

The Effect of Emotional Intelligence on Job Performance of Nurses in Jordanian Hospitals

Shrouq Mohammad Irbayea Al-hasan, Prof. Dr. Tengku Mohammad Arriff

Abstract— Emotional intelligence is fundamental to nursing practice and it influences professional relationships, impact patient care decisions and affect healthcare workers at an intrapersonal level. Across academic disciplines, there is strong acknowledgement that understanding the effect of emotional intelligence is essential. Hence, this study intends to quantitatively investigate the effect of emotional intelligence on the job performance of nurses in Jordanian nursing hospitals. Pertaining to this, a self-administered questionnaire was used and a total of 384 nurses in Jordanian hospital were randomly selected as respondents, in which their perceptions were gathered. The hypothesis was tested by using SEM-AMOS package 22.0 and the findings have shown a direct effect of emotional intelligence on Job Performance of Nurses in Jordanian Hospitals, which is positive and significant ($\beta=0.222$, $P=.001$). The novelty of the research goes back to studying the concept in a developing country, i.e. Jordan. The implications of the above findings are then discussed.

Index Terms— Emotional intelligence, Job performance, Nurse, Hospital, Structural Equation Modeling (SEM), Jordan

I. INTRODUCTION

For decades, researchers have been studying factors influencing performance in health organizations with emphasis on worker factors and work environment factors. Nurses constitute the largest human resource element in healthcare organizations and provide 80% of direct patient care, so they have a great impact on quality of care and patient outcomes. Job performance has often been examined in light of work attitudes such as job satisfaction and organizational commitment by influence with social support, emotional intelligence and motivation. Nurses' attitudes towards their jobs; and commitment to their employing organizations have been compelling to researchers due to their impact on behaviour at work and quality of patient care (Shamsuddin & Rahman, 2014; Shooshtarian, Ameli, & Lari, 2012; Yoke & Panatik, 2016).

In Jordan, interest has been growing on issues related to performance in health organizations, as a reflection of the increasing interest in quality improvement. Job performance of hospital nurses in Jordan, focusing on the impact of social support, emotional intelligence and motivation. Social support, emotional intelligence and motivation are critical factors in have become increasingly important in the profession of nursing (Shooshtarian, Ameli, & Lari, 2012; Yoke & Panatik, 2016), which mainly comprises of emotions and sensitivities. Committed nurses are more likely to

perform beyond of their duty to meet patient need and highly motivated to work to the best of their ability. These traits are crucial for commitment and ongoing revenue and growth for a hospital. Committed nurse's remained in the employment of the hospital longer, resisted competitive job offers, did not actively look for other employment and recommended the hospital to others as a best place to work. The longer the hospitals kept their nurses; there would be no need for additional expenditure to train new nurses (Ezzatabadi et al., 2012).

In the current global environment, it is becoming necessary to connect the emotional intelligence and performance of nurses (Fard & Khan, 2014). Emotion is fundamental to nursing practice. As frontline healthcare workers, nurses form and maintain relationships within emotionally charged environments where emotion is central to the fabric of health care delivery. Clinical decisions, intrinsically bound by professional ethics and codes of practice, occur in changeable and chaotic environments. Emotions influence professional relationships, impact patient care decisions and affect healthcare workers at an intrapersonal level. Across academic disciplines, there is strong acknowledgement that understanding the effect of emotional intelligence is essential (Deshwal, 2015). In healthcare, there is a call to understand the nuances of emotion and its influence in organizational work and healthcare leadership (Guleryuz et al., 2008). Healthcare scholars have questioned the boundaries between emotion and work, specifically the personal costs of caring, paradoxical dilemmas of market-driven healthcare, increased workloads, growing demands for mandated emotion work and the effect of emotion on the health of care-providers (Ezzatabadi et al., 2012; Ali et al., 2012). Thus, the aim of this study is to investigate the effect of emotional intelligence on the job performance of nurses in Jordanian nursing hospitals.

