

Emotional Intelligence as A Factor in Work Related Outcomes – A Study Among The Paramedical Staff at SRM Medical College, Kattankulathur, Chennai.

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ABSTRACT

The nursing profession demands that the nurse, in the process of care, has to interact with the patients, the medical fraternity and the health care workers constantly. Hence, "Nurse-Patient Interaction" is the pulse of the nursing practice. This interaction is not just conversation. It is a complex process that involves nurse perception, understanding of the patient emotions and utilization of the perceptions to manage patient situations towards the goal of effective patient care. Emotional intelligence plays a major role in doing the same. Emotional Intelligence has four main components, namely, the ability to: 1. Perceive emotions; 2. Utilize these emotional perceptions to accomplish various activities or tasks; 3. Understand emotional variations; and 4. Manage emotions to achieve goals. Thus, Emotional Intelligence is a measure of an individual's capability and requires tools to assess this capability.

Developing emotional intelligence requires that we unlearn old habits of thought, feeling, and action that are deeply ingrained, and grow new ones. Such a process takes motivation, effort, time, support, and sustained practice. An attempt has been made in this study to identify the determinant factors that influence the emotional intelligence as depended variable. The present study is focused on two major objectives namely: to study the significant impact of Emotional intelligence on behavior of nurses and to analyze the role of Emotional intelligence in work-related outcomes. The present study in explored on all aspects of work and work related issues affecting work efficiency and emotional intelligence of the nursing staff. The primary reasons for emotions at work place are heavy work load, working conditions. The solution to reduce the emotional levels of the nursing staff is clearly discussed in the study.

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Introduction

Emotional Intelligence is a measure of an individual's capability and requires tools to assess this capability. This includes the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), The Emotional Competency Inventory (ECI) and the Emotional Intelligence Appraisal (Bradberry and Greaves, 2005) based on Goleman's model of emotional intelligence, The Bar-On Emotion Quotient Inventory-EQ-I (Reuven Bar-On, 2006), The Swinburne University Emotional Intelligence Test (SUEIT), the Six Seconds Emotional Intelligence Assessment (SEI) and the Schutte Self-Report Emotional Intelligence Test (SSEIT) based on the Trait EI model (Petrides and Furnham, 2000).

Emotional Intelligence in Nursing

The nursing profession demands that the nurse, in the process of care, has to interact with the patients, the medical fraternity and the health care workers constantly. Hence, "Nurse-Patient Interaction" is the pulse of the nursing practice. This interaction is not just conversation. It is a complex process that involves nurse perception, understanding of the patient emotions and utilization of the perceptions to manage patient situations towards the goal of effective patient care. This involves Emotional Intelligence. The concept of emotional intelligence has grown in popularity among nurses over the last two decades, generating interest both at a social and a

professional level (Dawn Freshwater and Theodore Stickley, 2004). Today, patient care not only includes quality medical care but also a care concept that encompasses respecting patient's goals, preferences and choices, obliging their emotional, social and spiritual needs using the strengths of interdisciplinary resources. Many patients suffer only when they do not receive adequate care for the symptoms accompanying their serious illness. Thus, care cannot be confined to the physical ailment but also the psychological and spiritual needs. Hence, the role of Emotional Intelligence in the nursing profession should be viewed in two dimensions: 1) The Nurse's perception and understanding of the patient's emotions, and 2) The Nurse's utilization of these perceptions to achieve the goal of managing complex situations towards quality patient care.

Review of literature

The gender, age and health condition of patients also influences the application of Emotional Intelligence. For example, it is difficult to interact to an old patient whose hearing capacity would be at a reasonably low level or whose perception has diminished due to aging. Research studies pertaining to factors related to nurse interactions with elderly people have shown that the educational level of nurses influenced nurse interactions with elderly patients (Wilma et.al, 1999). Non-verbal interactions play a vital role in

nurse-patient perceptions. The non-verbal interactions include patient-directed eye gaze, affirmative head nod, smiling, leaning forward, touch and instrumental touch (Wilma, 1999).

