

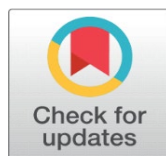
INTEGRATING EMOTIONAL INTELLIGENCE AND JOB SATISFACTION TO IMPROVE HEALTHCARE SERVICE DELIVERY: A COMPREHENSIVE STUDY IN TRADITIONAL HEALTHCARE SETTINGS

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ABSTRACT

Job satisfaction is widely acknowledged as a crucial component that affects the delivery of healthcare services. However, the impact of emotional intelligence (EI) on job satisfaction in traditional healthcare settings has not been thoroughly investigated. This study aims to examine the relationship between healthcare professionals' emotional intelligence, and job satisfaction, and their impact on the quality of healthcare services, patient outcomes, and workplace harmony.

Keywords: Emotional Intelligence, Job Satisfaction, Healthcare Service Delivery, Traditional Healthcare, Patient Outcomes, Team Dynamics

1. INTRODUCTION

1.1. OBJECTIVES

- To understand the levels of job satisfaction among healthcare providers in the sampled district hospitals including administrative officers, specialist doctors, generalist doctors, nursing staff, and para-medical/technical staff.

- To identify the key factors influencing job satisfaction among healthcare providers in hospitals, such as workload, compensation, work environment, leadership, and professional development opportunities.
- To measure the relationship of Emotional Intelligence (EI) with Job Satisfaction among healthcare providers in district hospitals.
- To examine the impact of Emotional Intelligence (EI) on Job Satisfaction among healthcare providers in the district hospitals.

1.2. RESEARCH METHODOLOGY

Sample units and sample size: The study aims to examine job satisfaction among healthcare providers in the civil district hospitals in Haryana, with a specific focus on one district from each zone of the state to cover the whole state. The study utilizes a descriptive methodology and employs primary data collection methods, including surveys, interviews, and observations, as a result of limited time availability. A sample size of 495 respondents is selected from six sampled district hospitals from each zone Ambala, Rohtak, Gurugram, Hisar, Karnal, and Faridabad. The surveys were delivered to 600 respondents, with 56 of them receiving partly incomplete and the rest 49 were unreturned questionnaires. As a result, the research took into account the 495 fully completed questionnaires.

Data source: The research is based on primary data retrieved from the questionnaire method. Secondary data was obtained from academic journals, government documents, magazines, and reports to provide additional information to support primary data,

Parameter used: The current study has examined the criteria of Emotional Intelligence in the context of health services in the district hospitals. Several research has examined the impact of emotional intelligence on job satisfaction. The current study has established the characteristics of Emotional Intelligence (EI) based on the work of Atif Bilal, which is crucial in any service industry. The study has taken into account the following criteria related to emotional intelligence (EI). The following traits are encompassed by the terms "Conscientiousness, Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness, and Influence."

Questionnaires: The study employs structured questionnaires and interviews. The questionnaire is composed of a combination of open-ended, close-ended, rank-order, and rating scale questions for a holistic understanding of the concept.

Reliability: The research employed "Cronbach's alpha" to assess the primary data reliability of the questions. The estimated value was 0.934, surpassing the basic value of 0.7.

Statistical tools: SPSS Statistics software was used to create the statistical tools for the investigation. For the assessment of framed goals, the research used statistical analysis, reliability analysis, and bivariate correlation to measure the significant relationship between the independent variables (i.e., "Emotional Intelligence Six Parameters") and the dependent variable (i.e., "Employee Job Satisfaction"). Regression has been used to find the impact of emotional intelligence on job satisfaction. Data analysis entails utilizing tables to scrutinize the collected data.

The research seeks to offer valuable insights into job satisfaction among healthcare workers in Indian hospitals, to provide actionable information and

suggestions for improving employee well-being and boosting organizational performance.

