

# EMOTIONAL INTELLIGENCE APTITUDE: AN ESSENTIAL PILLAR FOR HEALTH SERVICE PROVIDERS

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## ABSTRACT

*Emotional Intelligence has a critical role to play in the rapid and fast changing services sector. The reason behind this huge transformation is changing attitudes and desires of consumers and enhanced level of competition in the market. Emotional Intelligence paradigms design and implement procedures and techniques through which we can access and manage our own emotions and emotions of others' surrounding us. It has been believed till today that higher level of Emotional Intelligence helps in enhancing the productivity and efficiency level of workers at work place and even brings harmony in their social patterns. The present study seeks to access the level of Emotional Intelligence of health workers in Rajouri and Poonch districts of Jammu and Kashmir. The study also analyzes the Emotional Intelligence competencies of health workers and differences in emotional intelligence scores of males and females as well. The study further recommends strategies for enhancing the emotional quotient of male and female health workers. The results revealed that both male and female health workers possess some level of Emotional Intelligence score and Emotional Intelligence competence score. The emotional intelligence level of male and female health workers in Rajouri and Poonch districts also differ.*

**Keywords:** *Emotional Intelligence, Emotional Intelligence paradigms, Emotional Intelligence Competencies, Emotional Intelligence Competence score etc.*

## Introduction:

Performing in an effective and efficient manner is very difficult nowadays due to rapid change in the work culture and extended demands from customers. A regular level of pressure exerted in terms of physical, behavioral, emotional and mental aspects keep on decreasing the work performance of workers. Researchers, after performing a lot of research about the impact of emotional content on work performance, came up with the conclusion that emotional content also affects individuals in the same manner as other parameters. Emotional Intelligence is one such parameter which could help individuals to get rid of elements like emotional dissonance, anxiety, stress and burnout. Emotional Intelligence represents the ability of a person to effectively access and manage his or her own emotions as well as the emotions of others. It further helps a person to develop a type of pre-emptive approach when confronted with a

complex issue or problem (Goleman, 1998); (Cote & Miners, 2006). Emotional Intelligence is a vital component for all type of employees with all types of specializations and organizations must take efforts to retain employees who have high Emotional Intelligence level. They can easily manage their issues and contribute up to a greater extent towards achieving organizational goals.

(Akerjordet & Severinsson, 2004) studied the association between Emotional Intelligence and affiliation with patients, administration, enthusiasm and accountability among health workers. It was found that higher Emotional Intelligence level among health workers develops good affiliation with patients, progresses high administrative indulgence enhances enthusiasm and matures workers towards high delegation of authority. (Davis, 2010) mentioned that Emotional Intelligence is very imperative and indispensable tool. It not only streamlines the emotions of health workers but also improves product and

service quality. Furthermore Emotional Intelligence has the prospective of augmenting precaution and bringing high level of collaboration, coordination and team spirit among health workers. Emotional Intelligence competencies are necessary and must be possessed by all type of service providers including health workers. They not only appraise own potential but also helps in organizing issues that are related to others (Kooker, Shoultz, & Codier, 2007).

Emotional Intelligence is the subclass of societal sagaciousness that embraces the capability to monitor one's own specifics and specifics of others, make a difference amongst them and employ the outcomes assembled for future course of actions. It not only makes ways for achieving organizational goals but also goals of individuals separately thus maintaining path of integrity and avoids any type of role conflict among staff (Salovey & Mayer, 1990).

### Literature Review:

(Heffernan, Griffin, McNulty, & Fitzpatrick, 2010), projected an expanded study constructed on affiliation to study the connection between compassion and Emotional Intelligence in a discrete. A momentous constructive affiliation was acknowledged between compassion and Emotional Intelligence in medical health workers who are functioning with patients in thrilling operational environments. The connotation between compassion and passionate astuteness was examined at subscale flat of compassion towards oneself and an encouraging connotation was established with all the six subscales. This investigation additionally presented an association amid Emotional Intelligence and consideration of an individual.