Advantages of Application of Emotional Intelligence in Nursing Practice

Studies conducted to examine the role of perceived emotional intelligence (PEI) measured by the Trait Meta-Mood Scale, in the use of stress-coping strategies, in the quantity and quality of social support and in the mental health of nursing students have shown that emotional intelligence minimizes the negative stress consequences (Montes & Augusto ,2007). Anne (2004), by a literature review concludes that the modern day demands of nursing depend on the skills of emotional intelligence to achieve a patient centered care. There is no doubt that Emotional intelligence in nursing leads to more positive attitudes, greater adaptability, improved relationships and increased orientation towards positive values (Kristin and Elisabeth, 2007). A clear relation between emotional intelligence and adaptive success has been detected in nurses caring for people with mental retardation.

The study conducted with 180 Dutch nurses using the Bar-On Emotional Quotient Inventory, Utrecht-Coping List, Utrecht-Burnout Scale, MMPI-2, and GAMA has revealed the importance of emotional intelligence in reducing nurse burnout

(Linda Gerits et.al, 2004). A similar study with mental health nurses has found that Emotional Intelligence stimulates the search for a deeper understanding of a professional mental health nursing identity (Kristin and Elisabeth, 2004). The study has highlighted the nurse relationship with the patient, supervision, motivation and responsibility as important factors in Emotional Intelligence. Humpel & Caputi (2001), have found a significant relationship between emotional competency and nurse's years of experience with the relationship in direct proportion.

Methodology

The methodology of the study is based on both primary data as well as secondary data. The study depends mainly on primary data collected through well framed structured questionnaire to obtain the well considered opinions of the respondents. The simple random sampling method is adopted to obtain clear responses from the nursing staff. The study area is confined to SRM group of Hospitals, Kanchipuram for the purpose of the project and is considered as the sampling domain. Totally 80 questionnaires were circulated among the nurses, out of which 71 responded positively. Among 71 questionnaires, 67 were found usable for analysis hence the exact sample size of the study is 67. The questionnaire of the research consists of both, optional and statement type in Likert's 5 – point scale.

Profile of the sample

The primary data is obtained through a well framed questionnaire circulated among the nurses of The SRM group of hospitals, kattankulathur, Kancheepuram. The questionnaire comprises of personal and organizational details to be filled by the respondents. In particular the project ascertains the age, marital status, qualification, experience and income of the respondents. The percentage analysis is applied to identify different categories of nurses with different personal and organizational backgrounds. It is also observed that, 88.1% of nurses are less than a year of experience (probation). 11.9 % of the nurses are having 1-3 years of experience. So it is conclude that the sample unit of study possesses maximum number of nurses in probation period in the hospital.

Factors of emotional intelligence influencing behaviour of nurses:

a) Self emotional appraisal: Self emotional appraisal is an essential concept in the service sector to ascertain emotional adherence of employees to approach the goal oriented tasks. It is essential for employees to understand about their emotions which help them to adapt to the organization and with the staff around them. The analytical reasons to understand the nature of the job and to think about personal problem, the respondents are requested to exhibit their self emotional feelings in Likert's 5 point scale which range from strongly agree to strongly disagree. This section comprises of 3 statements regarding self emotional appraisal of the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.1 : One-Sample Statistics of "Self emotional appraisal"

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| I have good understanding of my own emotion (SE1) | 67 | 3.6418 | 1.12414 | .000 |
| When I am happy or sad I understand the reasons (SE2) | 67 | 3.0597 | 1.15313 | .673 |
| I know when to speak about my personal problems to others(SE3) | 67 | 3.2239 | 1.13912 | .112 |

From the above table it is found that the mean values of the 3 statements are 3.64, 3.05 and 3.22 respectively. The one sample test table clearly show that the t – values are 4.673, 0.424 and 1.609 respectively. Among the 3 statements the first statement alone is statistically significant at 5% level; other two statements are statistically insignificant. This shows that the nurses moderately agree that

they have good understanding of their own emotions but they are not able to comment on their understanding of reasons during happiest and saddest moments. The nurses are unaware about the time to speak and share their problems with others.