2. INTRODUCTION: THE CONCEPTUAL UNDERSTANDING

2.1. EMOTIONAL INTELLIGENCE: THEORETICAL FOUNDATIONS

The concept of "emotional intelligence" was non-existent just over half a century ago. The endeavor relies upon psychological theory, research, and execution. Human capital is the distinguishing factor between different organizations in their quest for efficiency. Service industry companies are currently seeking personalized attention, intellectual stimulation, empathy, and appropriate rewards from their top executives. Emotional intelligence is highly valuable in the service business. Employees in service firms must possess a notable level of morale and emotional intelligence (Carmeli, A. 2003). It is clear that in today's highly competitive world, the majority of firms are operating in a fiercely competitive climate, just as they have done in the past. To maintain competitiveness, organizations, regardless of their performance level, must adopt novel technology, products, or services.

Job satisfaction and organizational engagement have a substantial impact on an individual's job performance, which in consequence has an enormous impact on the overall achievement of the organization. Hospital healthcare providers function within a distinctive setting where they are required to regularly make significant decisions while dealing with challenging conditions and ethical dilemmas (Puri & Mehta, 2020). The doctors and healthcare staff are compelled to put forth an expanding amount of physical and emotional exertion as a result of evolving commercial and organizational requirements, the burden of inadequate resources, and a rise in the number of severely ill patients. Treating people is a challenging and intricate undertaking, in order to accomplish this, it requires the utilization of both tangible and cognitive resources. "Job satisfaction is highly regarded in organizational research primarily because of the intuitive nature of its importance" (Bai et al., 2006). To cope with the many levels of stress that occur in the healthcare profession daily, individuals must possess a high level of knowledge and determination. Healthcare personnel subjected to heightened levels of stress may encounter burnout as a consequence. The healthcare workforce is a demanding occupation that is further exacerbated in poor nations due to insufficient wages, shortages of staff, excessive workloads, and unfavorable working conditions caused by inadequate public healthcare facilities. The healthcare professional must possess a combination of good mental and physical equilibrium, determined conduct, and a strong work ethic to effectively manage the demanding demands of their profession within the work environment. The study utilized the concepts of "emotional intelligence (EI) and employee job satisfaction" to evaluate the professional characteristics and job satisfaction of nurses.

2.2. JOB SATISFACTION: UNDERSTANDING AND IMPACT

"Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience job dissatisfaction" as stated by DU Brins. Job satisfaction refers to the positive or negative emotions that employees have toward their employment. Employment satisfaction refers to the perceptions and expectations that employees hold about their employment and the organization they work for. These perceptions and expectations are shaped by the employees'

views and experiences with their job and the organization (Halloron, 1978, pp. 52, 73). These perceptions and expectations may pertain to their status, compensation, advancement, employment circumstances, working environment, communication environment, and a few other factors. Thus, job satisfaction is the employees' overall evaluation of their work experience, encompassing their good or negative attitudes towards many aspects of their job (Durbins, 1988; Leebov, 1995).

Job satisfaction is commonly characterized as an individual's overall attitude towards their job. Locke's theory provided a comprehensive and widely accepted definition of job satisfaction, which can be described as "a state of pleasure or positive emotions that arise from evaluating one's job or job experience". In Locke's idea, satisfaction is determined by the disparity between the desired features of a work and the actual aspects one possesses. The greater the difference between the two, the higher the level of satisfaction (Greenberg, 1999; Prasad, 2017, pp. 27-34).

Herzberg's Two-factor theory states that job pleasure and discontent arise from distinct sources. Specifically, dissatisfaction is linked to factors related to the job, such as working conditions, salary, job security, quality of supervision, and relationships with colleagues, rather than the actual work itself. In contrast, satisfaction is linked to the work itself or the immediate consequences that result from it, such as the nature of their occupations, achievements in their work, potential for promotion, and chances for personal growth and recognition. Herzberg's differentiation between motivators and hygienic factors is commonly known as the two-factor theory of job satisfaction (Singh, 2003, pp. 304-306; Prasad, 2017).