Nwankwo et al. (2013), scrutinized the affiliation amongst Job Completion and Emotional Intelligence amongst medical employees. The persons under contemplation were retrieved using 20-things Minnesota Gratification Poll, 22-items Maslach Burnout inventory and 33-item Emotional Intelligence measure. The investigation exemplified that Emotional Intelligence and Job Contentment are in an optimistic relation when opened to prosperity workers. It also originated out of the learning that doctors who can easily hold the appreciative nature of approaches, concerns, disposition and requirements of patients are extra efficacious in handling them in an active mode. In such case, the confident connotation amid doctors and patients helps patients to decide their skirmishes at intrapersonal and interpersonal level. Moreover, the advanced level of ability improvement and passionate understanding has also stemmed in an encouraging manner of return for Job Self-actualization.

(Balasubramanian, Ghatala, & Nair, 2008) accomplished a research to inspect the level of connection amid Emotional Intelligence, direction efficiency and administrative controlling in Apollo

Health City, Hyderabad. The upshots presented that administration protagonists have disheartened the methods over which the persons could accomplish enlargement. The two rudimentary motives, after this has been comprehended as cost of machinery and lack of contemporary rehearses. The study also inferred that the Hospital management must, in an operative routine, give importance on amending the administration professionals and jobs must also expand the societal consciousness aptitude of workers', so that the hospital could endure for its advanced therapies as health care benefactor.

Stein et al. (2009) investigated with regards to the scores of Emotional Intelligence among managerial staff in association to net turnover, retention, development supervision and supervision of workers. The conclusions from the study exposed that staff who possess more self-centeredness, delinquent resolving intellect, challenging general knowledge and consideration upshots generate higher amount of productivity. Moreover they are in a better situation to control the development and expansion and also are efficacious in inspiring workers thus they are at a superior magnitude accountable for handling human resource catalogue in their business units.

(Brundin & Shepherd, 2008), examined to display how Emotional structure in health sector executives influence workers that espouse as an innovative charisma. The effects portray that those executives who try to form and augment self-confidence and level of consummation among employees, working in innovative ventures, are able to vintage improved outcomes. The results from the supplementary study show that embracing Emotional Intelligence measure among executives' help them monitor the destructive sentiments of their staff and try to give them an affirmative level of diligence, concentration and track. This would lastly help in swelling the effort gratification level of employees and crop out in a healthier manner towards work enactment.

(Sharma, 2005), investigated to understand the influence of Emotional Intelligence on administrative pledge. The research was directed on organizational staff and administrators working in various establishments (services and manufacturing) including medical health care. The results from the investigation presented that the staffs that hold advanced level of Emotional Intelligence potentials are highly motivated towards their job and organization. They are clever and make ways to get remedy of their sentiments and change them in a way which leads them towards victory.

(Brenda & Christopher, 2004)envisioned to investigate how Emotional Intelligence can develop executive knowledge amongst medical care employees. The results exposed that Emotional Intelligence helps workers to clearly comprehend the executive knowledge processes. Emotional Intelligence affords them an additional level of

economic improvement thus makes them define their own imaginative conducts to work. It was further retrieved that Emotional Intelligence is accountable for ornamenting higher contribution and it makes way for business hubs to monitor and progress yield.

### Material and Methods:

The present study has been conducted with the help of primary data collected from a total of 158 health workers working in Rajouri and Poonch districts of Jammu and Kashmir, India. The health centers that are under consideration in this study are categorized as CHCs, PHCs, Sub Centers and Medical Aid Centers. The data and information collected from respondents (both male and female) were analyzed statistically and certain cartography have been applied to determine the actual results.

