Leaders’ Emotional Intelligence and its Outcomes, A Study of Medical Professionals in Pakistan

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Abstract

This study investigates the association between leader’s emotional intelligence and its impact on quality of work life, burnout and employee performance. Data were collected from 92 medical doctors working in various hospitals across Pakistan through questionnaires. Results indicate that leaders’ emotional intelligence is positively linked with quality of work life, and employee performance while it is insignificantly associated with employee burnout. Practical implications for the medical sector in Pakistan are also discussed.

Keywords: Emotional Intelligence, Quality of Work life, Burnout, Employee Performance, Doctors, Pakistan.

1.0: Introduction

Emotionally intelligent people lead effectively (Zeidner, Matthews & Roberts, 2001). Lunenborg (2011) described that multiple intelligences construct and emotional intelligence established immense consideration now days, mainly by means of leadership capability. Excellent leaders practiced emotional intelligence in order to move their organizations ahead (Goleman, Boyatzis, & McKee, 2002). Emotional intelligence can confer leaders to
administer their employees successfully and resourcefully which develop into their competitive edge. Singh (2009) described that better emotional intelligence cope up with all type of circumstances and can encourage and stimulate others.

In current employment circumstances relationship construction is relatively important and significant. Nowadays employees give consideration to a leaders’ ability to take note, cooperate, and build strong relationships which influence their performance. Law, Wong and Song (2004) have described that an individuals who are vastly skilled in utilization of emotion to aid performance would be capable to persuade him or herself to improve constantly and be capable to express his or her emotions in constructive and fruitful way. Individuals who are emotionally intelligent are highly capable to shape cohesive and successful work teams more rapidly as compared to individuals who are less emotionally intelligent (Jordan, Ashkanasy, Hartel, & Hooper, 2002). The emotionally intelligent leaders are capable to judge at what time and wherever their authority is required. They adjust their leadership style accordingly to obtain the finest from every individual employee.

Successful leaders control their emotions and don’t let emotions to control them. They facilitate their employees in achieving goals because of their trustworthiness, social skills, self regulation, and self awareness. Leaders having developed emotional intelligence better prepared to handle challenges. They have a diversity of stuffs and methods to build stronger relationships with employees. For achieving goal lucratively, it’s crucial to provide relax, calm and productive settings to employees so that they perform effectively and efficiently. There are various studies that institute the significance of emotional intelligence of leaders and employee performance (Bradberry & Greaves, 2003; Singh, 2003; Ruderman, Hannum, Leslie & Steed, 2001; Caruso, & Salovey, 2004; & George, 2000).

Carmeli (2003) found in his study that emotional intelligence of senior managers in the workplace enhances positive work attitudes, altruistic behavior and work outcomes. The mainly vital negative job experiences connected with organizationally linked rather than operationally linked (Hart, Wearing and Headey, 1995). Reilly (1994) in a study of hospital nurses found the negative relationship between EI and burnout. If an employee shows emotional intelligence with low emotionally intelligent leader there is more chances of employee burnout which badly impact the performance of employee. Improved emotional intelligence can be considered as catalyzing consequence, it facilitates to influence
intellectual capital that is a fundamental element for accomplishment of competitive advantage (Rahim & Malik, 2010). Managers through good emotional intelligence obtain enhanced outcome from employees that are beyond their expectations (Cooper, 1997).

The purpose of this study is to determine the impact of leaders’ emotional intelligence on employee performance. This study exposed that how leaders’ emotional intelligence influence quality of work life, minimize the burnout in employees and enhance employee performance in medical sector of Pakistan. In Pakistan, research was already conducted on telecom and banking sector regarding employees’ emotional intelligence but no research was found in medical sector regarding leaders’ emotional intelligence in relation to employee performance. As medical sector employees are serving humanity and show emotional intelligence towards patients and their tensed relatives continuously. This research finds out that how emotionally intelligent employee performance is affected by their leaders’ emotional intelligence in context to Pakistan medical sector. The results of this research can add new dimensions in the human resource management practices, social sciences and psychology.

