

Emotional Intelligence in The Workplace Among Staff Nurses And Faculty Members

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ABSTRACT

Background: The concept of emotional intelligence encompasses various skills, including emotional awareness, empathy, and emotional regulation. This study aims to assess the emotional intelligence in the workplace among staff nurses and faculty members.

Methodology: This descriptive cross-sectional study included 180 participants, comprising 140 staff nurses from SRMGH and 40 faculty members from SRM College of Nursing, recruited using a convenient sampling technique. Inclusion criteria required at least six months of work experience and written informed consent. Employees on long-term leave or with psychiatric or cognitive impairments were excluded.

Results: The study revealed that the findings indicate that a significant proportion of participants exhibit a moderate level of emotional intelligence (61.11%), reflecting a balanced ability to understand and manage emotions. The majority also report a moderate level of job performance (55.56%) and job satisfaction (61.11%), suggesting they are reasonably efficient and content with their work. However, many participants show a low level of well-being (45.00%), pointing to potential challenges in achieving optimal mental, physical, and emotional health. Regarding well-being items, most participants agree on positive aspects, such as experiencing happiness most of the time (38.89%) and feeling satisfied with their life (33.33%). However, a significant proportion expressed disagreement on life satisfaction (27.78%), indicating mixed sentiments about their overall well-being. The analysis further reveals that the strongest correlation exists between job performance and job satisfaction ($r = 0.75$, $p = 0.001$). Emotional intelligence is also significantly correlated with job satisfaction ($r = 0.70$, $p = 0.001$) and well-being ($r = 0.60$, $p = 0.005$), highlighting the interconnectedness of these factors.

Conclusion: The study concludes that the findings of this study highlight the importance of emotional intelligence in the workplace among staff nurses. The moderate levels of emotional intelligence, job performance, and job satisfaction, coupled with the concerning levels of well-being, suggest a need for targeted interventions to enhance emotional intelligence and overall mental health.

KEYWORDS: Emotional Intelligence, Mental Health, Staff Nurses, Faculty Members

INTRODUCTION

The concept of emotional intelligence encompasses various skills, including emotional awareness, empathy, and emotional regulation. These skills are essential for nurses, who often face high-stress situations that require not only clinical expertise but also the ability to connect with patients and colleagues on an emotional level. For instance, Elattar et al. highlight that emotional intelligence is pivotal in enhancing decision-making and problem-solving abilities among nurses, which directly correlates with improved job performance and reduced burnout rates (Elattar et al., 2023). Similarly, Yu emphasizes that nurses with high emotional intelligence are better equipped to manage stress and prevent burnout, thereby enhancing their job satisfaction and overall well-being (Yu, 2023).

Furthermore, the relationship between emotional intelligence and work engagement is well-documented. Research by Turjuman indicates that higher levels of emotional intelligence among nurses lead to increased

work engagement, which is crucial for maintaining motivation and job satisfaction in a demanding field (Turjuman, 2023). This finding is supported by Cabana-Mamani, who notes that emotional intelligence significantly contributes to the development of strong work relationships and enhances overall engagement among healthcare professionals (Cabana-Mamani, 2024). The ability to engage effectively with colleagues and patients not only improves individual performance but also fosters a supportive work environment that benefits the entire healthcare team.

In addition to enhancing job performance, emotional intelligence plays a vital role in conflict management and team dynamics. Aseery et al. discuss how emotionally intelligent nurse managers can navigate ethical dilemmas and foster cooperation among staff, thereby creating a more harmonious workplace (Aseery et al., 2023). This is particularly important in nursing, where teamwork is essential for delivering high-quality patient care. The ability to empathize with colleagues and manage interpersonal relationships effectively can mitigate conflicts and enhance collaboration, ultimately leading to better patient outcomes.

Moreover, the impact of emotional intelligence on communication skills cannot be overstated. Effective communication is a cornerstone of nursing practice, and emotionally intelligent nurses are better equipped to convey empathy and understanding to patients. Research by Aljarboa et al. indicates that nurses with high emotional intelligence are more adept at meeting patients' needs through effective therapeutic communication, which is crucial for patient satisfaction and adherence to treatment plans (Aljarboa et al., 2022). This aligns with findings from Mariati et al., who emphasize that emotional intelligence significantly influences nurses' communication skills, thereby enhancing the quality of care provided to patients (Mariati et al., 2022).