II. LITERATURE REVIEW

Emotional Intelligence- The emotional intelligence construct study was started almost one hundred years ago, however, in recent years it has become popular in a wide range of business, educational, and professional settings. By studying current research, considering Emotional Intelligence's historical context helps to understand its current development and practice. The following time period is distinguished as the beginning of the more formal acknowledgement of Emotional Intelligence. After this beginning, Emotional Intelligence was identified by specific theorists who created their own definitions and assessment instruments for Emotional Intelligence.

Emotion intelligence according to Goleman (1998), defined as "ineffable feelings of the self-referential sort", and are comprehensively defined as "self-referential feelings an actor (employee) experiences or, at least, claims to experience in regard to the performances he or she brings off

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Shrouq Mohammad Irbayea Al-hasan, Faculty of Medicine and Health Sciences, Universiti Sultan Zainal Abidin (UniSZA), Terengganu, Malaysia.

Prof. Dr. Tengku Mohammad Arriff, Faculty of Medicine and Health Sciences, Universiti Sultan Zainal Abidin (UniSZA), Terengganu, Malaysia.

in the social world". States of feeling refer to basic emotions (e.g. joy, love, anger) and social emotions (e.g. shame, guilt, jealousy, envy), as well as to related constructs as affect, sentiments and moods (Nikkheslat et al., 2012). Interest among social scientists on emotional as a domain of intelligence has grown in recent years the current conceptualization of emotional intelligence (Ratogi & Rathi, 2009).

Hence, Hefferman et al. (2008) defined emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. Whereas, Lopes et al. (2006) defined emotional intelligence as a competency of managing yourself and your relationships with others, making effective teamwork, leading others, and forecasting the future, all of which had positive effects in terms of efficacy and job performance. Moreover, Mohamad & Jais (2016) defined as the potential to feel, use, communicate, recognize, remember, describe, identify, learn from, manage, understand and explain emotions. Thus, emotional intelligence is an essential requisite for employees in general who should manage their emotions in order to display organizationally desired emotions.

Importance of Emotional Intelligence in Health sector - Emotional Intelligence pointed to nurses with higher levels of Emotional Intelligence engaging in happier and healthier relationships within their personal and professional lives (Ali et al., 2012). High levels of Emotional Intelligence were shown to combat workplace violence, reduce workplace stress, and stimulate the search for a deeper understanding of what it means to be a professional nurse (O'Boyle et al., 2010). The healthcare professional needs to be sensitive to the needs of the patients and develop relationships that would encourage communication and confidence in the patient (Rode et al. 2007). It is often assumed that healthcare professionals have high emotional intelligence levels because of their choice of a profession involving a lot of interaction with people and the experience of dealing with patients on a daily basis. However, the level of emotional intelligence may vary among different professionals according to their role in the institution and the importance they give to the application of emotional intelligence in performing their roles (Mohamadkhani & Lalardi, 2012).

Lopes et al. (2006), conducted a study on levels of stress and emotional intelligence among healthcare students and found that high Emotional Intelligence was co-related with lower stress levels. This means that if a person has high emotional intelligence, they are able to manage the stress much better than others with low Emotional Intelligence. External influences such as economic and social change urge hospitals to look for new ways to maximize their workers' potential. Since the performance of each team member affects the performance of the entire hospital. Human Resource managers make constant efforts in order to improve the performance of their employees as the hospitals most valuable asset. As a result, hospitals are applying various practices to increase work outcomes, loyalty and commitment. They organize social activities for employees, open channels for communication, provide opportunities for advancement, introduce margin benefits and acquire the latest technology; these are only the few from a plethora of

tactics used by hospitals to enhance employees' performance (Bhardwaj, Chouhan, & Meena, 2014).

Emotional Intelligence is the finest way to check the representative's performance as it can evaluate the efficacy of the workers by comprehension and keeping care of their feelings in the desired way as needs be. Passionate shrewd individual can without much of a stretch achieve his/her purposes and that is the cause that the majority of the works these days require certain level of enthusiastic knowledge (Alikhani et al., 2015).

