

Emotional Intelligence as A Predictor of Job Performance Among Healthcare Professionals

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Abstract

In healthcare, emotional intelligence is crucial because the environment can be emotionally charged, and practitioners must handle such situations effectively and maintain good communication, teamwork, and professionalism. This study sought to examine the connection between productivity in the healthcare sector and emotional intelligence (EI). This quantitative cross-sectional study drew 300 medical professionals selected through convenience sampling from a variety of specialties. A structured questionnaire was used to assess four dimensions of emotional intelligence: sociability, self-control, emotionality, and wellbeing, in addition to measuring work performance. Descriptive statistics, regression analysis, and Pearson's correlation were comprised of the data analysis. The results showed that both emotional intelligence and work productivity were exceptionally high ($M = 3.78$, $SD = 0.56$). There was a substantial correlation between emotional intelligence and job performance ($r = 0.56$, $p < 0.001$) and it explained 31% of the variance ($R^2 = 0.31$). One of the supplementary abilities that is essential for success in healthcare settings, according to the study, is emotional intelligence.

Keywords: Emotional Intelligence, Job Performance, Healthcare Professionals, Well-being, Self-control, Emotionality, Sociability.

1. INTRODUCTION

Healthcare is a demanding career in which workers need to be skilled in technical knowledge and clinical practice, as well as effective communication, collaboration, empathy, and emotional control. Healthcare workers deal with patients, family members, other health care professionals and colleagues on a frequent basis in environments with high workload, time pressure, uncertainty and emotional stress. This is a place where clinical skills are not the only factor for professional performance, emotions are also equally important. Emotional intelligence (EI): the capability to recognise, understand, regulate and respond to and to other people's emotions – highly relevant for effective healthcare practice.

Healthcare workers can benefit from emotional intelligence to maintain emotional stability in challenging situations, communicate effectively with others, handle interpersonal conflicts, and ensure patient-centred care. The performance of the healthcare workers is also significant as it can directly affect the care given to patients and the performance of the organization. Professionals should perform their duties in an effective, competent, professional and efficient manner, demonstrate professional standards, work collaboratively with colleagues and respond appropriately to the needs of the workplace. Professionals with high emotional intelligence are better able to deal with stress, maintain healthy relationships, and make sound decisions even when faced with adversity.

A favourable relationship between EI and healthcare performance has been demonstrated by research. Research has shown that health care workers that are emotionally intelligent are better able to do their jobs, communicate effectively, engage with their patients, and stay with their current employers. Some other dimensions like well-being, self-control and sociability can also be important for effective task and interpersonal performance. These results indicate that emotional intelligence is a competence besides technical and clinical skills, especially in emotionally challenging healthcare settings. While the importance of emotional intelligence in healthcare is being more recognised, further research is needed to determine how different groups of healthcare workers perceive and use emotional intelligence in connection to their job performance. Health care training, personnel, and organisational effectiveness should all benefit from a better understanding of this connection. Consequently, this study seeks to understand how healthcare workers' emotional intelligence—specifically, measures of well-being, self-control, emotionality, and sociability—explains their success on the job.

1.1. Objectives of the Study

- To evaluate healthcare workers' emotional intelligence in terms of sociability, emotionality, self-control, and well-being.
- To evaluate healthcare workers' job performance.
- To investigate the connection between healthcare workers' job performance and emotional intelligence.

- To ascertain how emotional intelligence predicts healthcare workers' job success.

2. LITERATURE REVIEW

Aljanfawi et al. (2026) researched how critical care nurses' emotional intelligence relates to their performance on the job. Their focus was on nurses working in intensive care units, where they face high patient loads, emotionally taxing conditions, and the need to make snap judgements. According to the results, nurses' emotional intelligence is crucial to their work, and those with higher EQ are better equipped to deal with high-pressure clinical scenarios. These findings are highly relevant to the present investigation because they provide up-to-date evidence of a causal relationship between EI and occupational success in the healthcare sector.