### Objectives:

1. To analyze the Emotional Intelligence level of health workers in Rajouri and Poonch districts of Jammu and Kashmir.
2. To access the Emotional Intelligence competencies score of health workers in Rajouri and Poonch districts.
3. To analyze the differences in Emotional Intelligence score of male and female health workers.
4. To recommend strategies which could enhance the Emotional Intelligence levels of health workers in Rajouri and Poonch districts.

### Result and Discussion:

The analysis part in the current study presents the values regarding the number of respondents chosen from various health centers from Rajouri and Poonch district of Jammu and Kashmir along with their experience, level of qualification, emotional intelligence level of respondents, emotional competence level of respondents and difference in emotional values in terms of gender.

The values listed in Table 1 represent the number of respondents from different types of health centers. Out of 158 total respondents, 42 are offering their services in CHCs, 42 in PHCs, 38 in Sub Centers and the remaining 36 in Medical Aid Centers. The table 2 represents the experience level of respondents. 28 respondents hold an experience of up to 02 years, 46 have experience between 02 to 05 years, 39 holds experience between 05 to 10 years and 45 possess experience above 10 years. The table 3 shows the qualification status of respondents and from a total of 158 respondents, 72 hold diploma, 83 have a Bachelor degree while only 03 have Masters. The table 4 holds the values that show response of individuals towards their awareness of emotions, management of their emotions, awareness of emotions of others and management of emotions of others. The findings

revealed that health workers who are working at various PHCs have higher level of understanding of their own emotions with an overall score of 15.48 followed by CHC workers whose score was 15.40. However health workers working in Sub centers and Medical Aid Centers have low understanding and awareness about their own emotions and they scored 15.16. In case of managing their own emotions, health workers working in PHCs are leading with a score of 16.64 followed by CHC and Sub Center health workers with a total score of 16.46 each. Workers working in medical aid centers are lacking behind compared to others with a collective score of 16.32. Workers of PHC are also leading in understanding about the emotions of others with a high score of 14.87 followed by sub center workers with score 14.36.

Health workers working at CHCs and medical aid centers have low level of awareness about others' emotions with scores, 14.29 and 14.20 respectively. Management of others' emotional values for CHC, PHC, Sub center and Medical aid centers are 14.34, 14.94, 14.64 and 14.60 respectively which clearly indicated that PHC and Sub center workers are way ahead in managing emotions of others than CHC and Medical Aid center workers. The values in table 5 present the priorities given to various competencies and personal mannerisms by health workers working in Rajouri and Poonch districts of Jammu and Kashmir State. The values reveal that the level of self-attentiveness is higher among health workers working in sub centers and medical aid centers while empathy score is higher among CHC and sub center health workers. Self-directedness accounts towards sub center workers, motivation towards health workers in medical aid centers and social ability score is higher among health workers of medical aid centers as well. The total overall higher score regarding Prominence of emotional intelligence competencies for team performance lies with health workers of sub centers and stands at 23.86 followed by medical aid center health workers at 23.85. In case of prominence of personal mannerisms for team work competencies, PHC workers possess high emotional constancy with value 4.83, high supremacy lies again with PHC workers at 4.22, higher keenness is associated to sub center workers at 4.77 and remaining meticulousness and Self-assurance possess high value with health workers working in PHCs. The total overall score of prominence of personal mannerisms for team work also lies with PHC health workers. The values in table 6 show the differences in Emotional Intelligence scores in terms of gender. It has been found that there is difference in the level of Emotional Intelligence among male and female health workers in Rajouri and Poonch districts. In case of emotional awareness for self, the Emotional Intelligence score for males is 13.87, while females secured 15.87 with a difference of two between males and females' score.

