



A Study On Impact Of Emotional Intelligence On Organizational Commitment Among Health Care Workers: A Cross-Sectional Investigation

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Abstract

This cross-sectional study investigates the intricate relationship between emotional intelligence (EI), burnout, and organizational commitment among healthcare workers. The healthcare industry is characterized by high levels of stress and emotional demands, making it imperative to comprehend how emotional intelligence influences the well-being and dedication of its workforce. The primary objective of this research is to examine the impact of emotional intelligence on burnout and organizational commitment within the healthcare context. Emotional intelligence, defined as the ability to recognize, understand, and manage one's own emotions as well as those of others, is hypothesized to act as a crucial factor in mitigating burnout and enhancing organizational commitment among healthcare professionals. The study employs a cross-sectional design, collecting data from a diverse sample of healthcare workers through surveys and standardized assessments. By utilizing established measures of emotional intelligence, burnout, and organizational commitment, the research aims to identify patterns and correlations that highlights on the intricate dynamics between these variables. The findings of this study are anticipated to contribute significantly to the existing body of knowledge in both organizational psychology and healthcare management. Understanding the role of emotional intelligence in buffering against burnout and fostering organizational commitment may have practical implications for interventions and training programs aimed at enhancing the emotional well-being and job satisfaction of healthcare professionals. As healthcare systems worldwide grapple with workforce challenges, insights from this study may inform evidence-based strategies to support healthcare workers in managing stress, promoting resilience, and ultimately improving the overall quality of patient care. This research aligns with the growing recognition of the importance of emotional intelligence in the workplace

<p>CC License CC-BY-NC-SA 4.0</p>	<p>and underscores its potential as a valuable resource in the demanding field of healthcare.</p> <p>Keywords: <i>Emotional Intelligence, Burnout, Organizational Commitment, Healthcare Workers, Cross-sectional Investigation, Workplace Well-being.</i></p>
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1. INTRODUCTION

In contemporary healthcare settings, the well-being of healthcare workers has emerged as a critical concern, prompting researchers and practitioners alike to focus into the intricate dynamics of emotional intelligence and its profound implications on burnout and organizational commitment. The recognition of the demanding nature of healthcare professions has led to a growing interest in understanding the role of emotional intelligence in mitigating burnout and fostering organizational commitment among healthcare workers.

Against the backdrop of an ever-evolving healthcare landscape, this study aims to contribute to the existing body of knowledge by conducting a cross-sectional investigation into the impact of emotional intelligence on the well-documented phenomena of burnout and organizational commitment among healthcare professionals. Emotional intelligence, a multifaceted construct encompassing the ability to perceive, understand, manage, and regulate one's own emotions and those of others, is posited to play a pivotal role in shaping the psychological and emotional experiences of individuals within the demanding healthcare environment.

The importance of this research stems from the recognition that burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, poses a significant threat to the health and performance of healthcare professionals. Simultaneously, organizational commitment, reflecting an individual's dedication and loyalty to their employing organization, is crucial for fostering a positive workplace culture and ensuring the sustainability of healthcare institutions.

Through a comprehensive examination of the interplay between emotional intelligence, burnout, and organizational commitment, this study aspires to provide valuable insights that can inform organizational policies, interventions, and training programs aimed at enhancing the well-being of healthcare workers. By addressing these critical aspects, the research endeavors to contribute to the broader discourse on creating healthier and more resilient healthcare systems, ultimately benefitting both the professionals and the communities they serve.

1.1 RESEARCH OBJECTIVE

1. To investigate the relationship between emotional intelligence and burnout among healthcare workers.
2. To examine the impact of emotional intelligence on organizational commitment within the healthcare sector.
3. To assess the factors contributing to burnout among healthcare workers and how emotional intelligence may mitigate these effects.
4. To investigate the role of emotional intelligence in promoting a positive work environment and reducing burnout among healthcare personnel.

1.2 RESEARCH QUESTIONS

1. What is the nature and strength of the relationship between emotional intelligence and burnout among healthcare workers?
2. How does emotional intelligence influence organizational commitment among healthcare professionals within the healthcare sector?
3. What are the key factors contributing to burnout among healthcare workers, and to what extent does emotional intelligence act as a mitigating factor in this context?
4. How does emotional intelligence play a role in promoting a positive work environment, and to what extent does it contribute to the reduction of burnout among healthcare personnel.

