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EFFECT OF EMOTIONAL INTELLIGENCE ON STAFF PERFORMANCE OF GOVERNMENT HOSPITALS IN DELTA STATE, NIGERIA

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Abstract

The study examines empirically how emotional intelligence influenced staff performance of Government Hospitals in Delta State, Nigeria. The study focused on three dimensions of emotional intelligence which are self-awareness, empathy and relationship-management which was the predictor variable and employee performance the criterion variable, while the two measures are effectiveness and efficiency. The study used a cross-sectional survey research design. The target population of the study constitutes the workers of all the central Public Hospitals in Delta State, Nigeria registered with the Ministry of Health. The sampling random technique was used to obtain the study sample. Data for the study was collected through structured questionnaire. The five (5) point Likert scale was used to measure responses from respondents. The Pearson Product-Moment Correlation Statistics technique was used to test the hypothesis with the aid of SPSS version 22.0 for the purposes of determining the nature and proposed associations. The results of the study showed that there is a positive and statistically significant association between emotional intelligence and staff performance. The study concludes that a leader with the emotional intelligence as regards self-awareness and empathy behaviour and relationship-management influence growth and employee performance. The study therefore recommends that the management of the central government Hospitals in Delta State, Nigeria need to consider emotional intelligence as one of their criteria for employing performance so as to avoid unnecessary deviant behaviour that would arise within the volatile government hospitals in Delta State, Nigeria.

Keywords: Emotional intelligence, Staff performance, Self-awareness, Empathy, Relationship-management.

Introduction

Staff productivity and effectiveness in the service sector is crucial to the achievement of organizational goals and objectives. Taylor (2014) posits that employee performance is key determinant of organizational success. Apparently, this has triggered organizations to motivate workers, in order for them to give their best to deliver effective services to customers' and clients. Hence, employee performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Obiageli, Uzochukwu & Ngozi, 2015). According to this definition employee performance is

a set of outcomes produced during a certain time period.

Emotional intelligence has been found to be an important predictor of various enviable organizational outcomes, such as job performance, job satisfaction, organizational citizenship behaviour, and employee commitment. Emotional intelligence involves managing feelings so that they are expressed appropriately, therefore enabling people to work together towards common goals in a constructive and transparent environment. Emotional intelligence is the subject that tries to explicate and interpret the status of emotions in human capabilities (Javidparvar, Agha, & Barjisian, 2013). The most important and significant factor in achieving the goals in an organization are

human power and undoubtedly, the enhancement and success of each organization depend on its human power (Amenah, Mohamad, Osman, & Bisotoon, 2014).

Statement of the Problem

Given the precarious role of work satisfaction, it is necessary that managers become aware of their emotions and understands other people's emotions to be able to deal effectively with staff and have a committed workforce. Moreover, individuals recruited in the organizations should be aware of and understand emotions in the self while knowing who they are, what they believe in, what they say, what they think, how they make decisions, how not to get angry, how to control one's emotions in different conditions, and how to act with others. In such a situation, they will be able to recognize and control emotions in others (Zhou & George, 2003). Idris, Ahmad, and Ahmad, (2011) studied the effect of emotional intelligence on employee commitment and job satisfaction amongst staff in public and private sectors and represented a high significant correlation between the two main variables. Nikolaou & Tsaousis (2002) also revealed that there was a high significant difference between the individuals with low emotional intelligence and the ones with high emotional intelligence. They proposed that there is positive relationship between the levels of EI and employee performance. Furthermore, evidences (Kahtani, 2013) have proved this aspect of human resource management has not been studied much in the health sectors. Review of pertinent literature on emotional intelligence and staff performance few in Nigerian context and particularly in the health sector (Guleryaz, Guney, Miski & Asan, 2008). To overcome the research gap, this study intends to examine the relationships between emotional intelligence and staff performance amongst workers in government hospitals in Delta State, Nigeria.