Moreover the Emotional Intelligence score of females is higher than that of the males for self-awareness of emotions. Even in case of management of self-emotions, the Emotional Intelligence score of female health workers is slightly higher than that of the male health workers. Male health workers' score is 15.70, while that of females' it is 16.41 with a difference of 0.71. In case of emotional awareness of others, the Emotional Intelligence score of female health workers stood at 14.78 and of male health workers, it was estimated at 14.36 with a difference of 0.44 showing that female health workers again lead in understanding the emotions of others. But during the course of management of others' emotions, the Emotional Intelligence score of male health workers exceed the Emotional Intelligence score of female health workers. For males, it is collected as 15.36 and for females; it is 14.88 with a difference of 0.48.

**Table 1: Categorization of Respondents**

Centre	Number of Respondents
CHC	42
PHC	42
Sub Centre	38
Medical Aid Centre	36

**Table 2: Experience**

Upto 02 Years	Between 02 to 05 Years	Between 05 to 10 Years	Above 10 Years
28	46	39	45

**Table 3: Qualification**

Diploma	Bachelor	Masters
72	83	03

**Conclusion:**

Today, Emotional Intelligence is the backbone of services sector including health sector. Health workers (male and female) who are offering their services at various PHCs, CHCs, Medical Aid Centers and Sub centers possess some level of Emotional Intelligence as well as emotional competence score. In case of emotional awareness about self and emotional management about self, the health workers working in PHCs are leading among all other health workers working in other health centers, where as in case of emotional awareness and emotional management of others, again PHC health workers are ahead of all other health workers. Moreover, during investigation, it has further been estimated that for prominence of emotional intelligence competencies for team performance, health workers working in various sub centers are ahead among all, while for prominence of personal mannerisms for team work, PHC health

workers have higher degree. The difference in Emotional Iscore has also been estimated here with females leading in Emotional Intelligence score from males in emotional self-awareness, emotional self-management and emotional others' awareness, while for emotional others' management, males are ahead of females in emotional intelligence score.

**Recommendations:**

1. Emotions are basically intense feelings that club up other issues as well when left unresolved for a longer period of time. Thus any type of negative feeling must be addressed immediately and rectified accordingly by adopting feasible procedures.
2. Health workers have to deal with people from multiple backgrounds. Some of them possess poor verbal signs and due to misunderstanding, sometimes a conflict arises between the role offered and role performed. It must be taken care wisely.
3. Regular training about enhancing the levels of Emotional Intelligence must be performed so that a health worker could prepare himself or herself for any kind of complex situation.
4. Health departments must also come forward and devise training procedures on enhancing Emotional Intelligence of health workers both for male and female health workers.
5. Health workers must access the level of emotional awareness conflict between them and clients as it is the first step that leads toward emotional disharmony.
6. Proper management of own and others' emotions must be on regular cards by employing modern emotions regulating guidelines.
7. Identification of own strengths and weaknesses are feasible towards enhancing emotional intelligence. Through this, a person could align all his or her strength towards rectifying pessimistic emotions. Sometimes a conflict of role between organization and employee leads to higher emotional disagreement. Defining them accurately could give positive yield.

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**Table 4: Emotional Intelligence level of respondents in Health Centre's**

Variable		CHC	PHC	Sub Centre	Medical Aid Centre
Emotions Awareness (Self)	I explain my sentiments to team members	4.01	4.00	3.88	4.02
	I discuss my emotions with team members	3.90	3.85	3.89	3.87
	I can tell team what makes me feel well	3.59	3.71	3.66	3.53
	I talk about my feelings with team members	3.90	3.92	3.73	3.74
<b>Total Score</b>		<b>15.40</b>	<b>15.48</b>	<b>15.16</b>	<b>15.16</b>
Emotions Management (Self)	I respect team view even when they are wrong	3.99	4.51	4.12	3.86
	I overwhelm obstruction with team members	3.93	3.79	4.11	3.99
	I see all margins in a disagreement among team members	4.25	4.20	3.99	4.29
	I fairly listen to team member thoughts and ideas	4.29	4.14	4.24	4.18
<b>Total Score</b>		<b>16.46</b>	<b>16.64</b>	<b>16.46</b>	<b>16.32</b>
Emotions Awareness (Others)	I declaim actual state of mind of team even if they attempt to fleece them	3.50	3.59	3.60	3.50
	I describe other team members mental state	3.52	3.59	3.46	3.39
	I gauge valid approaches of team member from body morphology	3.58	3.90	3.70	3.81
	I can tell when team members round about what they don't mean	3.69	3.79	3.60	3.50
<b>Total Score</b>		<b>14.29</b>	<b>14.87</b>	<b>14.36</b>	<b>14.20</b>
Emotions Management (Others)	My zeal is transmissible for team	3.90	3.68	3.62	3.70
	I can boost team members when they are downhearted	3.09	3.86	3.80	3.90
	I get team to sense profound for an assignment	3.70	3.70	3.72	3.55
	I provide inspiration for team zest	3.65	3.70	3.50	3.45
<b>Total Score</b>		<b>14.34</b>	<b>14.94</b>	<b>14.64</b>	<b>14.60</b>