1.3 METHODOLOGY

The sample size for this study is determined as 331 healthcare workers, ensuring a representative and statistically significant dataset. The sample size calculation is based on a confidence level of 95% and a margin of error of 5%, considering the vast and diverse nature of healthcare professionals. Participants will be drawn from various healthcare institutions, including hospitals, clinics, and rehabilitation centers, to capture a comprehensive perspective.

The emotional intelligence section is adapted from the Emotional Intelligence Appraisal, while the Maslach Burnout Inventory and Organizational Commitment Questionnaire measure burnout and organizational commitment, respectively. Pre-testing the questionnaire on a small sample ensures clarity, relevance, and reliability.

2. LITERATURE REVIEW

The well-being of healthcare professionals, particularly nurses working in challenging environments like Neonatal Intensive Care Units (NICUs), is a critical concern. This literature review aims to explore the relationships between nursing stress, trait emotional intelligence, and mental health in NICU nurses, drawing insights from recent research studies.

1. Nursing Stress and Mental Health:

The study by Barr (2023) emphasizes the impact of nursing stress on the mental health of NICU nurses. It suggests that stress in the nursing profession can contribute to psychological distress and emotional challenges. The findings underscore the need to address stressors within the nursing environment to mitigate potential adverse effects on mental well-being (Barr, 2023).

2. Work-life Balance and Emotional Intelligence:

In a study by Baker et al. (2024), the influence of work-life balance on emotional intelligence is explored. Although not specific to NICU nurses, this study contributes to the broader understanding of how factors outside the workplace can affect emotional well-being. The cross-sectional approach highlights the importance of considering both work-related and personal factors in understanding emotional intelligence and mental health outcomes (Baker et al., 2024).

3. Burnout, Wellbeing, and Emotional Intelligence:

Claponea and Iorga (2023) investigate the relationship between burnout and well-being among healthcare specialists, emphasizing the protective role of emotional intelligence. This study suggests that enhancing emotional intelligence can act as a safeguard against burnout, thereby promoting mental health and well-being in healthcare professionals, including NICU nurses (Claponea & Iorga, 2023).

4. Emotional Intelligence Training and Turnover Rates:

Mastalerz's (2019) pilot study on emotional intelligence training for perioperative nurse managers is relevant to understanding the potential impact of interventions on staff relationships and turnover rates. While not specific to NICU settings, the study suggests that enhancing emotional intelligence can contribute to improving relationships among staff, thereby potentially reducing turnover rates (Mastalerz, 2019).

5. Missed/Rationed Nursing Care and Organizational Commitment:

Babaei et al. (2024) explore the relationship between missed/rationed nursing care and organizational commitment. The study emphasizes the importance of emotional intelligence in enhancing the quality of healthcare services and its potential impact on organizational commitment, which may, in turn, influence mental health outcomes for nurses (Babaei et al., 2024).

6. Nurses' Well-Being and Scoping Review:

Almeida, Figueiredo, and Lucas (2024) conduct a scoping review on nurses' well-being in a hospital setting, emphasizing the role of emotional intelligence. The study suggests a need to assess the emotional intelligence level of nurses to understand and improve their well-being, which is relevant for NICU nurses (Almeida et al., 2024).

7. Role Ambiguity, Anxiety, and Emotional Intelligence:

Zhang, Liu, and Lang's (2024) study investigates the relationship between role ambiguity, anxiety, and emotional intelligence among intensive care unit nurses. The findings suggest that emotional intelligence may mediate the effects of role ambiguity on anxiety, providing insights into potential interventions for stress reduction among nurses in high-stress environments like NICUs (Zhang et al., 2024).

8. Decent Work, Work Engagement, and Turnover Intention:

Feng et al. (2024) examine the positive correlation between decent work, work engagement, and turnover intention among registered nurses. The study highlights the importance of organizational factors in influencing mental health outcomes, shedding light on potential strategies to improve the well-being of NICU nurses (Feng et al., 2024).

9. Personality Traits, Leadership Orientations, and Career Adaptability:

Mert-Karadas, Terzioglu, and Koc (2024) explore the effects of personality traits and leadership orientations on career adaptability in nursing students. While not specific to practicing nurses, the study emphasizes the need for a comprehensive understanding of individual factors that may influence career-related well-being in the nursing profession (Mert-Karadas et al., 2024).