The job satisfaction of healthcare providers in hospitals is a crucial element of the healthcare system, impacting employee morale, retention rates, and ultimately, the quality of patient care and overall emotional intelligence of the healthcare providers. Healthcare providers have a crucial responsibility to safeguard the health and welfare of patients and communities as primary providers of medical services in the country (Amini & Ebrahimi, 2019). Nevertheless, a multitude of factors can impact job satisfaction, such as workload, compensation, workplace culture, work-life balance, career advancements, growth opportunities, as well as access to a wide range of resources and support. The Indian public healthcare industry is known for its significant presence in the diverse landscape of demographic, cultural, and other needs of citizens. Civil district hospitals have evolved from being simple healthcare facilities to more advanced facility hospitals over some time through various healthcare policies and infrastructural advancements. Although healthcare professionals in India face numerous challenges, such as long working hours, high patient loads, and inadequate infrastructure, other factors contribute to job-related challenges. Several factors contribute to job satisfaction and high emotional intelligence, including the opportunity to positively impact patients' lives, having professional independence, and receiving support from colleagues.

Therefore, job satisfaction is defined as the outcome of an individual's emotions, thoughts, and judgments towards their work. Job happiness is mostly an effective response to one's job circumstances. It is imperceptible and can only be deduced. Furthermore, job satisfaction is frequently influenced by the degree of success achieved (Saitayadain, 2003; Stephen, 2007, pp. 37-38). In India, discussions on doctor-patient relationships have been going on for a while. To guarantee that patients receive the best care possible, the doctor-patient relationship is essential. A methodical and thorough examination of the doctor-patient dynamic in India would take into account several variables that affect this dynamic. These are the following dimensions that represent the satisfaction level of

doctors and health staff as per Herzberg, Mausser, Peterson, and Capwell 1957; Saitayadain, 2003): Job requirements; supervision; working condition; wage and salaries; opportunities for advancement; security; communication; promotion; endogenous factors; responsibility etc.

2.3. IMPACT OF JOB SATISFACTION AND EMOTIONAL INTELLIGENCE IN HEALTHCARE SETTINGS

Research into job satisfaction among healthcare workers in India frequently delves into the distinctive challenges that healthcare providers encounter, intending to identify strategies to enhance job satisfaction, employee engagement, and overall organizational performance. Key factors such as workload, compensation, work environment, and opportunities for career advancement are critical in understanding job satisfaction within Indian healthcare settings. Notable determinants include workload management, remuneration, and benefits, the quality of the work environment, work-life balance, opportunities for professional development, autonomy in decision-making, recognition, and appreciation, as well as effective communication and feedback mechanisms. Addressing these factors is essential for Indian hospitals seeking to improve job satisfaction among healthcare professionals, which, in turn, can lead to enhanced patient care outcomes and improved organizational performance. The healthcare workforce in India comprises a diverse array of professionals, including doctors (Specialists/generalists), nursing staff, para-medical staff, technical staff, and supporting staff personnel, all of whom play integral roles in the delivery of patient care in the district hospitals.

Thus, the overall efficacy of healthcare delivery is conditioned upon the level of job satisfaction exhibited by physicians and healthcare staff working in government hospitals. Motivated and engaged physicians are more inclined to deliver excellent care to their patients when they feel job satisfaction. Consequently, this enhances both the outcomes for patients and the overall effectiveness of the healthcare system (Bhattacharjee, 2016). Hence, it is crucial to focus on and give priority to enhancing job satisfaction among doctors working in government hospitals to guarantee the delivery of quality healthcare services.

3. DATA ANALYSIS AND INTERPRETATION

3.1. DESCRIPTIVE AND STATISTICAL ANALYSIS OF DEMOGRAPHIC PROFILE OF THE HEALTHCARE PROVIDERS

3.1.1. GENDER-WISE PROFILE OF RESPONDENTS

Table 1

Table 1 Gender-Wise Distribution of the Respondents		
Gender of the Respondents	No. of Respondents (N)	Percentage (%)
Male	236	47.67%
Female	259	52.32%
Total	495	100.00%

The table above depicts the gender-wise distribution among 495 respondents, with 47.67 percent (N = 236) identifying as male and 52.32 percent (N = 259) as female. This demographic information provides valuable insights into the relative proportions of male and female participants, contributing to a comprehensive

understanding of the sampled population's gender composition. The equal proportion of males and females in the study indicates that both male and female gender are similarly involved in the study and the information obtained during the study can be rated as free from gender bias.