Puri and Mehta (2020) examined the emotional intelligence and job performance relationship in hospital employees. They found that there was a positive correlation between the two; that is, greater emotional intelligence is associated with greater workplace performance. The study emphasizes the need for the application of the emotional competencies in hospital settings besides the technical knowledge. Healthcare workers are often required to interact with patients, family members, supervisors, and coworkers, and the ability to control emotions and communicate effectively with others can be conducive to better job functioning.

Louwen, et al. (2023) offered a wider perspective in a systematic review that explored personality characteristics, behavioural styles, and emotional intelligence in health professionals. In their review, they showed that emotional and behavioral traits are also relevant factors to understand the occupational behaviors of health professionals. The study pointed out that the skills of healthcare professionals are multidimensional, meaning that their interpersonal and emotional skills complement their clinical and technical skills.

Cheraghi et al. (2025) researched nurses' EQ and their performance on the job, taking into account EQ as a mediator and occupational stress as an intermediary variable. Their findings demonstrated a relationship between emotional intelligence and nursing job performance, and they identified the significance of behavioural and psychological factors in this relationship. The study is important because it indicates that the emotional intelligence-performance linkage might not be autonomous; moral intelligence and occupational stress could affect the way emotional competencies are applied to performance at work. This will give a more complete picture of why emotionally intelligent healthcare professionals could perform better.

3. METHODOLOGY

3.1. Research Design

The study employed a quantitative, cross-sectional, correlational approach. This study aimed to determine the nature and direction of the relationship between emotional intelligence and the job performance of healthcare professionals at a certain point in time, the methodology used seemed appropriate. Additionally, the researcher was able to determine whether emotional intelligence significantly predicted job performance through statistical analysis. The cross-sectional design of the study meant that it could only find connections and predictive links; it could not prove a cause-and-effect relationship.

3.2. Participants and Sampling

Nurses, doctors, chemists, physiotherapists, laboratory personnel, radiologists, and other healthcare workers were among the 300 participants in the study who were employed in healthcare settings. Convenience sampling was used to choose participants based on their availability and desire to take part. Professionals from various age groups, occupational categories, and levels of work experience were included in the sample.

Inclusion Criteria

Participants were included in the study if they:

- Were from any of the selected professional categories, including nurses, physicians, pharmacists, physiotherapists, laboratory/radiology professionals, and other healthcare workers.
- Were healthcare professionals working in a healthcare organization or healthcare setting.
- Had at least six months of professional work experience.
- Were at least 18 years old.
- Dedicated themselves willingly to taking part.
- Had no trouble understanding or filling out the survey.

Exclusion Criteria

Participants were excluded if they:

- Were students, interns, trainees, or individuals not currently employed as healthcare professionals.
- Had less than six months of professional work experience.
- Were on long-term leave during the data-collection period.
- Did not provide informed consent.
- Submitted incomplete or improperly completed questionnaires.

3.3. Data Collection Instrument

A structured questionnaire with three parts was used to gather data. The first part gathered data on demographic factors: gender, age, occupational category, and work experience. Part 2 assessed emotional intelligence along four dimensions: social intelligence, emotionality, self-control, and general health. In the third section, job performance was evaluated, which examines the degree to which healthcare professionals' duties were carried out effectively as allocated and professional standards adhered to. A five-point Likert scale ranging from "strongly disagree" to "strongly agree" was used to gauge the respondents' degree of agreement.

3.4. Data Collection Procedure

Participating healthcare professionals voluntarily agreed to participate after being informed of the study's purpose. Participants were told the information they provided would not be shared generally and would only be used for academic purposes. The questionnaires that had been filled were checked for their fullness and then code coded for statistical analysis.

3.5. Data Analysis

The analysis of the data was carried out using both descriptive and inferential statistical approaches. The demographic features of the individuals were summarised using percentages and frequencies. To characterise the levels of emotional intelligence, its four dimensions, and job performance, means and standard deviations were computed. Through the use of Pearson's correlation coefficient, we examined the nature and strength of the relationship between emotional intelligence and work performance. A simple linear regression analysis was conducted to determine the percentage of variance explained by emotional intelligence and to determine if overall emotional intelligence significantly influenced job performance. Statistical significance was assessed at the 0.05 level.