2.0: LITERATURE REVIEW

2.1: Leaders’ Emotional Intelligence

Emotional intelligence refers to the capacity of recognizing own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships (Goleman, 1998). Daniel Goleman has given the concept of “emotional intelligence” (Goleman, 2004). It is an ability that can developed (Dulewicz & Higgs, 2004). Emotional intelligence (EQ) is as much important as IQ that brings positive change and makes an individual successful in their work as well as in personal lives (Druskat & Wolff, 2001). Individuals who are high in emotional intelligence come out as leaders because they are more transformational in their leadership style (Zafra, Retamero, & Landa, 2008). It is greatly influential than cognitive ability in solving problems and determining who will be top, rising as leader, entrepreneur, board of director/executive or army general (Chopra & Kanji, 2010).

Leaderships’ fundamental element is Emotional intelligence (EI) (Nazarova, 2004). Nowack describe that the top performing managers and leaders have considerably supplementary
"emotional competence" than those managers who have less emotional competency. Leaders who lead emotionally, recognize their feelings and differentiate and treat successfully with the feelings of others always gain in numerous part of life (Badea & Pana, 2010). Managers intensity of emotional intelligence signifies that managers are sensible on emotional consciousness, self respect, flexibility, impressionability, advancement, inventiveness, chance taking, mounting others, service direction, political consciousness, two way communication, construction of relationships and mutual flexibility (Kulkarni, Janakiram & Kumar, 2009).

Highly emotionally intelligent leaders are superior leaders; they illustrate the obvious and necessary links among the bigger series of emotional intelligence and control of skills and abilities connected with leadership excellence which improve their leadership performance (Ruderman, Hannum, Leslie & Steed, 2001). Successful managers express leadership competence for the reason that leadership characteristic are fine confine in measures of emotional intelligence (EQ) (Dijk & Freedman, 2007). Many studies found a significance of leaders’ emotional intelligence for employees and organization (Killian, 2011; Brackett, Rivers & Salovey, 2011; Voola, Carlson & West, 2004; Lopes et al, 2004).

2.2: Quality of Work life

Quality of Work life is defined as, “A set of objective organizational conditions and practices designed to foster quality relationship with in the organization; employees perceptions of the degree to which the organizational environment meets the full range of human needs”.

The victory of an organization lie in the construction of prolongs relationships with the most important reason of leadership being to encourage the feelings and emotions of individuals linked with the organization (Weymes, 2003). Morin, Gagne & Cherre (2010) described that when employees observe their effort optimistically, they have a tendency to obtain more emotionally concerned in the organization and be likely to do additionally hard work, collaborate more with others, and are more liable to provide the expected performance. This can only possible when employee is provided with healthy work environment by leaders through their emotional intelligence.

When leaders develop healthy workplace that will construct and consume employee teams to enhance involvement of employees in problem solving, decision making and planning
procedure (Nowack, 2006). Leaders who use their emotions intelligently they always build strong relationship with their employees by providing them supportive and helpful environment which results in not only good employee performance but also organization success. Hence, managers capacity to “set the stage for commitment” by making appropriate circumstances that help employees’ perception of significant work (Christian, Garza & Slaughter, 2011).

Work timetable flexibility, workplace support, managerial support, and work-life balance are underlying exogenous construct (Jang, 2009). This is only possible when leaders are emotionally intelligent. Workplace conditions and well-being are positively linked with each other (Sicking et al, 2010). The aspects that are vastly connected with wellbeing were high control over work methods and procedures, a little intensity of observation and an encouraging team leader (Holman, 2002). Leader through emotional intelligence creates healthy work conditions and provide autonomy to employees which lead to wellbeing of workplace and improve the quality of work life.

Leaders when implement flexible work provision and other guiding principle that encourage flexibility inside the organization will add to improved health, best possible performance, and dedication from employees (Casey & Grzywacz, 2008). A leader having emotional intelligence skill is essential in order to construct an encouraging environment which make possible to create constructive empowerment procedures that leads to subjective well-being (Akerjordet & Severinsson, 2008). Therefore, leaders emotionally intelligent facilitate and motivate employees and construct healthy environment.