b) Others emotional Appraisal: In a nursing profession it is essential for the nurses to understand the values, worries and fears of the patients. This is effective only by understanding the emotions and being empathetic to the patients. This section comprises of 3 statements regarding others emotional appraisal of the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.2 : One-Sample Statistics of “Others emotional Appraisal”

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| I always know my patients emotions from their behavior (EA1) | 67 | 3.6866 | .97248 | .000 |
| I am not frustrated when patient’s attendant is restless (EA2) | 67 | 2.9851 | 1.27318 | .924 |
| I am sensitive to the feelings and emotions of others (EA3) | 67 | 3.4179 | 1.39424 | .017 |

From the above table it is found that the mean values of the 3 statements are 3.68, 2.98 and 3.41 respectively. The one sample test table clearly show that the t – values are 5.779, 0.096 and 0.017 respectively. Among the three statements the 1st and 3rd are statistically significant at 5% level. 2nd statement is statistically insignificant. This shows that the nurses moderately agree that they are able to understand well about their patient’s emotional state this helps them to respond appropriately, they moderately agree to their sensitiveness to the feelings and emotions of others. They are uncertain about the level of frustration when patients’ attendants are restless.

c) Use of emotions: Self encouraged nurses tend to be more persevering when facing difficulties, obstacles and crisis, more persistent in giving emotional support to patients and more optimistic in the middle of the crisis. This section comprises of 3 statements regarding use of emotions by the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.3 : One-Sample Statistics of “Use of emotions”

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| I always set goals for myself and then try my best to achieve them (UE1) | 67 | 3.0448 | 1.30770 | .780 |
| I always give my best to serve my patient (UE2) | 67 | 3.1940 | 1.15783 | .175 |
| To face obstacles during my work, I use good moods to overcome (UE3) | 67 | 3.2388 | 1.06015 | .070 |

From the above table it is found that the mean values of the 3 statements are 3.04, 3.19 and 3.23 respectively. The one sample test table clearly show that the t – values are 0.280, 1.372 and 1.844 respectively. None of the statements are statistically significant at 5% level. This shows that the nurses are uncertain about the use of their emotions at the work place. They are unaware of how to use good moods to overcome their obstacles and they are not able to control their emotions.

d) Regulation of emotions: Nurses face extremes in emotions everyday. If nurses are not proficient in managing their own emotions, they may not be able to remain calm during crisis. To know how well the nurses regulate their emotions to manipulate the turbulent environments into a comfort zone analytically, the respondents were requested to show indication of their regulation of emotions in Likert’s 5 point scale which range from strongly agree to strongly disagree. This section comprises of 3 statements regarding regulation of emotions among the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.4 : One-Sample Statistics of “Regulation of emotions”

| Statements | N | Mean | Std. Deviation | P-Value |
|---|----|--------|----------------|---------|
| I am able to control my temper and handle difficulties rationally (RE1) | 67 | 2.4478 | 1.10486 | .000 |
| I am able to control my temper and handle difficulties rationally (RE2) | 67 | 2.9552 | 1.17335 | .756 |
| I think clearly and stay focused under pressure (RE3) | 67 | 2.4925 | 1.29537 | .002 |

From the above table it is found that the mean values of the 3 statements are 2.44, 2.95 and 2.49 respectively. The one sample test table clearly show that the t – values are 4.091, 0.312 and 3.207 respectively. Among the 3 statements first and the third statements are statistically significant at 5% level and the 2nd statement is statistically insignificant. This shows that the nurses moderately disagree that they are able to control their temper and handle difficulties rationally to appropriately respond to each of the obstacles at the work place, moderately disagree that they can stay focused and clear under pressure. The nurses were unable to ascertain that they present themselves in a way that makes good impression on others.

