



A STUDY ON THE ROLE OF EMOTIONAL INTELLIGENCE IN HOSPITAL ADMINISTRATION

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ABSTRACT

Probably, the healthcare industry has relatively greater occupational hazards, as individuals are faced with injuries, traumas, and life-death situations. Emotional intelligence (EI) is Expected to make a significant difference between successful and un-successful health care employees. Therefore, this study was aimed to investigate the supposition that whether EI has any significant contribution to the performance of employees in the health care industry or not? For this purpose, a random sample of 200 individuals was selected from hospitals situated in at Hyderabad. EI inventory was used to assess individuals emotional intelligence, while a performance questionnaire was used to measure performance of the individuals. Results after the regression analysis indicated that all five subscales of emotional intelligence i.e. interpersonal, intrapersonal, adaptability, stress management and general moods had significant contributions in predicting the performance of healthcare employees. It was therefore recommended that the healthcare organizations should undergo activity based trainings more frequently in order to enhance the existing EI of their employees.

INTRODUCTION

The hospital administration is most of the times challenged by some of the behavioral or cognitive issues related to the staff's failure in estimating the ultimate influence of their actions on others, misinterpretation of words and meaning behind the meanings and the barriers created by the organizational culture. Similarly, financial, and +clinical hurdles are the common threats to hospital administration while dealing with patients. However, the interpersonal problems are regarded as rather a more expensive problem for the healthcare leadership (Pfifferling, 2008; Freshman & Rubino, 2002; Cummings 2010). Emotional intelligence is the cure proposed for the given challenges. It helps the administrators to comprehend, motivate and manage teams. It also helps in diagnosing and neutralizing highly sophisticated problems. Emotional intelligence (EI) skills are based in personal aptitude of the individual that result into advanced social skills hence aiding the individual's capacity in relationship management and interpersonal skills. Similar, EI is considered as a reliable instrument for filling the gaps, social associations, and maintenance of relationships when they are under severe threats (Fernandez, 2007). The hospitals and other health care units are required to fully understand the allocation of limited resources especially in public sectors of developing countries. Similar the internal needs of the individuals pose another great threat in terms of requests for opportunities and recognition. The capacity to rejuvenate threatened relationships is also one of the key issues faced by the health care leadership (Lombardo and Eichinger, 1989).

As far as the effect of EI in teams is concerned, the EI certainly declines team performances by distorting the focus from main problem at hand. Since, EI has a direct



effect on human and organizational development, Leadership and management also falls in the same domain. It helps in deployment and management of human resources, work innovations, customer relationship management and transaction of organizational cultures, all for facilitation of co-existence (Kantas 2008). In developing countries, the public

Organizations are attributed with bad quality, general carelessness in attitude towards problems and change resistance that may be internal or external. These reasons have a very negative impact on the whole organization, which circulates in a vicious cycle and hence deteriorating the public interests. In studying EI, the importance of interpersonal skills cannot be undermined-as it involves the ability to deal with others. In developed countries, the role of virtual integrative networks has proven to be of significant scope. As, an individual hospital administrator cannot manage the contemporary challenges solely-headedly. He/she must interact with his/her counterparts and competitors in hope of proposing long lasting solutions and institutional survival instincts in the prevailing highly dynamic market place.

In health sector, the health care leadership is characterized by high levels of emotional intelligence therefore a health care leader must identify his prime personal value because it directly manipulates his actions and the motives behind the actions-the cognition. There is one very important aspect about the studies on emotional intelligence that is -the competencies related with EI are considered as skills which can be acquired, nourished, and improved rather than personality traits which are considered genetic or inborn and that cannot be changed or acquired. The extensive studies conducted on emotional intelligence supports the notion that emotional and psychological skills positively affect organizational productivity. For instance, Rosenthal(1977) concluded that individuals who could better diagnose the emotions of others were relatively more successful in social settings and at work. Likewise ,Bachman's(1988)research on leadership regarded emotional expression, sociability and congeniality to be main factors of success. Similar another study concluded that employees who can successfully manage stress, are more likely to contribute in net profits and net sales. The importance of emotional intelligence has already been well established as it is expected to play a significant role in employee's performance and relations of the employee. So far, limited studies have been carried out in the health care industry. This study is aimed to investigate the extent of association and the role of emotional intelligence in employee's performance in the health care industry to come up with various suggestions for decision makers.

LITERATURE REVIEW

Emotional intelligence is very important in leadership roles, as leaders need everyone to do their jobs as effectively as possible and this requires a high degree of interpersonal effectiveness. Studies show that high emotional quotient differentiates average from superior performers, which can be critical for leadership positions. A brief account of studies citing the role of emotional intelligence in leadership behaviour is mentioned below:



Cooper and Sawaf (1997) cited that 7% of leadership success is attributable to intellect; 93% of success comes from trust, integrity, authenticity, honesty, creativity, presence and resilience.