Objectives of the Study

The objective of this study is to empirically examine the relationship between emotional intelligence and staff performance in government hospitals in Delta State, Nigeria. Therefore, the following objectives are:

- i. To examine the relationship between self-awareness and Staff performance in Government hospitals in Delta State, Nigeria
- ii. To examine the relationship between empathy and Staff performance in Government hospitals in Delta State, Nigeria
- iii. To examine the relationship between relationship-management and Staff performance in Government hospitals in Delta State, Nigeria

Research Hypotheses

In research, hypotheses are the propositions, which the study seeks to test. They are stated in answer to the research questions. The research hypotheses are:

Ho₁: There is no significant relationship between self-awareness and Staff Performance in government hospitals in Delta State, Nigeria

Ho₂: There is no significant relationship between Empathy and Staff Performance in government hospitals in Delta State, Nigeria

Ho₃: There is no significant relationship between relationship-management and Staff performance in Government hospitals in Delta State, Nigeria.

Literature Review

Emotional intelligence theory is one of the main tools for understanding emotions in organizations, (Gabriel & Griffiths, 2004). Emotion is any agitation or disturbance of mind, feeling and passion, any vehement or excited mental state. They are impulses to act. Goleman, (2006) refers emotion to a feeling and its distinctive thoughts, psychological and biological states, and range of propensities to act. According to Ziedner, Matthews and Roberts (2009), emotional intelligence (EI) is broadly defined as competency in perceiving understanding and regulating our own emotion and the emotions of others.

Furthermore, emotional intelligence is often considered as an intangible skill trait in people involving emotions and behavior. Salovey and Mayer, (1990) says emotional intelligence can be defined as the ability to monitor one's own, and other's feeling and emotions, to discriminate among them and to use this information to guide one's own thinking and actions, it is important to note that some people are better in understanding and recognizing their emotions and the emotions of others, and are also able to use this awareness and knowledge to manage their behaviour and their relationship with others. Mayer and Cobb (2000) define emotional intelligence as the

ability to process emotional information. Cherniss (2000) revealed that emotional intelligence is about how people express, perceive, understand and manage theirs and other people's emotions.

Independent Variable

Conceptual Framework

Dependent variable

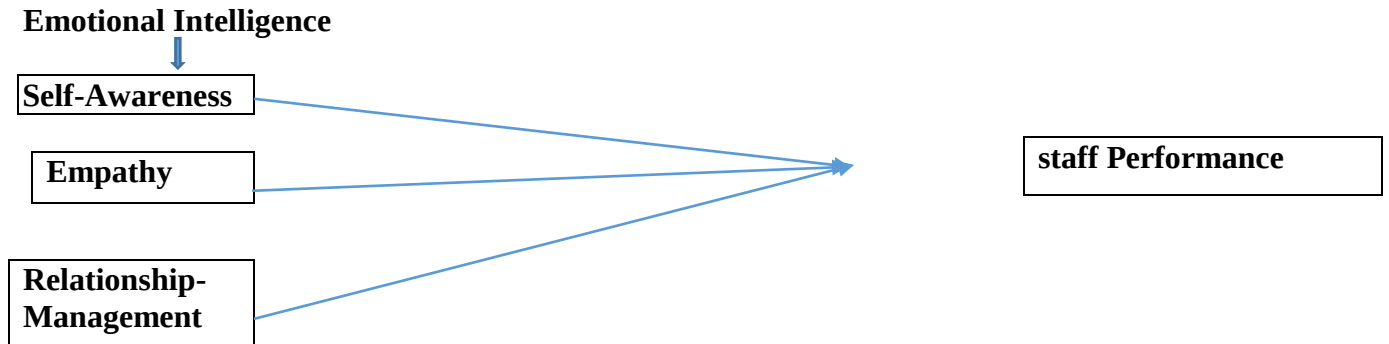


Figure 1: Conceptual framework by author

Dimensions of Emotional Intelligence

Empathy

Empathy is defined as a skill of understanding others' feelings, predicaments, and challenges better (Marques, 2010). Empathy also defined as the skill of sensing other people's emotions, allows for understanding beyond someone's apparent surface behavior by putting oneself in another's shoes and taking an active interest in their concerns (Goleman, 2000; Mencl & May, 2009). Empathy is an emotion where people try to understand the minds of other people and try to see things from a different perspective that will explain the actions of one another (Stein & Book, 2003; Goleman, 2001).

Self-Awareness

Capacity to focus on the actions or particular needs although experiences the challenges or criticisms (Dulewicz & Higgs, 1999). Precise Self-Awareness was the trademark of superior performance. Individuals with accurate Self-Awareness are aware of their proficiencies which mainly include self-confidence, self-assessment and emotion handling. Consequently, they seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths.