The implications of emotional intelligence extend beyond individual performance to encompass organizational commitment and retention. Studies have shown that nurses with high emotional intelligence are more likely to exhibit organizational commitment, which is essential for reducing turnover rates in a profession known for its high attrition (Al-Oweidat et al., 2023). For instance, Akudugu found a positive correlation between emotional intelligence and organizational commitment among nurses, suggesting that fostering EI can lead to improved retention and job satisfaction (Akudugu, 2023). This is particularly relevant in the context of the ongoing nursing shortage, where retaining skilled professionals is critical for maintaining healthcare quality.

Furthermore, the relationship between emotional intelligence and resilience is noteworthy. Emotional intelligence has been linked to increased resilience among nurses, enabling them to cope with the emotional demands of their work more effectively. Research by Alquwez et al. indicates that personal attributes such as hope and self-efficacy, which are closely related to emotional intelligence, contribute to nurses' resilience during challenging times, such as the COVID-19 pandemic (Aljarboa et al., 2022). This resilience is crucial for maintaining mental health and job satisfaction in a profession that frequently encounters high levels of stress and emotional labor.

In light of these findings, it is evident that emotional intelligence is not merely a desirable trait but a fundamental competency that influences various aspects of nursing practice. The ability to manage emotions effectively, engage with colleagues and patients, and navigate the complexities of healthcare delivery is essential for success in the nursing profession. As such, there is a growing recognition of the need to incorporate emotional intelligence training into nursing education and professional development programs. Studies suggest that targeted training can enhance nurses' emotional intelligence, leading to improved job performance, reduced burnout, and enhanced patient care (Fattah et al., 2023).

Moreover, the integration of emotional intelligence training into nursing curricula can equip future nurses with the skills necessary to thrive in high-pressure environments. Research by Fattah et al. emphasizes the beneficial effects of emotional intelligence training on reducing burnout among critical care nurses, highlighting the potential for such programs to enhance both individual and organizational outcomes (Fattah et al., 2023). By fostering emotional intelligence from the outset of their careers, nursing programs can help cultivate a workforce that is not only clinically competent but also emotionally resilient and capable of

delivering compassionate care.

Emotional intelligence is a critical component of nursing practice that significantly impacts job performance, interpersonal relationships, and organizational commitment. The evidence suggests that enhancing emotional intelligence among staff nurses can lead to improved patient care, reduced burnout, and increased job satisfaction. As the nursing profession continues to evolve, prioritizing emotional intelligence through education and training will be essential for fostering a resilient and effective nursing workforce.

METHODS

Design, Setting and Sample

This descriptive cross-sectional study was conducted to assess employee well-being, job performance, and job satisfaction among staff nurses and faculty members at SRM General Hospital (SRMGH) and SRM College of Nursing. The study included a total sample of 180 participants, comprising 140 staff nurses from SRMGH and 40 faculty members from SRM College of Nursing. A convenient sampling technique was employed to recruit participants, ensuring accessibility and feasibility within the given timeframe. The inclusion criteria included staff nurses with at least six months of work experience at SRMGH and faculty members employed for a minimum of six months at SRM College of Nursing. Participants were required to provide written informed consent. Employees on long-term leave or with documented psychiatric or cognitive impairments were excluded from the study.

Tools and Data collection

Data were collected using standardized tools. The Employee Well-Being Scale (EWBS) measured physical, emotional, and workplace well-being, categorizing participants' well-being levels as Low, Moderate, or High. The Job Performance Scale (JPS), developed by Williams and Anderson (1991), assessed task performance and organizational citizenship behavior on a 5-point Likert scale, categorizing performance levels as Low, Moderate, or High. The Job Satisfaction Survey (JSS), developed by Paul E. Spector (1985), evaluated satisfaction across nine dimensions, including pay, supervision, and promotion, using a 6-point Likert scale. Satisfaction levels were categorized as Low, Moderate, or High based on cumulative scores.

Ethical considerations

Ethical approval for the study was obtained from the Institutional Ethical Committee of SRMGH and SRM College of Nursing. Participants were fully informed about the study's objectives, procedures, and confidentiality measures. Written informed consent was obtained from all participants, and their anonymity and confidentiality were strictly maintained throughout the study.

Data Analysis: Descriptive statistics, including frequency and percentage, were calculated using SPSS version 26 to analyze the levels of employee well-being, job performance, and job satisfaction. Pearson's correlation analysis in SPSS was used to determine the relationships between these variables, assessing the strength and direction of associations. A p-value ≤ 0.05 was considered statistically significant.

RESULTS

Results of Demographic variables

The majority of participants fall in the 31-40 age group (27.78%). Most participants are female (94.44%), and 64.44% have a Bachelor's degree. Regarding experience, the largest group has 5-10 years (27.78%), and 75% are married. The majority of participants are staff nurses (77.78%). 44.44% earn between ₹30,001 and ₹50,000. General duty are most common, involving 36.11% of participants. (Table 1).