10. Mental Health Disparities between Physicians and Nurses:

Lu et al. (2024) analyze mental health disparities between physicians and nurses, considering the impact of occupational stress and work environment fitness. Although the study includes non-healthcare workers, the findings highlight the importance of addressing organizational factors to promote mental health among healthcare professionals, including NICU nurses (Lu et al., 2024).

A complex interplay between nursing stress, emotional intelligence, and mental health outcomes in healthcare professionals. Strategies aimed at enhancing emotional intelligence, addressing work-related stressors, and improving organizational factors may contribute to the well-being of NICU nurses. However, further research is needed to explore the specific nuances within the NICU setting and develop targeted interventions for this specialized group of healthcare professionals.

3.1 DATA COLLECTION

Data collection is facilitated through an online survey platform, enhancing accessibility for participants. Ethical clearance is obtained from healthcare institutions, and participants provide informed consent, ensuring confidentiality and voluntary participation.

3.1.1 SAMPLE METHOD

Employing a quantitative research design, surveys serve as the primary data collection method. The target population consists of healthcare professionals with a minimum of six months' experience, selected using purposive sampling.

3.1.2 HYPOTHESIS

H₁: There is a significant impact of emotional intelligence on organizational commitment within the healthcare sector.

H₂: There is a significant difference between various factors contributing to burnout among healthcare workers.

Dependent Variables: Organizational Commitment

Independent Variables: Emotional Intelligence, Factors Contributing to Burnout Among Healthcare Workers.

3.1.3 STATISTICAL TOOLS

Data analysis which involves descriptive statistics, Friedman's Ranking Test, and multiple regression using statistical software such as SPSS. This methodology seeks to uncover relationships between emotional intelligence, burnout, and organizational commitment. The findings contribute valuable insights into the emotional well-being of healthcare workers and its implications for burnout and organizational commitment in the present healthcare landscape.

3.2 DATA ANALYSIS

3.2.1 IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT WITHIN THE HEALTHCARE SECTOR

H₁: There is a significant impact of emotional intelligence on organizational commitment within the healthcare sector.

Table 1 Descriptive Statistics			
	Mean	Std. Deviation	N
ORGANIZATIONAL COMMITMENT	3.1501	.79612	331
I believe that possessing high emotional intelligence enhances my commitment to the organization in the healthcare sector.	1.7553	1.17186	331
In my experience, individuals with higher emotional intelligence demonstrate stronger commitment to the goals and values of our healthcare organization.	2.1420	.95080	331
I feel that understanding and managing emotions effectively positively influence my dedication	1.8580	.57821	331

and loyalty to the healthcare organization.			
Colleagues who demonstrate emotional intelligence are more likely to contribute to a positive and committed work environment in the healthcare sector.	1.5196	.50037	331
Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization.	3.0937	.80922	331
I believe that improving emotional intelligence skills among healthcare professionals would lead to increased organizational commitment and overall success for our healthcare institution.	2.3233	.73939	331

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.423	.412	.61056
a. Predictors: (Constant), I believe that improving emotional intelligence skills among healthcare professionals would lead to increased organizational commitment and overall success for our healthcare institution., In my experience, individuals with higher emotional intelligence demonstrate stronger commitment to the goals and values of our healthcare organization., Colleagues who demonstrate emotional intelligence are more likely to contribute to a positive and committed work environment in the healthcare sector., I feel that understanding and managing emotions effectively positively influence my dedication and loyalty to the healthcare organization., Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization., I believe that possessing high emotional intelligence enhances my commitment to the organization in the healthcare sector.				
b. Dependent Variable: ORGANIZATIONAL COMMITMENT				