According to Goleman (1998), self-awareness involves a deep understanding of one's emotions, as

well as one's strengths and limitations and one's values and motives to work together and perform well in the organization. Individuals with high self-awareness are skilled at their self-monitoring and adapting in their behaviours that relate effectively with others (Shivers-Blackwell, 2006).

Relationship-Management

Relationship management requires clear line of communication which is a key factor in organizational success. Relationship management is the ability to influence, guide and handle other peoples' emotion, the competencies that reinforce inspirational leadership, influence, developing others, catalyst change, conflict management, teamwork and collaboration (Noorman, Mohamad, Mad & Jamaludin, 2012). Effective communication allows give-and-take of emotional information, better listening ability, and welcome sharing of knowledge and staying receptive for good as well as bad news. Study has shown that more people prefer to deal with those managers and executives who possess strong communication competency for relationship management (Goleman, 2000). Conflict management competence also improves relationship management. The art of empathizing is critical while handling different people and situations with diplomacy and convincing discussions. According to Ganesan (1994), conflict management is an important determinant of finding the level of relationship management skill because only people having good relationship

management skill can resolve the conflicts because of their understanding of other's emotions. In the organization, emotional intelligence is the one importance measurement for successful (Al Kahtani, 2013). To make subordinates work more effective and their performance to become better, leader's competency in catalyzing change and building relations affects a lot (House, Woycke, & Fodor, 1988).

Staff Performance

The loyalty of staff relies upon knowledge and awareness of culture that improves by establishment of strong culture of an organization (Brooks, 2006). Job performance is the set of activities that are associated with the objectives of the organization (Ferris, Lian, Brown, Pang, & Keeping, 2010). It has been believed from several decades that employees are the resource of an organization. As to produce a human body, bones, blood, skin and soul is required, similarly, to build up a firm employees are essential component. Firm should select right individual at right place to enhance the outcome (Munir, Yusuff, Azam, & Thukiman, 2011). Richardson and Beckham (2015) in their study of the workings of employees in Canadian monetary establishments said that the manner of processing performance is an essential thing affecting employees. According to them, this sort of activity consists of possibilities for activity growth, training, cultural assistants and so on. Performance can be measured monthly, quarterly, semi-annually or annually to enable employers provide means for improvement of identified segment in the business. Hence, employee performance could be summarized as the record of outcomes achieved for each job function, during a specified period of time.

Self-Awareness and Staff Performance

Victoroff and Boyatzis (2012) who mentioned that Self-awareness knows ones internal state, preference, resources and intuition. It is not automatic to have the ability to recognize our personal moods and reactions when in the spot light, privately and still be able to remain conscious afterward whether in teams or individually. Self-awareness also involves having a realistic assessment of one's abilities. People who have this strength are aware of their strengths and weaknesses, open to candid feedback from others, and

willing to learn from past experiences. This courage comes from certainty, through self-awareness, about our capabilities, values and goals as cited by (Fatt, 2002). Self-aware people have the ability to accurately perceive own emotions and stay aware of them as they happen. This includes keeping on top of how one tends to respond to specific situations and people as quoted in (Cheok & O'Higgins, 2011).

Victoroff and Boyatzis (2012) reported that self-awareness enable employees to know themselves and thus recognized their behaviours when under the spot light and this in return enabled them to direct their behaviours towards achieving their set targets. Being self-aware also enables the employees to constantly remain conscious both as individuals and when in teams and this has been a very big factor to their positive performance. The findings also concurred with Cheok and O'Higgins (2011) who discovered that self-aware employees are in a much better position to recognize, understand and control their emotions and as a result they respond to situations in a more professional and objective manner hence a better and improved performance output.

Empathy and Staff Performance

According to Voss, Gruber, and Reppel (2010) empathy skills allow leaders to understand better other peoples' perspectives and opinions, making the work environment more enjoyable and productive. Gardner and Stough (2002) point out that by placing themselves in the same position as their employees, leaders are using empathy to help motivate their employees by earning their trust. Goleman (2002) note that empathy helps leaders to increase their capacity and willingness to understand situations, and accept proposed changes and opinions of others. Empathy enables leaders to be sensitive towards others so that they can create an atmosphere of openness, making these leaders more flexible and open to new ideas and perspectives that lead to effective leadership.