e) Working environment: In a hospital the environment where the nurse presents her part of duty is very turbulent, it is dynamic. To manage the changing environment and controlling one’s emotions along with others criticism is very essential attribute of the nurse. This section comprises of 3 statements regarding regulation of emotions among the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.5 : One-Sample Statistics of “Working environment”

| Statements | N | Mean | Std. Deviation | P-Value |
|---|----|--------|----------------|---------|
| I think clearly and stay focused under pressure (WE1) | 67 | 1.6716 | 1.10629 | .000 |
| I think clearly and stay focused under pressure (WE2) | 67 | 2.5672 | 1.36208 | .011 |
| I help others who have heavy workloads (WE3) | 67 | 3.5522 | 1.24661 | .001 |

From the above table it is found that the mean values of the 3 statements are 1.67, 2.56 and 3.55 respectively. The one sample test table clearly show that the t – values are 9.828, 2.601 and 3.626 respectively. All the 3 statements are statistically significant at 5% level. This shows that the nurses moderately disagree that its not only their interest on the profession that can make them work in the organization. They moderately disagree that they are able to learn from their subordinates. The nurses have moderate group coordination as they moderately agree that they help their colleagues who have heavy work loads.

f) People within the organization: Understanding the emotions of co-nurses, technicians, doctors, management and others, nurses could involve deeply in her work to bring about success to the hospital by correlating her personal goals along with goals of the organization. This section comprises of 3 statements regarding regulation of emotions among the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.6 : One-Sample Statistics of “People within the organization”

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| Know where this organization is headed in future (PO1) | 67 | 2.3582 | 1.46372 | .001 |
| View conflict as a opportunity to learn & grow (PO2) | 67 | 3.4179 | 1.07519 | .002 |
| Know how to get along with people (PO3) | 67 | 2.0000 | 1.07309 | .000 |

From the above table it is found that the mean values of the 3 statements are 2.35, 3.41 and 2.00 respectively. The one sample test table clearly show that the t – values are 3.589, 3.182 and 7.628 respectively. All the 3 statements are statistically significant at 5% level. This shows that the nurses moderately disagree about their future scope of the organization and where this organization will be taking them in future. They moderately agree that they are able to view conflicts as opportunity to learn and grow. The nurses moderately disagree with their awareness on how to get along with the people around; it proves their inexperience at the work place.

g) Management: Management ensures proper job placement for the nurses. Nurses safety, nurse’s participation in management and personnel counseling are some of the elements management should concentrate, which will keep the nurses in a comfort zone in the organization. This section comprises of 4 statements regarding regulation of emotions among the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.7 : One-Sample Statistics of “Management”

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| Provide the support and resources needed to help workers meet their goals (MAN1) | 67 | 3.4478 | 1.13195 | .002 |
| Create an environment that encourages learning (MAN2) | 67 | 3.0448 | 1.09313 | .738 |
| Are receptive listeners (MAN3) | 67 | 2.6567 | 1.20041 | .022 |
| Provide mentor relationships in order to help Nurses grow professionally (MAN4) | 67 | 3.5075 | 1.06420 | .000 |

From the above table it is found that the mean values of the 4 statements are 3.44, 3.04, 2.65 and 3.50 respectively. The one sample test table clearly show that the t – values are 3.238, 0.335, 2.341 and 3.903 respectively. The 1st, 3rd and 4th statements are statistically significant at 5% level. The 2nd statement is statistically insignificant. This shows that the nurses moderately agree that the management is supportive and provide enough resources which are needed to help workers to meet their goals and the management provide mentor relationship to enable nurse's professional growth. They moderately disagree that the management are receptive listeners. Nurses were unable to critically comment on the whether the management was successful in creating an environment that will encourage learning.

h) You and the organization: Emotionally intelligent individuals are 'optimistic', a trait that enables them to focus on the resolution, rather than reasoning. Nurses are motivated not only by the rational exchange approach, but also by the extent to which its contents provide them with such experiences as quality in work, joy, excitement, values more than his title. This section comprises of 8 statements regarding regulation of emotions among the nurses. The application of one sample t – test with the test value 3 obtained the following results.