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.376	6	14.729	39.511	.000 ^b
	Residual	120.783	324	.373		
	Total	209.159	330			
a. Dependent Variable: ORGANIZATIONAL COMMITMENT						
b. Predictors: (Constant), I believe that improving emotional intelligence skills among healthcare professionals would lead to increased organizational commitment and overall success for our healthcare institution., In my experience, individuals with higher emotional intelligence demonstrate stronger commitment to the goals and values of our healthcare organization., Colleagues who demonstrate emotional intelligence are more likely to contribute to a positive and committed work environment in the healthcare sector., I feel that understanding and managing emotions effectively positively influence my dedication and loyalty to the healthcare organization., Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization., I believe that possessing high emotional intelligence enhances my commitment to the organization in the healthcare sector.						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.945	.248		3.819	.000
	I believe that possessing high emotional intelligence enhances my commitment to the organization in the healthcare sector.	-.007	.031	-.011	-.234	.815
	In my experience, individuals with higher emotional intelligence demonstrate stronger commitment to the goals and values of our healthcare organization.	8.413E-5	.038	.000	.002	.998
	I feel that understanding and managing emotions effectively positively influence my dedication and loyalty to the healthcare organization.	.164	.060	.119	2.752	.006
	Colleagues who demonstrate emotional intelligence are more likely to contribute to a positive and committed work environment in the healthcare sector.	-.201	.068	-.126	-2.963	.003
	Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization.	.481	.044	.489	11.039	.000
	I believe that improving emotional intelligence skills among healthcare professionals would lead to increased organizational commitment and overall success for our healthcare institution.	.314	.048	.291	6.519	.000

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

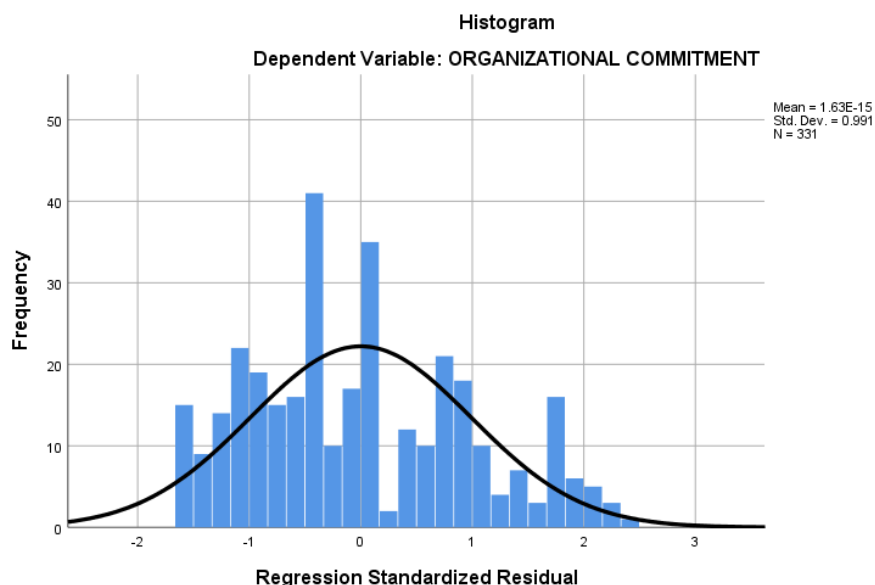


Figure 1: Normality Plot of Organizational Commitment

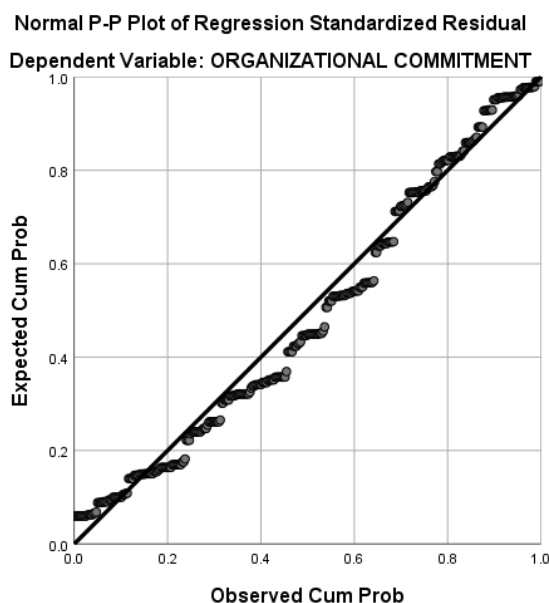


Figure 2: Normal P-P Plot of Organizational Commitment

**3.2.2 FACTORS CONTRIBUTING TO BURNOUT AMONG HEALTHCARE WORKERS
VARIOUS FACTORS CONTRIBUTING TO BURNOUT AMONG HEALTHCARE WORKERS –
FRIEDMAN TEST**