4. RESULTS AND ANALYSIS

This study aimed to assess the EI of healthcare workers and investigate any correlation between EI and productivity on the job. Statistics for description, correlation, and regression make up the study.

4.1. Demographic Characteristics of the Participants

The current analysis included 300 different health care experts. So that we may learn more about how EQ affects productivity on the job, the participants varied professional categories and levels of experience provided a solid basis. The demographic characteristics considered were the gender, age, professional category, and years of professional experience.

Table 1: Demographic Characteristics of Healthcare Professionals

Characteristic	Category	Frequency (n)	Percentage %
Gender	Male	108	36.0
	Female	192	64.0
Age	21–30 years	82	27.3
	31–40 years	106	35.3
	41–50 years	72	24.0
	Above 50 years	40	13.3
	Nurses	138	46.0

Professional Category	Physicians	54	18.0
	Pharmacists	36	12.0
	Physiotherapists	30	10.0
	Laboratory/Radiology professionals	24	8.0
	Other healthcare professionals	18	6.0
Work Experience	Less than 5 years	91	30.3
	5–10 years	98	32.7
	11–15 years	63	21.0
	More than 15 years	48	16.0

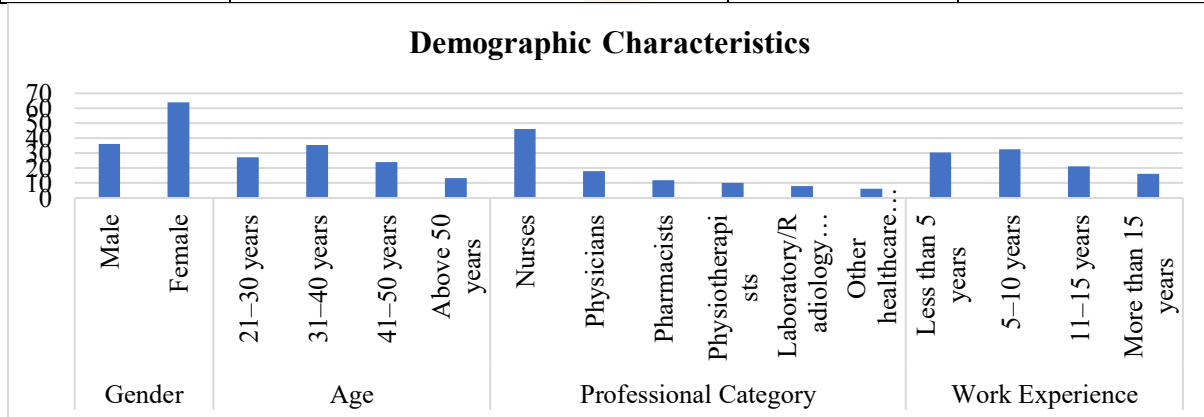


Figure 1: Visual Representation of Demographic Characteristics

Based on the demographic distribution, the sample consisted of healthcare professionals from various ages and backgrounds. The female sex was more dominant (64.0%) and the age group with the highest percentage (35.3%) was in the 31–40 years age group. The largest professional category were nurses (46.0%) followed by physicians (18.0%). When it comes to years of professional experience, about one-third said they had 5–10 years of experience. This variation is helpful because emotional intelligence and job performance might be affected by professional exposure, job responsibilities, and experience.

4.2. Descriptive Statistics of Emotional Intelligence and Job Performance

Researchers used descriptive statistics to learn how emotionally intelligent healthcare workers were and how well they did their jobs. Emotional intelligence was examined along four dimensions: sociability, emotionality, self-control, and wellbeing. As a whole, job effectiveness was taken as a measure of how well workers performed their duties.