Table 1.8 : One-Sample Statistics of “You and the organization”

| Statements | N | Mean | Std. Deviation | P-Value |
|--|----|--------|----------------|---------|
| I really feel as if this organization's problem are my own problem (YU1) | 67 | 3.3881 | 1.33661 | .020 |
| I complete my work on time (YU2) | 67 | 3.3731 | 1.11241 | .008 |
| I keep my self up to the quality standards set by my organization (YU3) | 67 | 3.4478 | 1.14526 | .002 |
| The behaviors that work for me at home do not seem to be effective at work (YU4) | 67 | 3.5373 | 1.10547 | .000 |
| Due to stress at home, I am often preoccupied with family matters at work (YU5) | 67 | 3.5373 | 1.15900 | .000 |
| I think a lot about leaving this organization (YU6) | 67 | 3.4179 | 1.19531 | .006 |
| I think a lot about leaving this organization (YU7) | 67 | 1.7761 | .96642 | .000 |
| In this organization, an individual's work is valued more than his title (YU8) | 67 | 3.2388 | 1.16891 | .099 |

From the above table it is found that the mean values of the 8 statements are 3.38, 3.37, 3.44, 3.53, 3.53, 3.41, 1.77 and 3.23 respectively. The one sample test table clearly show that the t – values are 2.376, 2.746, 3.200, 3.978, 3.795, 2.862 10.366 and 1.672 respectively. First seven statements are statistically significant at 5 % level. The 8th statement is statistically insignificant. This shows that the nurses moderately agree that they are able to manage their time at work appropriately, they are able to achieve the quality standards set by the organization and they are not pre-occupied at work place due to problems at home which make them really successful in the organization.

1.8 : Relationship between Emotional Intelligence and Work related outcomes

Emotional among nurses motivate them to increase their invert potentiality and organizational commitment. The measure of commitment is always exerted in the form of work related outcomes of facing obstacles, inter-personal relationship between patients and doctors, punctuality in finishing the assigned work, planning for attrition and individual and personal concentration on their work. In order to find the impact of emotional intelligence on work related outcomes Karl-Pearson's coefficient of correlation is applied. The total average score of emotional intelligence variable and work related (WR) 5 outcomes are inter correlated through the statistical tool correlation. The following table presents the continuous relations.

**Table 1.9 : Showing the relationship between
Emotional Intelligence and Work related outcomes**

| | | WRO1 | WRO2 | WRO3 | WRO4 | WRO5 |
|----|---------------------|---------|---------|---------|------|------|
| EI | Pearson Correlation | .259(*) | .281(*) | .284(*) | .225 | .181 |
| | Sig. (2-tailed) | .034 | .021 | .020 | .067 | .142 |
| | N | 67 | 67 | 67 | 67 | 67 |

* Correlation is significant at the 0.05 level (2-tailed).

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

From the above table it is found that emotional intelligence among nursing staff is well correlated with facing obstacles ($r = 0.259$), get along with the people ($r = 0.281$) and completion of work in time ($r = 0.284$), at 5% level of significance. Therefore, it is concluded that emotional intelligence among the nurses is useful for them to get rid of the obstacles they faced during their discharge of duties. It also helps them to cope up with work related outcomes and make them to prevail in the serene atmosphere.

1.9 : Relationship between Emotional Intelligence and Patient Service Performance

Emotional intelligence among nurses enhances to increase the patient service performance. The measure of services render to patient is always known through the relationship between the patient and doctors and their dedication towards their work. The total average score of emotional variable and patient service performance are inter-correlated through the statistical tool correlation. The following table presents the continuous relations.