According to Gardner and Stough (2002), leaders can also use positive emotions to earn trust from their employees and create bonding through their ability to understand others.

Tager (2004) stated that empathy also allows leaders to be more aware of changing environments and be willing to adapt and do things differently. Adaptability provides leaders an advantage in cross-cultural

situations and prevents them from offending employees. According to Mahsud, Yukl, and Prussia (2010) empathy enables leaders to have a better understanding of new social surroundings, and helps them quickly learn and adapt to new environments. In the same vein, empathy skills also help leaders have a positive attitude towards adapting to new environments and trends which create a collaborative atmosphere.

Relationship-Management and Staff Performance

In their study on employees at universities, Yang (2011) concluded that RM systems provide attractive opportunities for managers to increase organizational efficiencies and effectiveness by improving employee job satisfaction through the electronic delivery of important HR services to employees. If RM systems boost organizational effectiveness, then improving the quality of RM implementations will have desirable effects for the firm, but only to the extent that such systems target well toward meeting user needs in addition to being well constructed.

In addition, Kassing (2012) pointed out that employees determine when and how to express their dissent by relying on a complex set of filters that take into account individual, relational, and organizational factors. The findings revealed that subordinates who perceived themselves as having high quality relationships with their supervisors significantly articulated more committed than those with low quality relationships. Therefore, relationship management helped in strengthening the bond among the employees, to ensure that each one is satisfied with and enjoys a healthy relationship with each other, to extract the best out of each team member. Therefore, the people consider the most critical resources only for organizations, which realize that relationship management solutions are necessary. When employees feel that they can-not be heard, they may become frustrated, leading to lowered morale, then they will feel that workplace is uncomfortable or even hostile (Onyango, 2013).

Empirical Review

Atuma and Agwu (2014) study Workplace Emotional Intelligence and Return on Investment in the Nigerian Banking Industry. The study adopted a survey method and the population and sample size were 210 bank

managers in South-south Nigeria. The Crobach alpha method and a correlation coefficient of 0.7 was obtain as a measure of consistency and the Pearson moment correlation was used to test the hypothesis at 0.05 level of significance. The results revealed that self-awareness, self-management and managing emotion were significantly related to return on investment and the study recommended that organizations should train their staff to acquire the competencies of workplace emotional intelligence for greater performance.

Uzonwanne (2015) investigated the Emotional intelligence among bankers in South West Nigeria. The study was carried out to examine how emotional intelligence component relates to bankers performance. The instrument used was the trait emotional intelligence scales. The data obtained was analyzed using the regression method of data analysis and tested at 0.05 level of significance. The findings of the study showed that all the components of emotional intelligence were related to staff performance.

Mohammed and Mahmoud (2013) investigated the linkage between emotional intelligence which consist of four components- self-emotion awareness, self-management, regulation of emotion, use of emotion and job performance on 100 respondents in frication network. The objective of the study was to identify the strength of relationship between emotional intelligence component and job performance. A normality test was conducted using skewness and kurtosis test. Reliability of the instrument was determined using the cronbach alpha method and correlation between variables was determined using Pearson moment correlation results showed that there was a strong significant positive relationship between emotional intelligence component intelligence and job performance

Shahhosseini, Silong, Ismaill, and Uli (2012) examined the role of emotional intelligence on job performance in Malaysia. Selected manufacturing companies were picked for the study. The population was 187 while the sample size which was determined using a simple random sampling was 108. Data was elicited using questionnaire; hypotheses were formulated and tested using correlation coefficient. The findings showed that Emotional Intelligence plays a significant role on the relationship at work and so

determines the frequency of personal and industrial conflicts in the organization.

Uzma and Tajammal (2013) studied 300 employees selected from different organizations in the Telecommunication Industry in order to establish a link between emotional intelligence and intelligent quotient and their effect on employee's performance. A simple random technique was used in selecting the firms and data was collected using questionnaire. Analysis was carried out with simple regression analysis and correlation analysis. Their findings revealed that IQ alone is not sufficient for the success of employees. Emotional Intelligence is found to have significant relationship with employees' performance signifying that emotional intelligence is more important than Intelligence quotient at workplace.