3.1.2. AGE-WISE DISTRIBUTION OF RESPONDENTS

Table 2

Table 2 Table Showing the Age-Wise Distribution of the Respondents		
Age-wise Distribution of the Respondents	No. of the Respondents (N)	Percentage (%)
21 – 30 years	192	38.78%
31 – 40 years	146	29.49%
41 – 50 years	94	18.98%
50 years and above	63	12.72%
Total	495	100.00%

The descriptive analysis result in the above table illustrates the distribution of respondents across different age groups within a sample size of 495 individuals. The largest cohort falls within the 21-30 age range, comprising 38.78 percent (N = 192) of the total sample, followed by the 31-40 age group at 29.49 percent (N = 146). Further, individuals aged 41-50 represent 18.98 percent of the sample, while those 50 years and above constitute 12.72 percent (N = 63). This breakdown offers a comprehensive overview of the age demographics within the sampled population, with the total percentage summing up to 100.00%.

3.1.3. HOSPITALS-WISE DISTRIBUTION OF THE RESPONDENTS

Table 3

Table 3 Table Showing the Hospitals-Wise Distribution of the Respondents		
Civil District Hospitals	No. of Respondents (N)	Percentage (%)
Ambala	95	19.19%
Rohtak	85	17.17%
Gurugram	75	15.15%
Hisar	80	16.16%
Karnal	75	15.15%
Faridabad	85	17.17%
Total	495	100.00%

The table depicts the distribution of respondents among six sampled civil district hospitals in a sample size of 495 individuals. Although, a total of 100 questionnaires were distributed among the sampled population in each sampled hospital. So, out of 600 questionnaires, only 495 final responses were included in the study as the rest 105 were either not returned or unfinished by the respondents. This balanced allocation ensures equitable sampling across the hospitals, promoting comparability of responses. The total percentage of 100.00% signifies the complete representation of all respondents, offering a comprehensive overview of the distribution across the surveyed hospitals.

3.1.4. POSITION OF THE RESPONDENTS IN SAMPLED HOSPITALS

Table 4

Table 4 Table Showing the Position of the Respondents in Sampled Hospitals		
Position of Respondents	No. of Respondents (N)	Percentage (%)
Administrative Officers	52	10.50%
Specialist Staff	37	7.47%
Generalist Doctors	128	25.85%
Nursing Staff	206	41.61%
Para-medical/Technical Staff	72	14.54%
Total	495	100.00%

The descriptive analysis in the table highlights the distribution of respondents across different positions within a sample size of 495 individuals. The nursing staff represents the largest group with a sample size of 41.61 percent (N = 206), followed by generalist doctors (N = 128), para-medical/technical staff (N = 72), administrative officers (N = 52), and specialist doctors (N = 37). This breakdown offers insights into the distribution of responsibilities across various positions in district civil hospitals of Haryana. The total percentage of 100.00% ensures a comprehensive representation of role distribution among the sample, facilitating a deeper understanding of organizational structure and dynamics.

3.2. DESCRIPTIVE AND STATISTICAL ANALYSIS OF JOB SATISFACTION AMONG HEALTHCARE PROVIDERS

3.2.1. SATISFACTION WITH YOUR CURRENT JOB PROFILE

Table 5

Table 5 Table Showing the Satisfaction with your Current Job Profile		
Satisfaction with current job profile	Frequency (N)	Percentage (%)
Highly satisfied	74	14.94%
Satisfied	114	23.03%
Neutral	138	27.87%
Dissatisfied	96	19.39%
very dissatisfied	73	14.74%
Total	120	100.00%

The table reveals varied levels of job satisfaction among 495 respondents, with a majority expressing a neutral stance about job satisfaction but a notable portion indicating discontent. While most respondent 37.97 percent (N = 188), report satisfaction with their current job, a significant minority express dissatisfaction which is 34.13 percent (N = 169). This nuanced landscape highlighted the importance of identifying underlying factors to enhance overall workplace morale and satisfaction, so that job satisfaction among healthcare providers positively impacts healthcare service delivery.