**H1: Leaders’ Emotional Intelligence is directly proportional to the Quality of Work life.**

2.3: Burnout

When the challenge and demands of work turn out to be unnecessary, the strain of the workplace go beyond workers’ capability to hold them, and satisfaction rotate into disturbance, that creates burnout (Goutas, 2008). Burnout impact individual employees’ health and behavior (Bakker, 2009). Prolonged experience to work and life stressors results in chronic burnout and the greater level of burnout in employees, there is probability that they are to evaluate their job conditions as more difficult (Melamed et al, 2010). The burnout influence motivation, job performance, turnover intention, turnover, absenteeism, health, life
satisfaction, organizational citizenship, and many other variables (Lambert, Hogan & Jiang, 2010).

Burnouts involve that individual factors, work factors and work/home interference that play significant parts in burnout (Langballe et al, 2010). Especially Job-related burnout impact the value of service provided (Hsu et al, 2010). As if leaders don’t use emotions intelligently, it will create mental problems for employees and creates job related burnout which impacts their performance of employees. Employees in healthcare organizations focus to high stress and burnout in their challenging responsibility; therefore there must be concentration on their work life and intensity of burnout by the leaders (Lee & Cummings, 2008). So, Leaders must facilitate and help their employees through their emotional intelligence which will reduce burnout in employees.

Equal support from inside and outside the organization is linked with lesser intensity of burnout (Sand & Miyazaki, 2000). Providing a well and broad working environment can avoid mental health issues (World Health Organization, 2010). Leaders’ emotional intelligence plays a vital role in providing healthy appropriate environment that facilitates employees which leads to avoid burnout in employees. Interest and joy in work guard the worker from burnout and little demands and maximum levels of social support reduce the level of burnout (De Jonge, Janssen. & Van Breukelen, 1996). Tanner, Kalimo& Mutanen (2002) found that lack of supervisor support, lack of appreciation and autonomy creates burnout. Therefore, if leader is not emotionally intelligent, he/she creates hurdles for employees rather than facilitating them which creates burnout in employees. Leader is the one who can provide a constructive environment through emotional intelligence that can reduce burnout in employees.

**H2: Leaders’ Emotional Intelligence is inversely proportional to Burnout.**
2.4: Employee Performance

Employee Performance management is defined as “The development of individuals with competence and commitment, working towards the achievement of shared meaningful objectives with in an organization which supports and encouraged their achievements”.

Leaders are considered as role model for their subordinates who provide them direction, guidance, supervision and motivation. Presence of emotional intelligence leads towards higher level of cooperation of employee, motivation, performance, productivity, and profits (George, 2000). Supervisors’ utilization of emotion with the aspect of EI is constantly and equally connected with constructive outcomes for subordinates (Kafetsios, Nezlek & Vasiou, 2011). Emotionally intelligent leaders encourage creativity in their subordinates (Rego et al, 2007).

Leaders who are skilled to influence positively are more likely to facilitate employees (Isen, 1987). As a result employee will perform more than expectation. There is an association among leader emotional intelligence, affective response, and follower motivation and performance (Lewis, 2000). Higher levels of emotional intelligence let leaders to produce a jointly approved set of standards to aid the improvement of employee potential in the organization (Amos, Ristow and Ristow, 2004). Supervisors’ use of emotions is optimistically connected to subordinates’ optimistic influence at work and job satisfaction (Kafetsios, Nezlek & Vassiou, 2011).

An essential part of the improvement of leaders in attaining success is to enlarge and boost emotional intelligence as a result leaders get employees to perform their jobs more successfully and enhance job satisfaction (Feather, 2009). Emotional intelligence impact on leadership roles that includes performance evaluation, motivation, support, development and improvement has a positive impact on effectiveness of employees (Iordanoglu, 2007). Therefore manager can boost EI ability in their organization by accentuate EI competencies not only in feedback and mentoring programs but also in their selection and promotion efforts (Berman& West, 2008).