Nikolaou and Tsaousis (2005) further explored the positive association between emotional intelligence and organizational commitment of employees. In the case of commitment, there was significant correlation found between Use of Emotions and commitment of employees to the organization ($r = 0.58$, $p < 0.01$), whereas on the whole, emotional intelligence was strongly linked with organizational commitment. Jordan, Ashkanasy and Hartel (2002) found that organizational commitment was mediated by emotional intelligence; therefore high affective commitment was shown by those individuals with

higher emotional intelligence while facing stress and instability.

Methodology

The study adopted a cross-sectional survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization at a time. The target population of this study constitutes the workers of all the central government hospitals registered with the Directory of Delta State Ministry of Health, Delta State. The information obtained from the directory of ministry of health and hospital board management showed that there are 8 Central Hospitals in Delta State. For convenience, in terms of data collection, the study will focus on eight (8) central public hospitals as the accessible population of the study that was randomly chosen from different parts of, Delta State. The public hospitals are: Central Hospital Agbor, Central Hospital Oleh, Central Hospital Kwale, Central Hospital Sapele, Central Hospital Ughelli, Central Hospital Warri, Central Hospital Asaba, and Central Hospital Ekpian. The sample size was obtained using the Taro Yamen's formula for finite population.

Data Analysis And Findings

Demographic Analysis

Table 1. Gender of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	100	46.1	46.1	46.1
	Male	117	53.9	53.9	100.0
	Total	217	100.0	100.0	

Source: SPSS 22.0 Output, 2022

Table 1 showed that 100(46.1%) of the workers are male while 117 representing (53.9%) of the workers are female.

Table 2 Age of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	26	12.0	12.0	12.0
	26-34 years	59	27.2	27.2	39.2
	35-44 years	77	35.5	35.5	74.7
	45-54 years	40	18.4	18.4	93.1
	55 years and Above	15	6.9	6.9	100.0
	Total	217	100.0	100.0	

Source: SPSS 22.0 Output, 2022

Table 2, observed that 26 representing 12.0 percent of the respondents are between 18-25 years of age. Also, 59 respondents representing 27.2 percent fall within the 26-34 years age bracket. Furthermore, 77 of the

respondents representing 35.5 percent were observed to have fallen within the 35-44 years age bracket and also 40(18%) percent of the respondents are 45-54 years,

finally 15(6.9%) of respondents were 55 years and above.

Table 3. Educational Qualification of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	52	24.0	24.0	24.0
	HND	51	23.5	23.5	47.5
	B.Sc	69	31.8	31.8	79.3
	PG. Degree	45	20.7	20.7	100.0
	Total	217	100.0	100.0	

Source: SPSS 22 Output, 2022

Table 3 portray the educational qualification of the respondents. From the results above, 45 respondents indicating 20.7 percent are Post-graduate degree holders, 69 of the respondents indicating 31.8 percent hold Bachelor Degree, while 51 respondents

representing 23.5 percent were Higher National Diploma holders and 52 respondent indicating 24.0 percent of the respondents had college certificate in the Central Hospitals in Delta State.

Table 4. Descriptive Statistics on Self-Awareness				
	N	Sum	Mean	Std. Deviation
I get on well with other people	217	609	2.81	1.536
I feel that my behaviour is well balanced	217	720	3.32	1.300
I fully understand, accept, respect myself	217	667	3.07	1.438
Valid N (listwise)	217			

Source: SPSS 22.0 Output, 2022

The data in table 4 indicates the response rates and frequency for self-awareness measured on a 3-item instrument and scaled on a 5-Point Likert scale. All the mean scores in the above table are considered to be moderately agree, item two in the table has the highest mean (x-3.32 with SD-1.300) followed by item three,

with mean score (x-3.07 and SD-1.438) while the last item also gave a mean score (x-2.81 and SD-1.536) all the responses are on the moderately agree range of the scale. The response rate indicates that self-awareness is a strong factor of the study.