3.2.2. WORKING ENVIRONMENT IN THE HOSPITAL

Table 6

Table 6 Table Showing the Working Environment in the Hospital		
Working environment in the hospital	Frequency (N)	Percentage (%)
Excellent	56	11.31%
Good	116	23.43%
Neutral	103	20.80%
Fair	154	31.11%
Poor	66	13.33%
Total	120	100.00%

The result in the table presents varied perceptions of the work environment among 495 respondents, reflecting a balanced duality of positive and negative views of the working environment in the hospitals. While most respondents rated the environment positively, with a neutral stance as a whole, there are notable indications of unfavourable perceptions related to the poor working environment. These results highlight the need for further investigation to rectify issues and establish an improved work environment.

3.2.3. WORK-LIFE BALANCE AMONG HEALTHCARE PROVIDERS

Table 7

Table 7 Represents the Work-Life Balance Among Healthcare Providers		
Work-life balance	Frequency (N)	Percentage (%)
Yes, very good balance	110	22.22%
Yes, somewhat balanced	243	49.09%
No, not balanced	142	28.68%
Total	120	100.00%

The descriptive analysis in the above table presents respondents' perceptions of work-life balance, reflecting diverse experiences among 495 sampled individuals. While a significant portion feels they have achieved a satisfactory balance, there remains a notable minority struggling with imbalance N = 142 (28.68 percent). The findings highlight the significance of addressing the factors that contribute to this imbalance to promote healthcare providers' well-being and satisfaction.

3.2.4. THE LEVEL OF RECOGNITION AND RESPECT IN THE ORGANIZATION

Table 8

Table 8 Descriptive Analysis of the Level of Recognition and Respect in the Organization		
The level of recognition and respect	Frequency (N)	Percentage (%)
Yes, always good	263	53.13%
Sometimes get	146	29.49%
Rarely receive	71	14.34%
Never receive	15	3.03%

Total	495	100.00%
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The table illustrates the respondents' perceptions regarding recognition and respect in the workplace, revealing a wide variety of experiences among a total of 495 individuals in the sampled district hospitals. Although a significant portion of the population reports occasional or even infrequent recognition for their contributions, some feel that their contributions are regularly recognized and respected. In addition, a small but significant portion indicates a complete absence of recognition and respect. These results highlight discrepancies in the frequency of acknowledgments, pointing out possible areas for development to promote a more encouraging and motivating work environment where each contribution is appropriately valued.

3.2.5. CAREER GROWTH OPPORTUNITIES AND ADVANCEMENTS

Table 9

Table 9 Descriptive Analysis of Career Growth Opportunities and Advancement		
Career growth opportunities and advancements	Frequency (N)	Percentage (%)
Yes, plenty	168	33.93%
Yes, some	164	33.13%
No, very few	127	25.65%
No, none at all	36	7.27%
Total	495	100.00%

The table demonstrates a diverse range of perceptions regarding career growth opportunities and advancements among respondents, highlighting both the possibilities and constraints faced by healthcare providers. Although a considerable proportion (67.06 percent) recognizes growth potential, a noteworthy subgroup expresses apprehensions regarding restricted opportunities. These findings highlight the importance of overcoming obstacles and improving opportunities for career growth to strengthen employee satisfaction and retention.

3.2.6. THE SUPPORT FROM THE HOSPITAL ADMINISTRATION

Table 10

Table 10 Statistical Analysis Showing the Support from the Hospital Administration		
The support from the hospital administration	Frequency (N)	Percentage (%)
Highly supportive	185	37.37%
Supportive	182	36.76%
Neutral	93	18.78%
Not supportive	31	6.26%
Highly unsupportive	4	0.80%
Total	120	100.00%

The statistical analysis in the table above exhibits a range of views regarding hospital administration and management support among the respondents, spanning from strong support to dissatisfaction. A significant portion of the population experiences administration as supportive (N = 367), while a significant

subset remains neutral (N = 93), suggesting inconsistency in their opinion. Furthermore, there are signs of discontent, emphasizing the need for better communication, leadership, and employee involvement to foster a more supportive work environment.

3.2.7. JOB SECURITY IN THE ORGANIZATION

Table 11

Table 11 Descriptive Analysis of Job Security in the Organization		
Job security in the organization	Frequency (N)	Percentage (%)
Yes, very secure	176	35.55%
Yes, somewhat secure	192	38.78%
No, not very secure	103	20.80%
No, not very secure at all	24	4.84%
Total	495	100.00%

The results in the table above display the surveyed individuals' opinions on job security in the hospital, indicating a combination of different sentiments. While a substantial proportion (N = 368) of individuals feel confident about their job security, others express different levels of concern. These findings emphasize the significance of addressing concerns to foster a feeling of stability and confidence among the workforce, ultimately improving the well-being of employees and the resilience of the organization.