There has been extensive research to determine the role, importance and benefits of emotional intelligence for an individual. Emotional Intelligence has generally been associated with happiness and well-being of a person. Schutte et al (2007), found that high Emotional Intelligence was related with good physical and mental health in a person. Low Emotional Intelligence, on the other hand, is associated with violent behaviour, use of drugs and delinquency (Adeyemo, 2007).

Nursing work itself is a career that demands a large amount of emotional labor to effectively communicate and provide care (Allen & Mayer, 1990). The physical work is demanding, but often times the emotional strain of dealing with vulnerable patients, navigating ethical decisions, and delivering compassionate care is apparent (Borman & Motowidlo, 1993). The demanding level of psychological and physical care leaves nurses vulnerable to stress, and consequently, burnout (Hefferman et al. 2008). Clinical nurses are expected to be managers, leaders within the clinical team, and work closely with caregivers of all types (Seyal & Afzal, 2013).

As our healthcare landscape is changing, there are even more pressures on nurses to perform to high standards (Ezzatabadi et al., 2012). Nurses are being judged as customer service representatives and hospital reimbursement is dependent on patient satisfaction levels (Adamy, 2012). These nurses deal with increasing acuity loads and shorter hospital stays, which in turn, lead to increasing problems with nurse turnover, nurse burnout, and nurses leaving healthcare altogether (Fard & Khan, 2014).

Nursing literature indicates that there is a large amount of job turnover within the first year of graduation (Rode et al., 2007). New nurse graduates remark on feeling unprepared, unable to manage emotional needs of patients, struggling with communication, and sometimes victims of lateral violence or incivility amongst seasoned nurses (Wong & Law, 2002). Emotional intelligence literature suggests that nurses and students with higher levels of Emotional Intelligence are more likely to successfully deal with the stressors that a demanding career or curriculum might entail (Adeyemo, 2007). In a study by Ratogi & Rathi (2009), Emotional Intelligence was correlated with less engagement in risky and higher amounts of self-control and coping with stressors. The positive effects of Emotional Intelligence have been linked to improved mental and general health, increased resiliency against depression, increased independence, greater anger management skills, stronger work performance, and overall a better optimism towards life (Hamdan et al., 2017).

Nurses with high levels of Emotional Intelligence showed increased feelings of control, which helped them to adopt an active and effective coping strategy when dealing with stress. These nurses were able to use their ability to control

their emotions and regulate their moods to decrease anxiety (Seyal & Afzal, 2013).

This ability to manage stress, cope with emotional demands, and possess a positive outlook on life certainly has applicability to student retention and better matriculation through a nursing program (Collins, 2013). Additionally, this greater capacity to handle stressful situations could potentially lead to increased job satisfaction and less job turnover in demanding patient care settings (Shamsuddin & Rahman, 2014). Quality clinical nurses have many highly developed skills. Preparation to work in the clinical environment includes a focus on cognitive knowledge of disease processes, physical assessment skills, and prioritization abilities (Yoke & Panatik, 2015). Along with those abilities, nurses are additionally valued for their compassion and empathy. Nurses are encouraged to develop bedside manner and recognize changes in what the patient or family understands. Communication abilities, both with the interdisciplinary team and the patients, are a highly developed skill in nurses who are exemplary in their practice.

Developing emotional intelligence skills for the professional nurse may be one way to enhance the performance, promote wellbeing, and reduce turnover in the field of nursing (Shamsuddin & Rahman, 2014). Learning more about practicing nursing with emotional intelligence and what directly contributes to the development of emotional intelligence within the professional nurse is essential to educate nursing student, new nurse graduates, and practicing nurses who would benefit from these skills. In terms of self-regard, emotional self-awareness, assertiveness, independence, and self-actualization. Interpersonal skills are defined as empathy, social responsibility, and interpersonal relationships. Stress management can be measured in terms of stress tolerance and impulse control. Adaptability includes reality-testing, flexibility, and problem solving. General mood is comprised of optimism and happiness (Shamsuddin & Rahman, 2014; Yoke & Panatik, 2016).