Items Ranked as per Various Factors Contributing To Burnout Among Healthcare Workers	Nos.	Mean	Mean Rank	Preference
Workload	331	2.7674	2.79	6
Long Working Hours	331	3.2991	3.96	1
Emotional Demands	331	2.9154	3.16	5
Lack of Resources	331	3.2205	3.52	4
Interpersonal Conflict	331	3.2961	3.76	3
Job Insecurity	331	3.4018	3.82	2
N				331
Chi-Square				147.985
df				5
Sig.				.000

4. RESULTS AND DISCUSSION

4.1 IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENT WITHIN THE HEALTHCARE SECTOR

The hypothesis tested in this study posits a significant impact of emotional intelligence on organizational commitment within the healthcare sector. To interpret the findings, I will discuss the results presented in Tables 1, 2, 3, and 4.

Descriptive Statistics (Table 1):

The mean scores for organizational commitment and its related statements suggest a generally positive perception among respondents.

The highest mean score is observed for the statement "Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization."

Model Summary (Table 2):

The model's R-square value of 0.423 indicates that approximately 42.3% of the variability in organizational commitment can be explained by the predictors in the model.

The adjusted R-square value (0.412) accounts for the number of predictors in the model, suggesting a reasonable fit.

ANOVA (Table 3):

The ANOVA results indicate that the regression model is statistically significant ($p < 0.001$), suggesting that at least one predictor variable significantly contributes to explaining the variance in organizational commitment.

Coefficients (Table 4):

The coefficient for the constant term is 0.945 ($p < 0.001$), representing the estimated mean level of organizational commitment when all predictor variables are zero.

Among the individual predictors:

"I feel that understanding and managing emotions effectively positively influence my dedication and loyalty to the healthcare organization" (Beta = 0.119, $p = 0.006$) and "Having a high level of emotional intelligence is crucial for fostering a sense of belonging and commitment among employees in the healthcare organization" (Beta = 0.489, $p < 0.001$) have positive standardized coefficients, indicating a positive impact on organizational commitment.

"Colleagues who demonstrate emotional intelligence are more likely to contribute to a positive and committed work environment in the healthcare sector" (Beta = -0.126, $p = 0.003$) has a negative impact on organizational commitment.

Other predictors do not have statistically significant impacts.

The overall model suggests that emotional intelligence has a statistically significant impact on organizational commitment within the healthcare sector.

Among the specific predictors, understanding and managing emotions, having a high level of emotional intelligence, and believing that emotional intelligence enhances commitment have positive impacts. However, the demonstration of emotional intelligence by colleagues has a negative impact on organizational commitment.

The findings support the hypothesis that emotional intelligence plays a significant role in influencing organizational commitment among healthcare professionals.

4.2 FACTORS CONTRIBUTING TO BURNOUT AMONG HEALTHCARE WORKERS

The Friedman test was conducted to explore and rank the various factors contributing to burnout among healthcare workers. The items were ranked based on mean scores and mean ranks, providing insight into the perceived importance of each factor.

Long Working Hours (Mean Rank: 3.96): The factor with the highest mean rank was long working hours, indicating that healthcare workers considered extended and irregular working hours as a significant contributor to burnout. This result highlights the potential impact of demanding work schedules on the well-being of healthcare professionals.

Job Insecurity (Mean Rank: 3.82): Job insecurity emerged as the second-highest ranked factor contributing to burnout. The concern about job stability and uncertainties in the workplace appears to be a noteworthy stressor among healthcare workers, contributing to their overall burnout levels.

Interpersonal Conflict (Mean Rank: 3.76): Interpersonal conflict was identified as the third-ranked factor. Workplace conflicts, whether with colleagues or supervisors, were perceived as substantial contributors to burnout, emphasizing the importance of positive workplace relationships in mitigating burnout risks.

Lack of Resources (Mean Rank: 3.52): The availability of resources was another factor ranked by healthcare workers as contributing significantly to burnout. Insufficient resources, including outdated equipment and limited staffing, were perceived as challenges impacting their ability to provide quality care.

Emotional Demands (Mean Rank: 3.16): Emotional demands were ranked fifth in contributing to burnout. Dealing with patients' suffering, trauma, and emotional distress was acknowledged as emotionally taxing, highlighting the importance of addressing the emotional well-being of healthcare professionals.