**H3: Leaders’ Emotional Intelligence directly proportional to Employee Performance.**
3.0: RESEARCH METHODOLOGY

The data was collected using questionnaire. Leaders’ emotional intelligence questionnaire was adopted from Wong & Law 2002 consisting 16 items. For measuring, employee performance questionnaire was adopted from Cravens et al. (1993) and Behrman & Perreault (1982) which consist of 9 items. Quality of work life questionnaire was adopted from Weiss, Dawis, England & Lofquist (1967), Vroom (1964) and Robinson, Athanasiou, & Head (1969) which consisted of 12 items. For measuring, burnout questionnaire was adopted from Maslach and Jackson (1981), which consisted of 22 items.

The data was collected using 5 points likert scale with 1 representing strongly disagree and 5 representing strongly agree. The reliability score for leaders’ emotional intelligence was .897, employee performance was .821, Quality of work life was .762, and burnout was .734. The questionnaires were distributed using self administered method to the respondent. 115 questionnaires were distributed and 92 received back making response rate 80%. Population for present study includes employees consists of doctors working in medical sector of Pakistan. Sample was selected using convenient sampling technique.

Descriptive statistics were used to show the demographics of participants via frequency distribution as show in Table 1. Correlation matrix was utilized to investigate the association among all variables of this study as show in Table 2. Mean and standard deviation of each variable shown in table 3. Regression analysis was conceded out to illustrate the strength among independent and dependent variable and to determine the impact that an independent variable have on the dependent variable as show in Table 4.

Table 1. Demographics

<table>
<thead>
<tr>
<th>DEMOGRAPHIC VARIABLES</th>
<th>FREQUENCY</th>
<th>%AGE</th>
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<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-25</td>
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<tr>
<td>26-30</td>
<td>30</td>
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<tr>
<td>Gender</td>
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<tr>
<td>Male</td>
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<tr>
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<td>63%</td>
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<tr>
<td>Education</td>
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<td>Bachelors</td>
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<td>Master or above</td>
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Table 2. Mean & Standard Deviation

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<tr>
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<td>QWL</td>
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<td>5.31809</td>
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<tr>
<td>BO</td>
<td>68.7268</td>
<td>8.51294</td>
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<tr>
<td>EP</td>
<td>31.8623</td>
<td>4.02982</td>
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</tbody>
</table>

N=92. Independent Variable; Leader Emotional Intelligence. Dependent Variables; Quality of Work Life, Burnout, Employee Performance.

Table 3. Correlation Matrix

<table>
<thead>
<tr>
<th></th>
<th>LEI</th>
<th>QWL</th>
<th>BO</th>
<th>EP</th>
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<tbody>
<tr>
<td>LEI</td>
<td>1</td>
<td>.217*</td>
<td>.107</td>
<td>.352**</td>
</tr>
<tr>
<td>QWL</td>
<td>.217*</td>
<td>1</td>
<td>.267*</td>
<td>.217*</td>
</tr>
<tr>
<td>BO</td>
<td>.107</td>
<td>.267*</td>
<td>1</td>
<td>.204</td>
</tr>
<tr>
<td>EP</td>
<td>.352**</td>
<td>.217*</td>
<td>.204</td>
<td>1</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

N=92. Independent Variable; Leader Emotional Intelligence. Dependent Variables; Quality of Work Life, Burnout, Employee Performance.