Feldman, 1999; Noyes, 2001; Chastukhina, 2002 Leaders with high levels of emotional intelligence positively apply social skills to influence others, create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weaknesses

Barling, Slater and Kelloway (2000) examined the relationship between emotional intelligence and transformational leadership. Their research findings showed that emotional intelligence is associated with three aspects of transformational leadership (namely, idealized influence, inspirational motivation, and individualized consideration), and contingent reward. In contrast, active and passive management by expectation, and laissez-faire management were not associated with emotional intelligence.

Srivastva and Bharamanaikar (2004) examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. The results showed that emotional intelligence significantly correlates with transformational leadership and success. An emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Punia (2005) conducted a study on 250 executives in the National Capital Region–Delhi, and found that leaders with higher emotional intelligence see changes as opportunities for betterment, and they cherish not stability but ongoing development of individual workers and of the organization itself.

Rosete and Ciarrochi (2005) established a link between emotional intelligence and workplace measures of leadership effectiveness, using an objective measure of performance and a 360° assessment tool. The research results showed that executives higher on emotional intelligence are more likely to achieve organizational outcomes and be considered as effective leaders by their subordinates and direct manager.

Alon and Higgins (2005) opined that with the current rise of globalization, both emotional and cultural intelligence has become important for cross-cultural leaders to excel. Global leaders can make the best use of emotional intelligence and maximize success when they understand and work within diverse foreign environments. This multiple intelligence framework helps to clarify adaptations to implement in leadership development programs of multinational firms.

CONCEPTUAL FRAMEWORK This study is based on the earlier contributions of Mayer and Salovey which proposed four branched models of emotional intelligence (EQ). This model integrates thinking with feelings and describes four different qualities- Recognizing emotions, using emotions, comprehending emotions and regulating emotions. The model also argues that individuals having adequate levels of intrapersonal and interpersonal skills are expected to regulate their emotions more effectively, handle others' emotions, manage environmental threats and enhance leadership qualities. While the social-emotional model asserts that with increased emotional intelligence individual's competencies may also increase leading towards



effective dealing with demands and challenges and imbibe positive Attitudes and behaviors. Mayer and Salovey (1999) further claim that Spatial and verbal intelligence are related with the cognitive ability to analyze bits of information, based on this notion, emotional intelligence is considered to be rather more stable trait in an individual's personality. Similarly, an individual's current level of emotional intelligence can be enhanced through exposures and socializations. People can learn about their emotions and various underlying approaches to address them (Chang, 2007, 2008). Chang (2007) carried out a study on college undergraduate students after a detailed training program, 79 students included the treatment group while 74 were in the control group. Three different instruments were validated on both groups. The results indicated a significant improvement in student's EQ levels for treatment group than the control group. Furthermore, it was concluded that the relationship between nursing and EQ levels must be assessed as a priority in order to devise efficient measures for developing healthcare leadership. The study aimed to investigate the emotional intelligence levels of hospital administration in relation to their respective performance. Emotional intelligence is measured on EQ inventory while performance of hospital administration is measured on questions regarding Productivity, Flexibility, Positive thinking, Project management & Professionalism.

RESEARCH DESIGN AND METHODOLOGY

Two set of tools are used for data collection in this study, the first tool (Emotional Quotient Inventory (EQ-i)) is used to measure the emotional intelligence level of respondents while the second tool is used to assess individual's performance in the organization. Responses were recorded on a five point Likert scale. The Emotional quotient inventory (EQ-i) comprises five composite scales with various subscales. The composite scales include interpersonal, intrapersonal, adaptability, stress management and general mood. The second part of the questionnaire was designed to assess employee's performance on eight dimensions as proposed by Campbell et al.'s (1993). These dimensions include:

- Job specific task proficiency
- Non-job specific task proficiency.
- Written and oral communication proficiency
- Demonstrate efforts
- Personal discipline
- Regulating Peer and team performance
- Leadership
- Management

The instrument was validated by experts in the field while reliability was assured through pilot testing. The Cronbach's alpha for the instrument was found to be 0.875 which represent a strong reliability for the instrument. A random sample of 200 individuals was selected from various public and private hospitals at Hyderabad. The respondents include nurses, technicians, administrators, and doctors. An explanatory research design has been used in this study because of the fact that independent variable cannot be manipulated. It was the researcher's expectations that the sample selected would truly represent the required data



in order to come up with establishing the relationship between emotional intelligence and employee's performance in the health care industry. Self-administration of questionnaire was considered more useful in order to avoid any probable biasness results. The sample data contains 66% were male while 34% were female. The average age of the respondents was 29-45 years. While most respondents belonged to 30-40 years age group. The data showed that the performance of employees in private hospitals was relatively better than the public hospitals. Similarly, female employees scored better on emotional intelligence in both private and public hospitals in comparison to their male counterparts. Adaptability and general mood on subscales of EQ had the highest values among all categories for both males and females.