3.2.8. THE LEVEL OF EFFECTIVENESS OF COMMUNICATION IN THE HOSPITAL

Table 12

Table 12 Descriptive Analysis of the Level of Effectiveness of Communication		
Effectiveness of communication	Frequency (N)	Percentage (%)
Yes, very effective	189	38.18%
Yes, somewhat effective	242	48.88%
No, not very effective	52	10.50%
No, not effective at all	12	2.42%
Total	495	100.00%

The table presents an overview of respondents' opinions regarding the efficacy of communication in their respective work environments, indicating different levels of contentment. Although many people consider communication to be somewhat effective, significant proportions express dissatisfaction. These findings highlight the importance of resolving communication deficiencies to enhance clarity, transparency, and efficiency, ultimately improving employee engagement and organizational effectiveness.

3.2.9. LEVEL OF JOB FULFILMENT AMONG HEALTHCARE PROVIDERS

Table 13

Table 13 Descriptive Analysis Showing the Level of Job Fulfilment		
Level of job fulfilment	Frequency (N)	Percentage (%)
Very fulfilling	126	25.45%
Somewhat fulfilling	132	26.66%
Neutral	102	20.60%
Not very fulfilling	59	11.91%
Not fulfilling at all	31	6.26%
Total	495	100.00%

The table represents the respondents' perspectives on job satisfaction among a total of 495 individuals, encompassing a wide range of sentiments varying from highly fulfilling to not fulfilling at all. While a sizable portion feels that their work fulfills them in some way, sizable segments are neutral or dissatisfied. These findings emphasize the importance of harmonizing job responsibilities with employee expectations to enhance overall job satisfaction and engagement.

3.2.10. SATISFACTION WITH THE LEVEL OF SALARY AND OTHER REMUNERATION

Table 14

Table 14 Descriptive Analysis Showing the Satisfaction Level of Salary and Other Remuneration		
Salary and other remuneration	Frequency (N)	Percentage (%)
Very satisfied	163	32.92%
satisfied	159	32.12%
Neutral	121	24.44%
Dissatisfied	28	5.60%
Very dissatisfied	24	4.84%
Total	495	100.00%

The table presents the results of a survey conducted on 495 individuals regarding their satisfaction with salary and other remuneration. The responses varied widely, ranging from high levels of satisfaction to extreme dissatisfaction. While a few individuals express satisfaction and others remain neutral, a significant proportion indicates dissatisfaction, emphasizing specific areas where compensation and benefits provision could be enhanced.

3.2.11. LEVEL OF PHYSICAL AND MENTAL WELL-BEING AT THE WORKPLACE

Table 15

Table 15 Descriptive Analysis Showing the Level of Physical and Mental Well-Being at the Workplace		
Level of physical and mental well-being at the workplace	Frequency (N)	Percentage (%)
Yes, fully supported	195	39.39%

Somewhat supported	149	30.10%
No, not supported enough	119	24.04%
No, not supported enough at all	32	6.46%
Total	495	100.00%

The table presents data on the extent of physical and mental health support in the workplace, as reported by 495 participants. Although a considerable proportion of individuals feel supported to some extent, with 39.39 percent expressing complete support and 30.10 percent reporting partial support, there are concerns as 24.04 percent of respondents feel insufficiently supported, and 6.46 percent perceive no support whatsoever. These findings highlight the importance of assessing and enhancing the range of support available for employee well-being, to meet the diverse needs of employees.

3.3. CORRELATION ANALYSIS BETWEEN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION IN HEALTHCARE PROVIDERS

To measure the relationship of emotional Intelligence (EI) with healthcare provider Job Satisfaction in the sampled district hospitals. The present study attempts to quantify emotional intelligence with the healthcare provider Job Satisfaction in civil district hospitals. The study has considered the six EI parameters and applied the “Bi-variate correlation with Job Satisfaction” among healthcare providers. The study has framed the following hypothesis to test the framed objective.