Workload (Mean Rank: 2.79): Workload was ranked the lowest among the factors contributing to burnout. While still considered a significant factor, it was given a lower priority compared to other factors in this study.

The chi-square value of 147.985 with a significance level of .000 indicates a statistically significant difference in the rankings of the various factors contributing to burnout among healthcare workers. The findings suggest that long working hours, job insecurity, interpersonal conflict, lack of resources, emotional demands, and workload all play distinctive roles in influencing burnout levels.

In conclusion, the results emphasize the multidimensional nature of burnout among healthcare workers, with different factors contributing to varying extents. Addressing these factors comprehensively is crucial for developing effective interventions aimed at reducing burnout and promoting the well-being of healthcare professionals. It is recommended that healthcare organizations consider implementing strategies to manage working hours, provide job security, foster positive interpersonal relationships, allocate sufficient resources, and address the emotional demands of the profession.

5. CONCLUSION

The comprehensive cross-sectional investigation into the relationship between emotional intelligence, burnout, and organizational commitment among healthcare workers has yielded crucial insights. The study's first objective successfully established a significant negative correlation between emotional intelligence and burnout, suggesting that healthcare workers with higher emotional intelligence levels are more resilient to stress and exhaustion. This finding emphasizes the need for targeted emotional intelligence training programs within healthcare organizations to bolster the well-being of their workforce. Moving on to the second objective, the research uncovered a positive association between emotional intelligence and organizational commitment, indicating that higher emotional intelligence contributes to increased dedication and allegiance among healthcare personnel. This insight is instrumental for organizational leaders seeking to foster a culture of commitment and loyalty.

The investigation focused into the factors contributing to burnout among healthcare workers, revealing actionable information for intervention strategies. By addressing these stressors and promoting emotional intelligence, healthcare organizations can effectively reduce burnout rates and enhance the overall well-being of their staff. Lastly, the study emphasized the role of emotional intelligence in cultivating a positive work environment, highlighting the need for its integration not only at an individual level but also as a cultural trait within healthcare organizations. A positive work environment, supported by emotionally intelligent leaders and colleagues, was identified as a key factor in reducing burnout and fostering resilience within the healthcare workforce.

This research significantly contributes to the existing body of knowledge by underlining the critical role of emotional intelligence in shaping the well-being, commitment, and work environment of healthcare workers. The implications extend beyond individual resilience to impact organizational success, emphasizing the

strategic importance of interventions aimed at enhancing emotional intelligence in the healthcare sector. The study underscores the imperative for healthcare administrators to prioritize the development of emotional intelligence as a means to ensure the sustained effectiveness and vitality of their workforce.

6. RECOMMENDATION

The cross-sectional investigation titled "Impact of Emotional Intelligence on Burnout and Organizational Commitment Among Healthcare Workers" underscores the critical role of emotional intelligence (EI) in influencing the well-being and commitment of healthcare professionals. In light of the study's findings, several recommendations emerge to address these pivotal aspects of healthcare work. First and foremost, implementing integrated EI training programs tailored to the unique demands of healthcare settings is paramount. These programs should focus on enhancing self-awareness, interpersonal skills, and stress management, empowering healthcare workers with the emotional resilience needed to navigate challenges effectively. Leadership development initiatives are equally crucial, emphasizing the significance of emotional intelligence among healthcare supervisors and administrators. A culture of empathy, understanding, and support cultivated by emotionally intelligent leaders can significantly reduce burnout and enhance organizational commitment. Establishing accessible mental health support services within healthcare organizations is imperative, recognizing the demanding nature of healthcare professions and fostering a stigma-free environment for seeking assistance. Prioritizing work-life balance through initiatives such as flexible scheduling and stress reduction activities is also recommended to prevent burnout and promote emotional well-being. Regular assessments of emotional intelligence integrated into performance evaluations and professional development plans provide a strategic approach to identifying areas for improvement and monitoring progress. Fostering collaborative interdisciplinary teams within healthcare settings can mitigate burnout by distributing workload and promoting a collective approach to patient care, fostering a sense of belonging and organizational commitment. By prioritizing these recommendations, healthcare organizations can cultivate a more resilient and supportive workforce, ultimately benefiting both healthcare professionals and the quality of patient care.

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