Job performance- Performance rating is recognized as an important element of the job managers and supervisor as well as for employees. Results of ratings are helpful for making administrative decisions about employees (e.g., efforts to reward employees and promotion); performance ratings can be used to help employees identify potential areas for improvement and growth and to narrow the gap between supervisors' opinions and subordinates' opinions about what is considered a good performance. As a result of these functions, managers can obtain higher levels of productivity from employees.

Job Performance is one of the important dependent variables of interest, the government, businesses and society (Campbell, McCloy, Opplen, & Sager, 1993). An organization needs highly performance to meet their goals, to deliver the products and services the specialized in and finally to achieve competitive advantage. Performance also important for individual. Accomplishing tasks and performing at a high level can be a source of satisfaction with feelings of mastery and pride. Job performance plays an important role for the growth and development of an organization, where an individual's Job Performance contributes highly to overall organizational effectiveness and success (Borman & Motowidlo, 1993).

Moreover, Rode et al. (2007), suggests that work performance is a measure of how well an employee meets the standards that are required on a specific job. Campbell et al. (1993), individual performance is a core concept within work and organizational psychological. During the past 10 or 15 years, researchers have made progress in clarifying and extending the performance concept. Hence, in 1993, Campbell et al (1993) said about performance that is what the organization hires one to do, and do well also he determinants of performance components. According to Borman & Motowidlo (1993) individual difference on performance is a function of three main determinants: declarative knowledge, procedural knowledge and skills, and motivation.

Importance of Job Performance and Nursing Performance- Job performance plays an important role for the growth and development of an organization, where an individual's Job Performance contributes highly to overall organizational this is era of globalization performance of employees in organizations is more concern by managers than earlier. They seek and recruit only high performance employees. Organizations hunt and retain talented employees to compete in global market. Low-efficient employees are avoided by the organizations. Organizations develop systems to avail optimal utilization of human resources. For this purpose, high performance work teams are developed. HR practices are combined into an overall system to enhance employee involvement and performance (Shooshtarian et al., 2012; Wong & Law, 2002) effectiveness and success (Hamdan et al., 2017).

Nursing performance is a complementary component of patient care and it is an important determinant of quality of healthcare services that clarify effectiveness and efficiency that make a payment to health organizational goals (Adeyemo, 2007). In order to maximize nursing performance in health organizations must make such policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction and motivation (Hamdan et al., 2017). Job performance is often examined in relation to stress and burnout associated with nursing practice. Adeyemo (2007), found that burnout is associated with poor self-rating as well as supervisor rating of performance, more sick leave, and more absence for mental health reasons. In Jordan, Abualrub (2004) found that perceived social support from co-workers enhanced job performance and decreased job stress. In Hong Kong, Siu (2002), found that organizational climate (both physical conditions and social aspects) to influence job satisfaction and absenteeism among hospital nurses. Supportive management practices were crucial to achieve high nursing performance (Hamdan et al., 2017). A recent study has also found a positive correlation between perceived supervisor support and nurse occupation-related outcomes (Wong & Law, 2002). The researcher defines nursing performance operationally as nursing productivity and output as a result of nursing development ultimately affect the health organizational effectiveness.