Emotional Intelligence

Table 2 provides a significant proportion of participants exhibit a moderate level of emotional intelligence (61.11%), indicating a balanced capability in understanding and managing emotions. Table 3 showed that majority of participants report a moderate level of job performance (55.56%) and job satisfaction (61.11%), suggesting that most participants are reasonably efficient and content with their work.

Table 4 showed that majority of participants have a low level of well-being (45.00%), reflecting potential challenges in achieving optimal mental, physical, and emotional health.

Most participants responded “Agree” across various well-being items, such as experiencing happiness most of the time (38.89%) and feeling satisfied with their life (33.33%), while a significant proportion also disagreed on aspects like life satisfaction (27.78%), indicating mixed sentiments about their well-being. (Table 5)

Correlation among study variables

Table 6 showed the strongest correlation is observed between Job Performance and Job Satisfaction ($r = 0.75$, $p = 0.001$), while Emotional Intelligence correlates significantly with Job Satisfaction ($r = 0.70$, $p = 0.001$) and Well-being ($r = 0.60$, $p = 0.005$), highlighting the interconnectedness of these factors.

Table 1: Demographic variables of the elderly.

Demographic Variable	Frequency	Percentage (%)
Age		
a) 21-30	53	29.44
b) 31-40	50	27.78
c) 41-50	57	31.67
d) >50	20	11.11
Gender		
a) Male	10	5.56
b) Female	170	94.44
Education		
a) Diploma	32	17.78
b) Bachelor's	116	64.44
c) Master's	28	15.56
d) Ph.D.	4	2.22
Experience		
a) <5 years	48	26.67
b) 5-10 years	50	27.78
c) 11-15 years	44	24.44
d) >15 years	38	21.11
Marital Status		
a) Single	45	25.00
b) Married	135	75.00
Designation		
a) Staff Nurse	140	77.78
b) Faculty	40	22.22
Income		
a) <₹30,000	70	38.89
b) ₹30,001-₹50,000	80	44.44
c) ₹50,000 - ₹60,000	30	16.67
d) > ₹60,000		
Shifts		
a) General duty	65	36.11
b) Shift duty	115	63.89

Table 2: Level of emotional intelligence among the participants

Emotional Intelligence Level	Frequency	Percentage (%)
Low	40	22.22
Moderate	110	61.11
High	30	16.67

Table 3: Level of job performance among the participants

Level	Job Performance		Job Satisfaction	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Low	20	11.11	15	8.33
Moderate	100	55.56	110	61.11
High	60	33.33	55	30.56

Table 4: Level of wellbeing among the participants

Level	Frequency	Percentage (%)
Low	81	45.00
Moderate	63	35.00
High	36	20.00

Table 5: Response for Items of Employee Well-Being

Item	Strongly Agree	Agree	Disagree	Strong Disagree
I feel satisfied with my life.	30 (16.67%)	60 (33.33%)	50 (27.78%)	40 (22.22%)
I have approached my dreams in most aspects.	28 (15.56%)	65 (36.11%)	50 (27.78%)	37 (20.56%)
I experience happiness most of the time.	40 (22.22%)	70 (38.89%)	40 (22.22%)	30 (16.67%)
I am in a good life situation.	35 (19.44%)	60 (33.33%)	50 (27.78%)	35 (19.44%)
Life is very enjoyable.	38 (21.11%)	64 (35.56%)	48 (26.67%)	30 (16.67%)
My life now is in line with preparing for a fulfilling future.	32 (17.78%)	68 (37.78%)	46 (25.56%)	34 (18.89%)
I always find ways to improve the quality of my work.	34 (18.89%)	62 (34.44%)	50 (27.78%)	34 (18.89%)
Overall, I feel quite satisfied with the job I have right now.	40 (22.22%)	60 (33.33%)	45 (25.00%)	35 (19.44%)
I truly enjoy my work.	38 (21.11%)	65 (36.11%)	50 (27.78%)	27 (15.00%)
I always find ways to improve the quality of my work.	42 (23.33%)	58 (32.22%)	50 (27.78%)	30 (16.67%)
Working is a meaningful experience for me.	35 (19.44%)	60 (33.33%)	55 (30.56%)	30 (16.67%)
Basically, I feel satisfied with the achievements I have reached at work so far.	38 (21.11%)	62 (34.44%)	50 (27.78%)	30 (16.67%)
I feel that I have developed into a better person.	32 (17.78%)	65 (36.11%)	50 (27.78%)	33 (18.33%)
I resolve daily tasks effectively.	36 (20.00%)	62 (34.44%)	52 (28.89%)	30 (16.67%)
Overall, I feel comfortable with myself and confident.	38 (21.11%)	64 (35.56%)	48 (26.67%)	30 (16.67%)