Table 5. Descriptive Statistics on Empathy				
	N	Sum	Mean	Std. Deviation
I can tell if someone is masking their true Emotion	217	535	2.47	1.333
I can easily tell if someone else is interested or bored with what I am saying	217	573	2.64	1.041
I can easily work out what another person might want to talk about.	217	696	3.21	.952
Valid N (listwise)	217			

Source: SPSS 22.0 Output, 2022

The data in table 5 indicates the response rates and frequency for empathy measured on a 3-item instrument and scaled on a 5-point Likert scale. All the items in the above table are considered to be moderately agree range, item three in the table has the highest mean (x-3.21 with SD-0.952) followed by item

two, with a mean score (x-2.64 and SD-1.041) while the last item also gave a mean score (x-2.47 and SD-1.333) all the responses are on the moderately agree range of the scale. The response rate indicates that leader empathy behaviour is a strong factor of the study.

Table 6. Descriptive Statistics on Relationship-Management				
	N	Sum	Mean	Std. Deviation
My leader communicates effectively with other	217	548	2.53	1.340
My leader appears to enjoy interacting with others	217	655	3.02	1.014

My boss appears to accept and respond to criticism from others	217	637	2.94	1.065
Valid N (listwise)	217			

Source: SPSS 22.0 Output, 2022

The data in table 4.9 indicates the response rates and frequency for empathy measured on a 3-item instrument and scaled on a 5-point Likert scale. All the items in the above table are considered to be in the moderately agree range, item two in the table has the highest mean (x-3.02 with SD-1.014) followed by item

three, with a mean score (x-2.94 and SD-1.065) while the last item also gave a mean score (x-2.53 and SD-1.340) all the responses are on the moderately agree range of the scale. The response rate indicates that leader relationship-management behaviour is a strong factor of the study.

Table 7. Descriptive Statistics on Emotional Intelligence				
	N	Sum	Mean	Std. Deviation
Self-Awareness	217	1996	9.20	4.200
Empathy	217	1804	8.31	3.211
Relationship Management	217	1840	8.48	3.303
Valid N (listwise)	217			

Source: SPSS 22.0 Output, 2022

Table 7 above indicates the descriptive statistics for emotional intelligence which are Self-awareness and empathy and relationship-management: Self-awareness has a mean score of (x-9.20 and SD-4.200) indicates that most of the respondents were on the agree range of the measurement scale, respondent also affirmed that

empathy is strong factor in the Central Public Hospitals in Delta State with a mean score (x-8.31 and SD-3.211) while relationship management with a mean score of x-8.48 and SD-3.303 indicates that most of the respondents were on the agree range of the scale.

Table 8. Descriptive Statistics on Employee Performance				
	N	Sum	Mean	Std. Deviation
Effectiveness	217	2206	10.17	3.296
Efficiency	217	2065	9.52	3.949
Valid N (listwise)	217			

Source: SPSS 22.0 Output, 2022

Table 8 above illustrates the descriptive statistics for employee performance: effectiveness with a mean score of (x-10.17 and SD-3.296) and efficiency with a mean score of (x-9.52 and SD-3.949) indicates that most of

the respondents were on the agree range of the measurement.

Table 9: Description of Range on correlation (r) values and the corresponding level of association

Range of r with positive and negative sign values	Strength of Association
± 0.80 – 0.99	very strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very weak

Source: SPSS 22.0 Output, 2022

The positive (+) sign in the values of r indicates a direct/positive relationship, while negative (-) of r indicates an indirect/negative or inverse relationship. Thus the sign of the r explains the direction of

association or relationship between the two variables. The hypotheses are tested in order to determine the direction and strength of the relationship (if any) between the dependent and independent variables.

Table 10: Showed the Correlations Matrix on Self-Awareness and Staff Performance

Correlations		Self-Awareness	Effectiveness	Efficiency
Self-Awareness	Pearson Correlation	1	.735**	.688**
	Sig. (2-tailed)		.000	.000
	N	217	217	217
Effectiveness	Pearson Correlation	.735**	1	.843**
	Sig. (2-tailed)	.000		.000
	N	217	217	217
Efficiency	Pearson Correlation	.688**	.843**	1
	Sig. (2-tailed)	.000	.000	
	N	217	217	217

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

Source: SPSS 22.0 Output, 2022

Ho₁: There is no significant relationship between self-awareness and Staff Performance in government hospitals in Delta State, Nigeria

Table 10, showed the statistical result of self-awareness and Staff Performance (effectiveness). The result indicates that a strong positive and significant relationship between self-awareness and effectiveness.

The ($r = 0.735$, $P-v = 0.000 < 0.05$) indicates a significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it stated that there is a positive and significant relationship between self-awareness and effectiveness in the Central Government Hospitals in Delta State.