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The Conceptual Framework

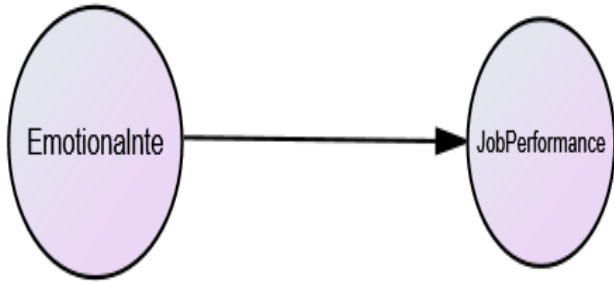


Figure 1: Research Framework

III. RESEARCH METHODOLOGY

The determination of this research is to examine the effects of EI on job performance. Thus, a self-administered questionnaire was distributed to the randomly selected nurses of Jordanian hospitals in which their perceptions were used to study the construct EI and job performance. A total of 384 questionnaires were returned by the respondents. The sample population consisted of 41.1% males and 58.9% females. The measures of EI were evaluated through an instrument developed by Brackett & Geher (2006) having seven (7) items. Lastly, five (5) items scale developed by Koopmans et al. (2013) were adopted and used in this study to measure job performance. Respondents were made to respond and rate using 10-point likert scale with 1 denoting strongly disagree and 10 as strongly agree to the statement mentioned. The researchers of this study employed SEM using IBM-SPSS-AMOS 22.00 software for analysis and testing the hypothesis as SEM is a Second Generation method of multivariate analysis technique (Hoque et al., 2017c). In SEM, at first the researchers validated the measurement model of the latent constructs using the Confirmatory Factor Analysis (CFA) procedure (Hoque, 2018a; Hoque, 2018b; Hoque et al., 2018a; Hoque et al., 2018b; Hoque et al., 2018d; Hoque et al., 2017c; Hoque et al., 2017d; Hoque and Awang, 2016a; Hoque and Awang, 2016b). After validating the measurement model, the researchers executed the path model.

IV. RESULTS

Measurement Model- Measurement model validation is required at the beginning of the study for validity, reliability, and unidimensionality (Hoque et al., 2019; Hoque and Awang, 2019; Hoque et al., 2018a; Hoque et al., 2018b; Hoque et al., 2017b; Hoque et al., 2017c; Yusof et al., 2017). Hoque et al. (2017a); Hair et al. (2014); have mentioned in their studies that when the factor loading for all items shows positive minimum value of 0.6, then unidimensionality is achieved. On the other hand, if the measurement model meets the Incremental fit, Absolute fit, and Parsimonious fit criteria then the Construct validity is achieved. If all the constructs in a model are not highly correlated then Discriminant validity is achieved (Awang 2015; Hair et al., 2014; Fornell and Larcker, 1981). On the other hand, Awang et al. (2017a); Awang et al. (2017b); Hoque, Awang, and Ghani (2016); Awang (2015); Hair et al. (2014); Fornell and Larcker (1981) have stated that Construct reliability could be achieved through the values of CR and AVE (i.e. Composite

Reliability and Average Variance Extracted) and the minimum value requirement is 0.6 and 0.5 respectively.