H0: There is no relationship between the emotional intelligence (EI) parameters and healthcare provider job satisfaction

Ha: There is a relationship between the emotional intelligence (EI) parameters and healthcare provider job satisfaction

Table 16

Table 16 Correlation Matrix of Relationship of Emotional Intelligence (EI) with Job Satisfaction							
Correlations							
		Job satisfaction	Self awareness	Emotional resilience	Interpersonal sensitivity	Influence	Intuitiveness
Job satisfaction	“Pearson Correlation”	1					
	“Sig. (2-tailed)”						
	“N”	495					
Self-awareness	“Pearson Correlation”	.785**	1				
	“Sig. (2-tailed)”	.000					
	“N”	495	495				
Emotional resilience	“Pearson Correlation”	0.498	.631**	1			
	“Sig. (2-tailed)”						
	“N”	495	495	495			

	"Sig. (2-tailed)"	.054	.001					
	"N"	495	495	495				
Interpersonal sensitivity	"Pearson Correlation"	.745**	.693**	.555**	1			
	"Sig. (2-tailed)"	.001	0.00	.005				
	"N"	495	495	495	495			
Influence	"Pearson Correlation"	.533**	.622**	.761**	.737**	1		
	"Sig. (2-tailed)"	.007	.001	.000	.000			
	N	495	495	495	495	495		
Intuitiveness	"Pearson Correlation"	.515*	.620**	.458*	.559**	.756**	1	
	"Sig. (2-tailed)"	.010	.001	.025	.005	.000		
	"N"	495	495	495	495	495	495	
Conscientiousness	"Pearson Correlation"	.432	.396	.406*	.264	.320	.267	1
	"Sig. (2-tailed)"	.113	.055	.049	.213	.127	.206	
	"N"	495	495	495	495	495	495	495

**."Correlation is significant at the 0.01 level (2-tailed)".

Source Primary Data

The table above illustrates the correlation between emotional intelligence and employee job satisfaction. The qualities of Self Awareness and Interpersonal Sensitivity have a strong relationship, with correlation values of 0.785 and 0.745, respectively. Conscientiousness and Emotional Resilience were found to have a moderate relationship, with correlation values of 0.432 and 0.498, respectively. The study demonstrates that there is a correlation between Influence and Intuitiveness, and it is also observed that there is a moderate relationship between these factors and job satisfaction. Thus, the study's findings suggest that participants hold a strong belief in the significant correlation between self-awareness, interpersonal sensitivity, and job satisfaction. Therefore, based on the findings, we can conclude that the null hypothesis should be rejected and the alternate hypothesis should be accepted. This is because there is a strong followed by moderate relationship between the emotional intelligence parameters and employee job satisfaction.

3.4. REGRESSION ANALYSIS

To examine the impact of Emotional Intelligence on Job Satisfaction among healthcare service providers.

H0: There is no significant Impact of emotional intelligence parameters on job satisfaction among healthcare providers.

Ha: There is a significant Impact of emotional intelligence parameters on job satisfaction among healthcare providers.

Table 17

Table 17 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.682	.435	1.23702

1) Predictors: "(Constant), Conscientiousness, Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness, Influence"

Source Primary Data

The table illustrates the correlation between emotional intelligence aspects and job satisfaction among healthcare providers. The study observed an R square value of 0.682, which is close to 0.7, the threshold for a satisfactory model fitness parameter. Thus, the model exhibited a moderate level of fitness.

Table 18

Table 18 ANOVA Test						
Model		Sum of Squares	Mean Square	D(f)	F	Significance value (p-value)
"1"	Regression	51.288	7.648	493	3.946	.002 ^b
	Residual	28.437	1.861			
	Total	79.725				

1) "Dependent Variable": "Job satisfaction"

2) "Predictors": ("Constant"), Conscientiousness, "Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness, Influence"

Source Primary Data

The table above illustrates the correlation between emotional intelligence parameters and job satisfaction among healthcare providers. The F statistic value is lower than the table value, indicating that the model is normally distributed. Furthermore, the F statistic is significant with a p-value of 0.002.