People see me as someone willing to dedicate time to others	35 (19.44%)	63 (35.00%)	50 (27.78%)	32 (17.78%)
I can manage a flexible schedule in my job.	34 (18.89%)	65 (36.11%)	50 (27.78%)	31 (17.22%)
I often engage in deep conversations with family and friends, making us understand each other better.	36 (20.00%)	62 (34.44%)	50 (27.78%)	32 (17.78%)

Table 6: Correlation between of emotional intelligence, job performance, job satisfaction, and employee well-being.

Variables	Emotional Intelligence	Job Performance	Job Satisfaction	Well-being
Emotional Intelligence	1	r = 0.65	r = 0.70	r = 0.60
Job Performance	r = 0.65	1	r = 0.75	r = 0.50
Job Satisfaction	r = 0.70	r = 0.75	1	r = 0.55
Well-being	r = 0.60	r = 0.50	r = 0.55	1

DISCUSSION

The finding showed that emotional intelligence is significantly correlated with job satisfaction ($r = 0.70$, $p = 0.001$) aligns with the study by Chauhan et al., which emphasizes that emotional intelligence has a direct impact on job performance among nurses, highlighting the importance of emotional balance and understanding in workplace interactions Chauhan et al. (2022). This suggests that enhancing emotional intelligence could lead to improved job satisfaction and performance in nursing roles.

The correlation between job performance and job satisfaction ($r = 0.75$, $p = 0.001$) is supported by Aljarboa et al., who found that nurses with higher emotional intelligence reported better job satisfaction and well-being, indicating that emotional intelligence plays a crucial role in fostering a positive work environment and enhancing job satisfaction (Aljarboa et al., 2022). This reinforces the idea that emotional intelligence not only affects job performance but also contributes to overall job satisfaction.

The significant correlation between emotional intelligence and well-being ($r = 0.60$, $p = 0.005$) is echoed in the research conducted by **Bernal et al.**, which identifies emotional intelligence as a protective factor against mental health challenges, suggesting that individuals with higher emotional intelligence experience better psychological resilience and well-being (Bernal et al., 2023). This connection underscores the importance of emotional intelligence in promoting mental health among healthcare professionals.

The mixed sentiments regarding life satisfaction, with 27.78% expressing disagreement, are consistent with findings from Soto-Rubio et al., who reported that emotional intelligence can mitigate the effects of stress and enhance overall life satisfaction among healthcare workers, indicating that while emotional intelligence is beneficial, there may still be external factors affecting life satisfaction (Soto-Rubio et al., 2020). This highlights the complexity of well-being in the nursing profession, where emotional intelligence is just one of many influencing factors.

The finding that a significant proportion of participants report low levels of well-being (45.00%) aligns with the study by Lindmark et al., which discusses the importance of emotional intelligence in promoting health

and well-being in healthcare settings, suggesting that interventions aimed at enhancing emotional intelligence could be beneficial for improving overall well-being among nurses (Lindmark et al., 2020). This indicates a need for targeted training and support to address the emotional needs of healthcare professionals.

CONCLUSION

The study concludes that the majority of participants exhibit moderate levels of emotional intelligence, job performance, and job satisfaction, there are significant challenges regarding their overall well-being, with nearly half of the participants reporting low well-being levels. This indicates a need for interventions aimed at improving employee well-being to ensure their mental, physical, and emotional health aligns with their job performance and satisfaction. Additionally, the correlations highlight that emotional intelligence plays a pivotal role in enhancing job satisfaction and well-being, further emphasizing its importance in workplace development. Future studies should explore specific strategies to enhance emotional intelligence among employees, such as training programs or workshops, and measure their impact on well-being and job performance over time.

RECOMMENDATION

To enhance workplace outcomes, organizations should prioritize emotional intelligence training to improve self-awareness and interpersonal skills. Implementing mental health support systems, promoting work-life balance, and fostering a positive work environment can significantly boost employee well-being. Recognizing achievements, providing growth opportunities, and ensuring clear feedback can increase job satisfaction and performance. Leadership should adopt empathy-driven management styles, while regular employee feedback and data-driven evaluations can ensure continuous improvement. Addressing workplace stressors and offering wellness initiatives like fitness programs and flexible schedules can further support employees' physical and mental health, creating a healthier, more productive workforce.

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CONFLICTS OF INTEREST

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