Table 2: Descriptive Statistics of Emotional Intelligence and Job Performance

Variable	Mean	Standard Deviation	Interpretation
Well-being	3.82	0.61	High
Self-control	3.71	0.58	High
Emotionality	3.76	0.57	High
Sociability	3.80	0.59	High
Overall Emotional Intelligence	3.78	0.56	High
Job Performance	3.69	0.51	High

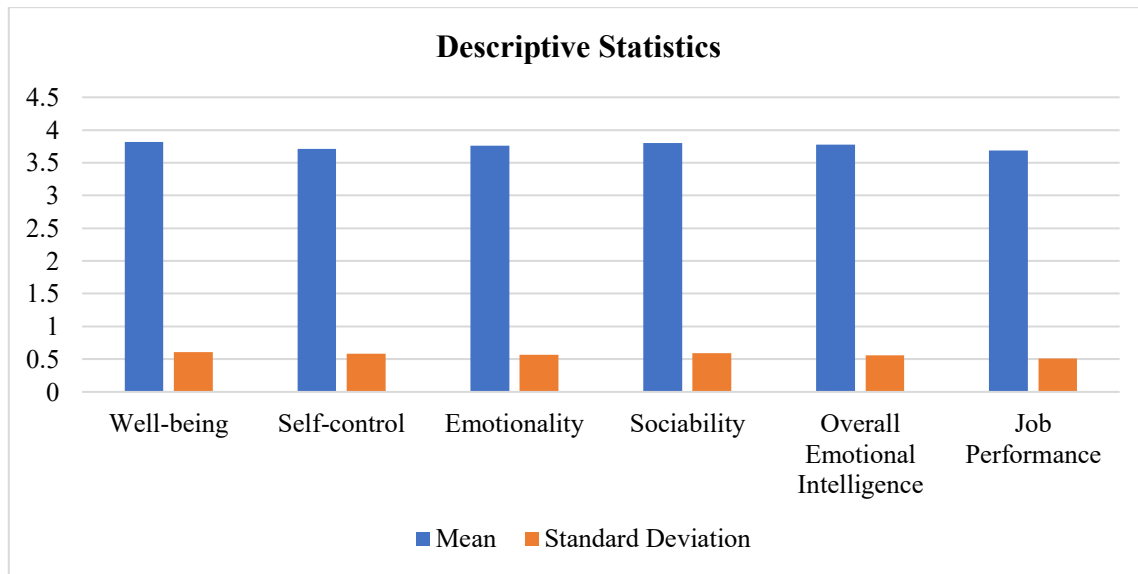


Figure 2: Visual Representation of Descriptive Statistics

The findings indicated that the level of emotional intelligence of the healthcare professionals was relatively high ($M = 3.78$, $SD = 0.56$), with well-being having the highest score ($M = 3.82$), followed by sociability ($M = 3.80$), emotionality ($M = 3.76$), and self-control ($M = 3.71$). Job performance was also relatively high ($M = 3.69$, $SD = 0.51$), reflecting generally effective functioning in one's job. The results indicate that the higher EI might be associated with better job performance for healthcare practitioners especially in relation to interpersonal interactions, emotional regulation and coping with work demands.

4.3. EI and Job Performance

The Pearson's correlation analysis was used to investigate the relationship between emotional intelligence and job performance. Overall, looked at emotional intelligence and all its components.

Table 3: Correlation

Variable	Correlation with Job Performance (r)	p-value	Relationship
Well-being	0.48	<0.001	Moderate positive
Self-control	0.44	<0.001	Moderate positive
Emotionality	0.37	<0.001	Weak-to-moderate positive
Sociability	0.51	<0.001	Moderate positive
Overall, EI	0.56	<0.001	Moderate positive

EI and work performance were found to have a strong and positive correlation ($r = 0.56$, $p < 0.001$). Social intelligence ($r = 0.51$, $p < 0.001$), well-being ($r = 0.48$, $p < 0.001$), self-control ($r = 0.44$, $p < 0.001$), and emotionality ($r = 0.37$, $p < 0.001$) were the EI qualities shown to have the strongest link with one another and with work performance. In line with previous research that emphasised the significance of emotional intelligence in effective healthcare practice, the findings demonstrate a correlation between the interpersonal and emotional skills of healthcare workers and their productivity on the job.

4.4. Predictive Effect of EI on Job Performance

To determine if the emotional intelligence test was a reliable predictor of work success, a regression analysis was run. Overall emotional intelligence was the main determinant of work performance in this study.