Table 4. Regression Analysis

<table>
<thead>
<tr>
<th>Variables</th>
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<th>t-value</th>
<th>Sig</th>
<th>R Square</th>
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<td>.047</td>
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<tr>
<td>BO</td>
<td>.107</td>
<td>1.017</td>
<td>.312</td>
<td>.011</td>
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<tr>
<td>EP</td>
<td>.352</td>
<td>3.570</td>
<td>.001</td>
<td>.124</td>
</tr>
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</table>

N=92. Independent Variable; Leader Emotional Intelligence. Dependent Variables; Quality of Work Life, Burnout, Employee Performance.
4.0: DISCUSSION AND ANALYSIS

The purpose of the study was to study the impact of leaders’ emotional intelligence (LEI) on employee performance among medical sector employees of Pakistan. The correlation matrix indicates that leaders’ emotional intelligence significantly correlated with quality of work life (.217*) and as per regression analysis it is strong predictor of quality of work life (t = 2.104). If leader is emotionally intelligent he/she will provide a facilitating working condition to its employees. As means of work dynamic that affect workplace well-being are job control, role overload, social support and supervisor behavior which lead to organizational efficiency (Gilbreath & Montesino, 2006). Leaders’ emotional intelligence plays a vital role in providing environment at workplace that provides an ease to employees to work effectively and efficiently and achieve organizational goal lucratively. Therefore emotions in organizational settings offer fresh and significant approach into the means in which people in organizations act and advice for managers is to increase and to preserve a positive emotional atmosphere in their organizations (Ashkanasy & Daus, 2002).

The correlation matrix indicates that leaders’ emotional intelligence significantly correlated with employee performance (.352**) and as per regression analysis it is strong predictor of employee performance (t =3.570). Emotional intelligence support leaders to influence climate and employee performance in the health care industry (Catholic Health Association, 1994). Leaders who are emotionally intelligent build a healthy relationship with employees. They facilitate employees because they are socially aware, self-motivated and can control his/her emotions and understand others emotions. Emotionally intelligent leaders know and aware how to extract hidden competencies from their employees. Their moral support motivates employees to contribute best of the best to the organization. Therefore if leader is emotionally intelligent, employee performance increases which leads the organization towards success.

The correlation matrix indicates that leaders’ emotional intelligence not significantly correlated with burnout (.107) and as per regression analysis it is weak predictor of burnout (t =1.017). There are two factors found through meeting again with medical employees were on job factors and social factors. It is found that medical job is very much demanding. Patients’ relatives’ behavior toward medical employees is very much harsh and work overload i.e. more than required patients in a ward creates burnout in medical employees and not effected by leaders’ emotional intelligence. Other factor is their social life. As major portion of the
sample consist of female employees which is also a reason for insignificant relation between leaders emotional intelligence and burnout. As in Pakistani culture females who are doing job, with job has to oversee household work, children and family. Due to fatigue females cannot give appropriate time and attention to their family which creates problems in their personal relationships and families. Due to lack of social support at home is the major cause of burnout in medical employees. Therefore, due to on job factors and social factors, medical employees’ burnout is not affected by leaders’ emotional intelligence.

5.0: IMPLICATIONS

This study has a number of implications for medical sector. Insignificant relationship between leaders’ emotional intelligence and burnout needs prompt observation. As medical employees serve humanity, if medical sector employee in Pakistan has burnout it will affect their mental and physical health. There is need to create awareness on media especially print media to write and publish articles that motivate relatives of patients to respect medical employees and relative of employees to support them.

Leaders’ emotional intelligence improves the quality of work life and employee performance. So leaders should be emotionally intelligent. Human resource department should rate emotional intelligence with performance for promoting employee as a leader. Emotional Intelligence is an ability that can be developed through training (Dulewicz & Higgs, 2004). There should be an arrangement of the training program for managers and peers so that they can enhance their skill and dynamically take part in the organization (Rahim 2010). In training programs topic emotional intelligence must be taught in order to develop the capability of emotional intelligence in leaders.

6.0: LIMITATIONS

Although the findings of this study add to a rising literature in the areas of leaders’ emotional intelligence and employee performance. But numerous limitations constrain the analysis of the study’s results. Due to having limited time, small sample size and economic constraints this research is conducted in particular area of Pakistan.
7.0: FUTURE RESEARCH DIRECTIONS

Future research is required to investigate leaders’ emotional intelligence with many other variables like job satisfaction, organizational commitment, employee motivation etc. The variables in this study can also applied in other sectors of Pakistan like telecom sector, banking sector or many other sectors of Pakistan.
References


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