Table 11: Showed the Correlations Matrix on Empathy and (Effectiveness and Efficiency)

Correlations		Empathy	Effectiveness	Efficiency
Empathy	Pearson Correlation	1	-.702**	.863**
	Sig. (2-tailed)		.000	.000
	N	217	217	217
Effectiveness	Pearson Correlation	-.702**	1	.843**
	Sig. (2-tailed)	.000		.000
	N	217	217	217
Efficiency	Pearson Correlation	.863**	.843**	1
	Sig. (2-tailed)	.000	.000	
	N	217	217	217

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

Source: SPSS 22.0 Output, 2022

Ho₂: There is no significant relationship between Empathy and Staff Performance in government hospitals in Delta State, Nigeria.

Table 11 showed the statistical result of empathy and effectiveness. The result indicates that a negative and significant relationship between empathy and effectiveness. The ($r = -0.702$, $P-v = 0.000 < 0.05$)

indicates a negative significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it stated that there is a negative and significant relationship between empathy and effectiveness (Performance) in the Central Government Hospitals in Delta State.

Table 12: Showed the Correlations Matrix on Relationship-Management and Staff Performance

Correlations		Relationship Management	Effectiveness	Efficiency
Relationship-Management	Pearson Correlation	1	.502**	.649**
	Sig. (2-tailed)		.000	.000
	N	217	217	217
Effectiveness	Pearson Correlation	.502**	1	.643**
	Sig. (2-tailed)	.000		.000
	N	217	217	217
Efficiency	Pearson Correlation	.649**	.643**	1

	Sig. (2-tailed)	.000	.000	
	N	217	217	217

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

Source: SPSS 22.0 Output, 2022

H₀₃: There is no significant relationship between relationship-management and Staff efficiency in Government hospitals in Delta State, Nigeria.

Table 12 showed the statistical result of relationship-management and effectiveness. The result indicates a moderate positive and significant relationship between relationship-management and effectiveness. The ($r = 0.502$, $P-v = 0.000 < 0.05$) indicates a moderate positive and significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it stated that there is a moderate positive and significant relationship between relationship-management and effectiveness in the Central Government Hospitals in Delta State.

Discussion of Findings

Table 10, showed the statistical result of self-awareness and Staff Performance (effectiveness). The result indicates that a strong positive and significant relationship between self-awareness and staff performance. The ($r = 0.735$, $P-v = 0.000 < 0.05$) indicates a significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it stated that there is a positive and significant relationship between self-awareness and effectiveness in the Central Government Hospitals in Delta State. The findings aligned the work of (Uzonwanne, 2015; Shahhosseini, Silong, Ismaill, & Uli, 2012) work which showed that all the components of emotional intelligence was related to staff performance. The empirical finding also corroborates with Mayer and Salovey, (1997).

The findings of the study showed that empathy was statistically positive and significant with staff Performance, similarly the findings further indicates that empathy showed statistical positive and significant relationship with staff performance and it is in tandem with the work of Nikolaou and Tsousis (2005).

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The findings also showed that relationship-management has a strong positive relationship with staff performance and this align with the work of Yang, Stafford, and Gillenson, (2011) concluded that relationship-management systems provide attractive opportunities for managers to increase organizational efficiencies and effectiveness by improving employee job satisfaction through the electronic delivery of important HR services to employees.

Conclusion

The study was carried out to establish the effect of Emotional Intelligence on Staff Performance of Government Hospitals in Delta State, Nigeria. Based on the findings obtained from the study it was concluded that: there is a positive and significant correlation between self-awareness and staff performance of Government hospitals in Delta state, Nigeria. The findings of the study showed that empathy is statistically significant with staff performance and also the findings further indicates that relationship management has a positive relationship with staff performance of Government hospitals in delta state, Nigeria.

Recommendations

Based on the findings and conclusion, the following were recommended:

- The management of Government hospital needs to improve on the staff self-awareness if they need to improve staff performances.
- The study recommends that the Hospitals need to take empathy behaviour with employees in the hospitals very serious because it leads to improved employee effectiveness.
- The management of Government hospitals should enhance staff training and development because relationship management abilities of staff result in improved staff performance, organization achievement, goals and objectives

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