**Table 1.10 : Showing the relationship between
Emotional Intelligence and Patient Service Performance**

| | | EI | PSP |
|-----|---------------------|---------|---------|
| EI | Pearson Correlation | 1 | .257(*) |
| | Sig. (2-tailed) | | .036 |
| | N | 67 | 67 |
| PSP | Pearson Correlation | .257(*) | 1 |
| | Sig. (2-tailed) | .036 | - |
| | N | 67 | 67 |

* Correlation is significant at the 0.05 level (2-tailed).

From the above table it is inferred that emotional intelligence among nursing staff is well correlated with knowing the patients emotions through behavior and not frustrated giving my best when patients are restless and think clearly and stayed focused under pressure($r = 0.257$), at 5% level of significance. Therefore it is concluded that emotional intelligence among the nurses is helpful to have a good relationship with the patient and giving the best service when the patient are also frustrated and restless. It is useful to think clearly and stayed focused toward the work pressure.

1.10: Relationship between Emotional intelligence and work place success

Emotional intelligence among nurses is much related to the work place success also. The working environment places the important role for the work place success. The work load the colleague's relationships, the recognition at the work place are the real success among the nurses. The total average score of emotional intelligence variables and work place success are inter-correlated through the statistical tool correlation. The following table presents the continuous relations.

Table 1.11 - Showing the Relationship between Emotional intelligence and work place success

| | | EI | WPS |
|-----|---------------------|----------|----------|
| EI | Pearson Correlation | 1 | .407(**) |
| | Sig. (2-tailed) | | .001 |
| | N | 67 | 67 |
| WPS | Pearson Correlation | .407(**) | 1 |
| | Sig. (2-tailed) | .001 | |
| | N | 67 | 67 |

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

From the above table it is found that emotional intelligence among nursing staff is well correlated with learning through subordinates, helping the colleagues with their heavy work load, problem solving in the organization and recognized for the work done ($r = 0.407$) at 5% level of significance. Therefore it is concluded that emotional intelligence among nurses is useful for them to learn things from subordinates, helping the colleagues with their heavy work load, problem solving in the organization and recognized for the work done.

1.11: Relationship between Emotional intelligence and Positive working climate:

Emotional intelligence among nurses is much related to the positive working climate also. The positive working climate prevails with the proper working environment, people in the organization and also with the management. The total average score of emotional intelligence variables and positive working climate are inter-correlated through the statistical tool correlation.

Table 1.12 - Showing the relationship between Emotional intelligence and Positive working climate

| | | EI | CLI |
|-----|---------------------|----------|----------|
| EI | Pearson Correlation | 1 | .337(**) |
| | Sig. (2-tailed) | | .005 |
| | N | 67 | 67 |
| CLI | Pearson Correlation | .337(**) | 1 |
| | Sig. (2-tailed) | .005 | |
| | N | 67 | 67 |

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

From the above table it is found that emotional intelligence among nursing staff is well correlated with working environment, people in the organization and management ($r = 0.337$) at 5% level of significance. It is concluded that emotional intelligence among nurses is useful for them to have a proper working environment, maintaining a good relationship with the management and recognized for the work done.

Findings of the study

1. 74.6 % of nurses are in the age group of 21-23 years. 79.1% of nurses are unmarried. 50.7% of nurses possess a diploma in nursing . 88.1% of nurses are less than a year of experience (probation). 79.1% of nurses get a salary less than Rs. 3000/-
2. Self emotional appraisal: Nurses moderately agree that they have good understanding of their own emotions but they are not able to comment on their understanding of reasons during happiest and saddest moments. The nurses are unaware about the time to speak and share their problems with others.
3. Others emotional Appraisal: Nurses moderately agree that they are able to understand well about their patient's emotional state this helps them to respond appropriately, they moderately agree to their sensitiveness to the feelings and emotions of others. They are uncertain about the level of frustration when patients' attendants are restless.
4. Use of emotions: Nurses are uncertain about the use of their emotions at the work place. They are unaware of how to use good moods to overcome their obstacles and they are not able to control their emotions.
5. Regulation of emotions: Nurses moderately disagree that they are able to control their temper and handle difficulties rationally to appropriately respond to each of the obstacles at the work place, moderately disagree that they can stay focused and clear under pressure. The nurses were unable to ascertain that they present themselves in a way that makes good impression on others.
6. Working environment: Nurses moderately disagree that its not only their interest on the profession that can make them work in the organization. They moderately disagree that they are able to learn from their subordinates. The nurses have moderate group coordination as they moderately agree that they help their colleagues who have heavy work loads.
7. People within the organization: Nurses moderately disagree about their future scope of the organization and where this organization will be taking them in future. They moderately agree that they are able to view conflicts as opportunity to learn and grow. The nurses moderately disagree with their awareness on how to get along with the people around; it proves their inexperience at the work place.
8. Management: Nurses moderately agree that the management is supportive and provide enough resources which are needed to help workers to meet their goals and the management provide mentor relationship to enable nurse's professional growth. They