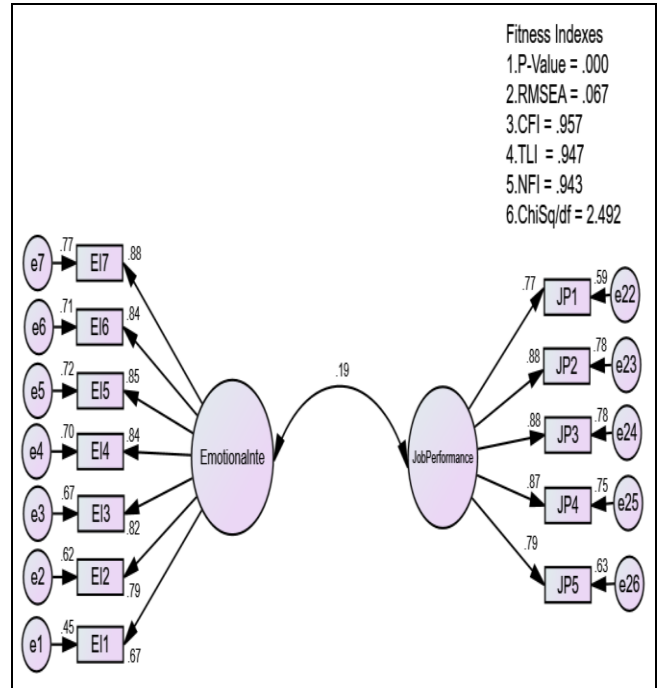


Figure 2: CFA Results and Fitness Indexes

Internal reliability of the items in this study is achieved as the value of Cronbach Alpha has shown the minimum value, 0.7 or above (Awang et al., 2017a; Fornell and Larcker, 1981; Nunnally, 1978). As, P-Value=.000; RMSEA=.067; CFI=.957; TLI=.947; NFI=.943; ChiSq/df=2.492 (shown in Figure II) thus the measurement model of the EI and Job performance latent constructs have met the requirement as well as signified a satisfactory fit to the data, and result of all indexes was good. Hence, this study has achieved the construct validity (Hoque, 2019; Hoque, Siddiqui, Awang, and Baharu, 2018c; Awang et al., 2017a; Awang et al., 2017b; Hoque and Awang, 2016a; Awang 2015).

Table 1: Items Description, Internal Reliability, Composite Reliability and Convergent Validity

Construct & Dimensions	Dimensions & Items	Item Factor Loading	Cronbach's Alpha	CR (above 0.6)	AVE (above 0.5)
MOT	EI1	.88	0.864	0.932	0.665
	EI2	.84			
	EI3	.85			
	EI4	.84			
	EI5	.82			
	EI6	.79			
	EI7	.67			
JP	JP1	.77	0.826	0.923	0.708
	JP2	.88			
	JP3	.88			
	JP4	.87			
	JP5	.79			

The values of factor loading for every item of two constructs which comprise of both EI and Job performance, with the Cronbach Alpha, CR and AVE for every construct shown in Table I, as per indicated latent constructs (i.e. EI and Job Performance) have achieved Unidimensionality; Convergent Validity, Internal and Construct Reliability. The diagonal value in the Discriminant Validity Index Summary Table II, is the value of \sqrt{AVE} for the respective constructs, while other values are the correlation between constructs. As the \sqrt{AVE} for the respective constructs are greater than the correlation values (i.e., 0.188) in their rows, and columns, hence, Discriminant validity of the constructs is achieved for the model (Hoque et al., 2018a, Hoque et al., 2018b; Awang et al., 2017a; Hoque et al., 2017c, Hoque et al., 2017d; Yusof et al., 2017; Hoque and Awang, 2016a; Hoque and Awang, 2016b; Fornell and Larcker, 1981).

Table 2: Discriminant Validity Index Summary

Construct	Emotional Intelligence	Job Performance
Emotional Intelligence (EI)	0.815	
Job Performance (JP)	0.188	0.841

The Structural Model- As shown in Figure III, the hypothesis H₁ is supported. In H₁, Emotional intelligence has a significant positive effect on Job performance of nurses in Jordanian hospital ($\beta=0.222$, $P=.001$). The structural model explains 68.3% variance in Job performance of nurses.

Table 3: Squared Multiple Correlations (R²)

Variable	Estimate (R ²)
Job Performance (JP)	0.683

The above Table III indicates that the predictor of job performance explains 68.3% of its variance. In other arguments, the error variance of job performance is about 31.7% of the variance of job performance.

Table 4: Standardized Regression Weights of EI on Job Performance

Variable	Path	Variable	Estimate
JP	←	MOT	0.724

Table 4 base on Figure 3 showed that the influence of emotional intelligence on job performance was 72.4% while 27.6% does not influence job performance.

