

- As supported by the literature, EI contributes to the job performance of nurses. This finding is useful for nursing training institutes which are continuously trying to identify ways to enhance the capabilities of nursing professional.
- Understanding and usage of EI would support the nursing professionals to increase their perceptual and emotional responding capabilities which would enhance their job performance even while facing the critical situation in their job assignments.
- The findings of this study shows that the awareness, regulation, and management of emotions are the significant components of EI which enhances features such as leadership, critical care, professional development, interpersonal relationships, planning & collaboration aspects of Job Performance.
- The mediating effects support that the positive working conditions and organizations' compensation policy fetches higher level of job satisfaction among the professional and nursing employees who are satisfied as well as having a higher level of Emotional Quotient would be a better performer than the employees who are having a low level of EI [28].

IMPLICATION OF THE STUDY:

This study recommends that by merely enriching the working conditions won't result in higher job performance, rather emotionally intelligent f employees are a prerequisite for handling job challenges. EI strengthens individual

employees Job performance by boosting their decision-making capabilities, self-esteem, and psychological health. Therefore, it can be recommended that while recruiting nursing employees, along with their technical competence, emotional intelligence competence needs to be equally emphasized. Similarly, EI needs to be integrated into healthcare practice guidelines and performance evaluations as it is one of the important assets of individual persona.

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