Table 4: Regression Analysis

Predictor	β	t-value	p-value
Emotional Intelligence	0.56	11.55	<0.001
Model R	0.56		
R ²	0.31		
Adjusted R ²	0.31		
F-value	133.40		
Model significance			<0.001

Emotional intelligence was found to be a good predictor of job performance in the regression analysis ($\beta = 0.56$, $p < 0.001$) and to account for almost 31% ($R^2 = 0.31$) of the variance in job performance. Emotionally competent, self-controlled, socially adept, and physically fit individuals are more likely to succeed in their careers. Consistent with previous research, this finding confirms that EI is a robust predictor of performance on the job for healthcare professionals. In general, the findings indicate that EI is a significant skill that can facilitate effective communication, emotional adjustment, working collaboratively, and job functioning in stressful health care settings.

5. DISCUSSION

The study found that healthcare workers had relatively high levels of emotional intelligence and performed well on the job. A mean score of 3.69 was recorded for work performance, whereas the overall mean score for emotional intelligence was 3.78. On all five measures of emotional intelligence, the best results were in the areas of social intelligence and general well-being. This highlights the importance of improving the ability to maintain healthy psychological functioning and establish strong interpersonal interactions, particularly for healthcare workers who often face emotionally taxing and team-oriented work settings.

The correlation study shows that there is a moderate level of relationship ($r = 0.56$, $p < 0.001$) between emotional intelligence and overall job performance. Work performance was significantly connected with all four dimensions of emotional intelligence; however, the association between sociability and performance was the highest. The other three dimensions, well-being, self-control, and emotionality, were also positively correlated. These findings provide credence to the idea that healthcare professionals who are well-versed in emotional and social intelligence are more effective in their roles. These findings corroborate those of Puri and Mehta (2020), who discovered that EQ positively correlates with job performance for health industry workers, particularly those working in hospitals, and of Aljanfawi et al. (2026), who discovered that EQ significantly correlates with job performance for critical care nurses in the health sector.

In the regression study, emotional intelligence was shown to be a strong positive predictor of job success ($\beta = 0.56$, $p < 0.001$) and to explain around 31% of the variation in job performance. This finding adds weight to the argument that emotional abilities, along with technical and clinical competences, are crucial. Louwen et al. (2023) conducted a comprehensive review that emphasised the significance of emotional intelligence and behavioural qualities for the professional functioning of health professionals, which is consistent with our findings. Emotional intelligence, along with other characteristics like moral intelligence and occupational stress, is associated with nurses' job performance, according to Cheraghi et al. (2025). Possible explanations for the favourable relationship between EQ and work performance in the healthcare industry include the nature of the work itself. Dealing with emotionally disturbed patients, excessive workloads, and complex interpersonal connections are common sources of stress for healthcare personnel. Emotional intelligence could help them control their feelings, read people's emotions, have productive conversations, and keep their composure under pressure. In particular, the sociability correlation suggests that an individual's capacity to pick their own social interactions and communication styles may play a pivotal role in their capacity to succeed at work.

Emotional intelligence was found to be a crucial supplementary skill for healthcare professionals, and it has the potential to greatly impact their work performance. Based on the results, healthcare institutions, professional training programs, and organisational development initiatives should prioritise the cultivation of emotional intelligence. However, due to the study's cross-sectional design, causal inferences cannot be formed; the findings can only be interpreted as associations and predictions between emotional intelligence and work success.

6. CONCLUSION

Based on the results, EI is a strong indicator of how productive healthcare professionals will be in their roles. A high degree of emotional intelligence was associated with a high level of occupational success, according to the data. As a powerful predictor of job performance, emotional intelligence explained approximately 31% of the variation in job performance. For the emotional intelligence dimensions, the one with the highest correlation was sociability, indicating that skills in interpersonal interaction and communication are critical in healthcare practice. In summary, the results indicate that EI can enhance technical knowledge and clinical skills by aiding in one's emotions, working in groups, communication and effective job performance. Thus, more focus on emotional-intelligence development in healthcare education, training and organizational activities could lead to better professional practice and ultimately more effective delivery of health care services.

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