**Table 5: Emotional Intelligence Competencies and Personal Mannerisms Prioritization**

Competencies		CHC	PHC	Sub Centre	Medical Aid Centre
Prominence of emotional intelligence competencies for team performance	Self- attentiveness	4.60	4.70	4.81	4.80
	Empathy	4.81	4.62	4.92	4.76
	Self- Directedness	4.57	4.52	4.63	4.59
	Motivation	4.77	4.69	4.68	4.83
	Social Abilities	4.60	4.55	4.82	4.87
	<b>Total Score</b>	<b>23.35</b>	<b>23.08</b>	<b>23.86</b>	<b>23.85</b>
Prominence of personal mannerisms for team work	Emotional constancy	4.64	4.83	4.46	4.71
	Supremacy	4.07	4.22	3.87	4.04
	Keeness	4.73	4.69	4.77	4.53
	Meticulousness	4.62	4.68	4.61	4.55
	Self-assurance	4.56	4.77	4.56	4.38
	<b>Total Score</b>	<b>22.62</b>	<b>23.19</b>	<b>22.27</b>	<b>22.21</b>

**Table 6: Emotional Intelligence Score distinction between Males and Females**

Variable		Males	Females	Difference
Emotions Awareness (Self)	I explain my sentiments to team members	3.49	4.11	0.62
	I discuss my emotions with team members	3.47	4.07	0.60
	I can tell team what makes me feel well	3.30	3.80	0.50
	I talk about my feelings with team members	3.61	3.89	0.28
	Average Score for Emotions Awareness (Self)	<b>13.87</b>	<b>15.87</b>	<b>02</b>
Emotions Management (Self)	I respect team view even when they are wrong	3.68	3.78	0.10
	I overwhelm obstruction with team members	3.71	4.11	0.40
	I see all margins in a disagreement among team members	4.19	4.22	0.03
	I fairly listen to team member thoughts and ideas	4.12	4.30	0.18
	Average Score for Emotions Management (Self)	<b>15.70</b>	<b>16.41</b>	<b>0.71</b>
Emotions Awareness (Others)	I declaim actual state of mind of team even if they attempt to fleece them	3.50	3.61	0.11
	I describe other team members mental state	3.53	3.52	0.01
	I gauge valid approaches of team member from body morphology	3.60	3.84	0.24
	I can tell when team members round about what they don't mean	3.73	3.81	0.08
	Average Score for Emotions Awareness (Others)	<b>14.36</b>	<b>14.78</b>	<b>0.44</b>
Emotions Management (Others)	My zeal is transmissible for team	3.80	3.73	0.07
	I can boost team members when they are downhearted	4.00	3.92	0.08
	I get team to sense profound for an assignment	3.84	3.63	0.21
	I provide inspiration for team zest	3.72	3.60	0.12
	Average Score for Emotions Management (Others)	<b>15.36</b>	<b>14.88</b>	<b>0.48</b>

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