In order to investigate the level of contribution in the dependent variable by the independent variables, a regression model has been used. Employee's performance acted as the dependent variable while the subscales of EI were considered as the independent variables.

A linear relationship between the variables was observed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \quad (1)$$

Where ,Y = Employee's performance,

Bo =Constant Term,

X 1 = Interpersonal

X 2 = Intrapersonal

X 3 = Adaptability

X 4 = Stress Management

X 5 = General Mood

e= Error Term

Table:1 Mean and SD Variables

| Variables | Mean | SD |
|-------------------|-------------|-----------|
| Interpersonal | 4.028 | 0.701 |
| Intrapersonal | 3.013 | 1.174 |
| Adaptability | 4.274 | 0.72 |
| Stress Management | 2.801 | 0.901 |
| General mood | 3.6 | 0.264 |

Table 1 indicates the mean scores of various components for emotional intelligence with their relevant standard deviations. The respondents recorded relatively a better score on interpersonal, adaptability and general mood. This implies that the respondents were able to comprehend versatile view points and differences, capitalize the hardships that they face and listen to others actively hence facilitating others while involved in general communication. Similarly, the respondents were also able to identify the effects of their mood on others. A regression analysis was conducted through using SPSS (16.0). The coefficient of determination (Adjusted R-square) as shown in table 02 indicates that 69.2% of contribution in the dependent variable was due to the effect of independent variables; while the 30.8% was due to some other factors. This necessitates the incorporation of such other variables in future research studies. Since the significance value

(0.03541) is less than the Benchmark value (0.05). The F-significance value is (4.57). It shows the fitness of model. Therefore, we can safely say that the model is statistically significant in estimating how the independent variables may possibly affect the dependent variable.

| Table: 2 | | Model Summary | |
|----------|--------------|-------------------|-----------------------------|
| R | R Square | Adjusted R Square | Standaard error of Estimate |
| 0.817 | 0.706 | 0.692 | 0.3541 |

Table:3

| Model | Regression analysis results | | | | |
|-------------------|-----------------------------|----------------|---------------------------|-------|--------|
| | Unstandardised Coefficients | | Standardized coefficients | t | sig. |
| | B | Standard error | Beta | | |
| Constant | 1.227 | 1.348 | | 1.615 | 0.0348 |
| Interpersonal | 0.744 | 0.245 | 0.188 | 4.425 | 0.0191 |
| Adaptability | 0.459 | 0.383 | 0.126 | 3.732 | 0.0285 |
| Interpersonal | 0.327 | 0.173 | 0.056 | 3.732 | 0.0313 |
| Stress Management | 0.182 | 0.092 | 0.132 | 3.893 | 0.0391 |
| General mood | 0.164 | 0.241 | 0.083 | 3.842 | 0.041 |

Table 03 shows the extracts of results for regression analysis in predicting the effects of five independent variables on one dependent variable. Based on the values given in the table, the regression equation would be as : $Y=1.227+0.734X_1 + 0.439X_2+0.317X_3+0.572X_4+ 0.521 X_5$ (2)

As per the regression model, where all independent variables (i.e. interpersonal, intrapersonal, adaptability, stress management and general mood) are included in the equation, employee's performance will start from 1.227 at a constant zero. The model shows that a marginal increase in the independent variables i.e. interpersonal, adaptability, intrapersonal, stress management and general mood each at a time while others remaining constant, employees 'performance will be changed to 0.744, 0.459, 0.327, 0.182 and 0.164 times respectively. It is observed that interpersonal qualities had the highest contribution in determining employee's performance while the employees' general mood had the least contribution in employee's performance.

DISCUSSION

The findings from the interviews indicate that several staff was not aware of the concept of emotional intelligence and did not have a high level of self-awareness regarding their own emotional responses to death or the strategies they used to manage these responses. The study highlights the need for staff to be provided with knowledge and skills to enable them to identify, use and increase their levels of emotional intelligence in this kind of work environment. Some of the participants in the study did use social networks



effectively, showed confidence in their ability to manage stress and demonstrated time management and organizational skills. This suggests that they did use emotional intelligence although they were unaware of this concept and had not identified it in these terms for themselves. Others did not make effective use of social networks and recognized that they did not manage their stress effectively. These staff tended to blame managers, the hospital and other colleagues for the lack of ability to manage their stress.

CONCLUSION

It is concluded from the study that the interpersonal traits have a relatively greater impact on employee's performance in healthcare industry. Since the health care employees are faced with traumatic situations, therefore, empathy can play a significant role in such situations. A good sense of humor and an empathizing behavior in such situations can differentiate high performing employees from others. Based on the results of this study, it is highly recommended that hospitals should indulge their employees in trainings via simulations and other techniques. Furthermore, organizations must also encourage their employees to participate in community development programs to strengthen their linkages with community in terms of understanding their basic psyche and enhancing existing relationships with community.

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