- moderately disagree that the management are receptive listeners. Nurses were unable to critically comment on the whether the management was successful in creating an environment that will encourage learning.
9. You and the organization: Nurses moderately agree that they are able to manage their time at work appropriately, they are able to achieve the quality standards set by the organization and they are not pre-occupied at work place due to problems at home which make them really successful in the organization.
 3. Relationship between Emotional intelligence and work place success: Emotional intelligence among nursing staff is well correlated with learning through subordinates, helping the colleagues with their heavy work load, problem solving in the organization and recognized for the work done ($r = 0.407$) at 5% level of significance.
 4. Relationship between Emotional intelligence and Positive working climate: Emotional intelligence among nursing staff is well correlated with working environment, people in the organization and management ($r = 0.337$) at 5% level of significance.

Karl Pearson's Coefficient of Correlation

1. Relationship between Emotional Intelligence and Work related outcomes Emotional intelligence among nursing staff is well correlated with facing obstacles ($r = 0.259$), get along with the people ($r = 0.281$) and completion of work in time ($r = 0.284$), at 5% level of significance.
2. Relationship between Emotional Intelligence and Patient Service Performance: Emotional intelligence among nursing staff is well correlated with knowing the patients emotions through behavior and not frustrated giving my best when patients are restless and think clearly and stayed focused under pressure ($r = 0.257$), at 5% level of significance.

Recommendations for Nurses

Nurses should understand the situation and according to that they should react. Nursing staff should have empathy when dealing with age old patients. Nursing staff should concentrate on team work and stress reducing techniques like yoga, meditation and Pranayama etc. Nursing staff should have a control of emotions to excel in the work and to grow in the career. Nurses should concentrate on the self motivation and service oriented mind to get involved in the work and to reach the expected goals in time.

Nurses should have concern of patients at all points of time, because the degree of the recovery of a patient depends on the degree of nursing. Nursing staff should have some human values and fundamental ethics at work place.

Suggestions for the Hospital

The organization should concentrate on the Non monetary benefits for the Nurses like certificate of appreciation, gifts, etc. As motivating factor Nurses should be given training program on Emotional intelligence. Conducive working environment should be created for work place success. Training programs on inter-personal relationship should be concentrated.

Management should have communicated the vision and mission of the organization to the nurses. Performance based incentives can be given as a motivating factor. To reduce the attrition rate according the par of the other hospitals the monetary benefits should be appropriately tailored. To reduce the stress level among the nurses the organization should give yoga therapy. Recreation at work place and taking a short trip for the nurses should be encouraged.

Conclusion

It should be recognized that emotional competencies are not mere innate talents, but learned capabilities that must be developed to achieve outstanding performance. Nursing empathy, the ability of the nurse to perceive and reason, as well as the capacity to interact are seen as core characteristics of a nurse to build relationship with the ill towards care. Emotional intelligence should be more realistically and appropriately integrated into the nursing profession by a model of transformatory learning for nurse education. Today, emotional intelligence is probed as an important characteristic for building successful nursing leadership enhancing nursing performance and reducing nurse burnout.

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