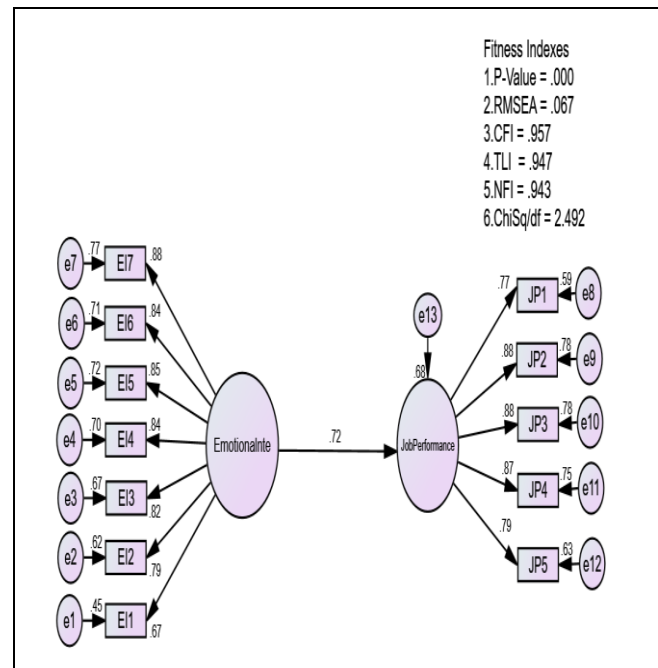


Figure 3: Standardized Regression Path Coefficient

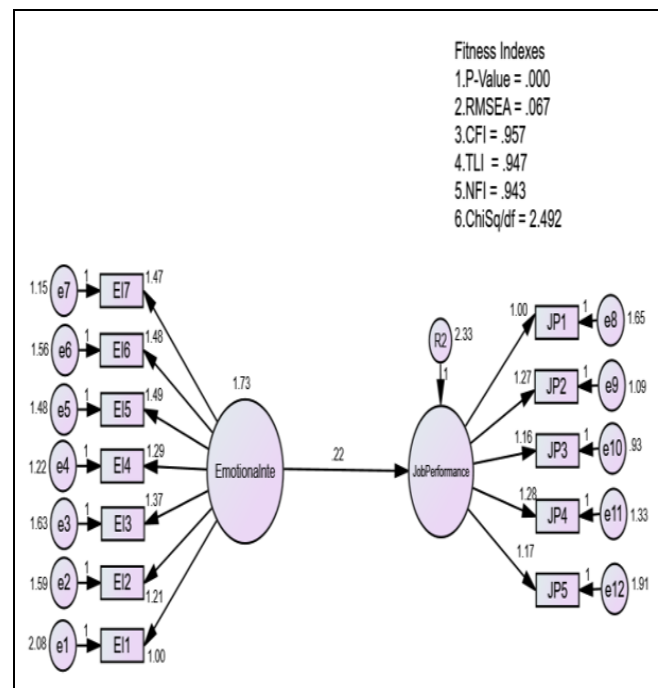


Figure 4: Unstandardized Regression Path Coefficient

The unstandardized regression weight (i.e. shown in Figure 4) indicated that the estimate of the beta coefficient that measures the effects of the EI construct on the JP construct.

Table 5: Regression Weight for Path Estimate

	Estimate	S.E.	C.R.	P	Result
JP ← EI	.222	0.065	3.393	0.001	Significant

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The hypothesis of this study was spelt out as: EI has a positive and significant effect on the Job Performance of nurses in Jordanian hospital. The result in Table 5 has shown that the level of significance for regression weight indicates that the probability of getting a CR as large as 3.393 in absolute value is 0.001. In other words, the effect of EI on JP of nurse is highly significant. Consequently, the beta coefficient for the effect of EI on JP was .222, which means for each unit increase in EI, JP has increased by .222. The hypothesis is therein supported.

V. CONCLUSION

The paper has analysed on how emotional intelligence can effect on the job performance of nurses in Jordanian hospitals. The conclusion from this study is that EI has a positive and highly significant effect on JP. Hence, it can be resolute that EI can pull the success and job performance of the nurses in Jordanian hospitals. Furthermore, a study on EI approach implementation could provide information as to what can mediate or moderate the tactic to enhance and to maintain job performance in Jordanian hospitals. Although, this study confirmed the role of EI as an important facet of organizational strategy, further research is also desired to enhance the understanding of this critical EI construct as well as to determine other measures of job performance.

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