Table 19

Table 19 Table Depicts the Impact of Emotional Intelligence on Job Satisfaction						
Coefficients						
"Model"		"Unstandardized Coefficients"		"Standardized Coefficients"	"T"	"Sig."
		"B"	"Std. Error"	Beta		
1	("Constant")	5.928	1.613		3.811	.001
	Self-Awareness	0.677	0.287	.596	2.103	.041
	Emotional resilience	-0.567	0.147	-.296	-.941	.016
	Interpersonal sensitivity	.163	.159	.345	.904	.037
	Influence	.128	.389	.150	.466	.017
	Intuitiveness	-.067	.248	-.032	-.080	.027
	Conscientiousness	.064	.170	.066	.547	.052

1) "Dependent Variable": "Job satisfaction"

Source Primary Data

The analysis result in the table above depicts the correlation between emotional intelligence measures and employee work satisfaction. The analysis reveals that all the parameters of emotional intelligence have a p-value of less than 0.05, indicating that the model is significant, except for the attribute conscientiousness. The table indicates that self-awareness has the greatest impact on job satisfaction among all the characteristics of emotional intelligence, with a standard coefficient beta value of 0.596. Additionally, self-awareness is found to be statistically significant with a p-value of 0.041. The beta values for Interpersonal Sensitivity, Influence, and Conscientiousness were observed to have positive standard coefficients. Emotional resilience and intuitiveness have negative beta values of -0.296 and 0.032, respectively. Therefore, rejecting the null hypothesis. The study concludes that emotional intelligence (EI) measures have minimal impact on job satisfaction among healthcare providers.

4. FINDINGS

- 1) The research discovered a substantial correlation between self-awareness (0.785) and interpersonal sensitivity (0.745) with employee job satisfaction. The traits of Conscientiousness (0.432) and Emotional Resilience (0.498) exhibit a moderate correlation with Employee work satisfaction.
- 2) The research findings indicate that the metrics of emotional intelligence have a significant and positive influence on employees' level of job satisfaction. This study suggests that enhancing emotional intelligence in individuals can lead to higher levels of job satisfaction among employees in district hospitals.
- 3) The study indicated that self-awareness, a characteristic of emotional intelligence, has a significant influence on job satisfaction. The standard coefficient beta value for this influence is 0.596.
- 4) An increase in Interpersonal sensitivity, Influence level, and conscientiousness will result in a rise in job satisfaction among healthcare providers in district hospitals by 0.163, 0.128, and 0.064 units, respectively. Emotional resilience and intuitiveness have a detrimental effect on job satisfaction with negative values .567, and 0.67 respectively.

5. CONCLUSION

The job satisfaction of healthcare providers in district hospitals is affected by several factors, including the distribution of genders, age demographics, roles, work environment, work-life balance, career advancement opportunities, support from management, job security, effective communication, job fulfillment, satisfaction with salary and benefits, and support for physical and mental well-being. Although most healthcare workers report being satisfied with their jobs and view their work environment positively, there are issues around job security, recognition, communication effectiveness, and contentment with compensation and perks. Thus, to tackle these problems and improve job satisfaction, hospitals should give priority to initiatives aimed at establishing an inclusive, friendly, and favorable work environment. This encompasses the promotion of gender equality, the improvement of career advancement opportunities, the enhancement of management support, the encouragement of work-life balance, the improvement of communication strategies, the addressing of job security concerns, the evaluation of salary and benefits packages, the support of physical and mental well-being, the promotion of job

satisfaction, and the cultivation of a positive organizational culture. Implementing these suggestions can result in enhanced morale, engagement, and retention among healthcare professionals, thereby improving the quality of patient treatment and organizational achievement.

6. POLICY IMPLICATIONS OF THE STUDY

- The discoveries may result in the creation of personalized emotional intelligence training programs for healthcare personnel, to enhance both job satisfaction and the quality of patient care.
- Healthcare facilities can anticipate enhancements in patient-provider communication, resulting in increased patient satisfaction and improved adherence to treatment plans by promoting emotional intelligence.
- The adoption of emotional intelligence principles can cultivate a more supportive and harmonious work environment, thereby reducing burnout and turnover rates among healthcare professionals.

CONFLICT OF INTERESTS

None.

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