

Exploring the Key Drivers of Employee Performance: A Comprehensive Study of Contributing Factors

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Abstract

Background: Especially in demanding sectors like healthcare, emotional intelligence (EI) has been shown to be quite crucial for employee performance. In order to bridge information gaps concerning how Emotional Intelligence (EI) impacts workplace dynamics and results in diverse organisational contexts, this paper investigates how employee performance in public and private hospitals is affected by Emotional Intelligence.

Objective: Analyzing the dynamics between public and private hospitals in the Delhi-NCR region, identify major emotional intelligence (EI) elements affecting job performance, and look for the relationship between EI and employee performance.

Methodology: We followed a cross-sectional strategy and a descriptive study design. Using a rigorous questionnaire including demographic data, an Emotional Intelligence Scale, a Job Performance Scale, and a Comparative Analysis Scale, data from 400 healthcare professionals was collected. Though the emphasis of comparative research was variation in hospital types, quantitative analytical methods like correlation and regression analysis revealed relationships.

Findings: Emotional intelligence and employee performance shown to be really closely correlated. Higher EI workers had improved interpersonal relationships, stress control, and decision-making. Private hospital staff participants attributed somewhat greater EI and performance levels to superior resources and training opportunities. Public hospitals, on the other hand, showed how capable they might be of enabling staff members to grow more flexible and resilient.

Conclusion: Emotional intelligence helps public and private hospitals' staff operate far better. Specifically tailored to develop emotional intelligence (EI), training courses can boost workplace efficiency, hence improving organizational results and patient care. The results highlight the significance of moving early to incorporate the development of Emotional Intelligence (EI) into hospital administration.

Keywords: Emotional intelligence, employee performance, healthcare, public hospitals, private hospitals, organizational effectiveness

Introduction

The success of a firm in the healthcare industry depends mostly on the performance of its employees as the skills and conduct of healthcare professionals directly influence patient outcomes and treatment quality. Encouragement of organizational efficiency and improvement of service delivery in this dynamic and demanding environment depends on a knowledge of the factors influencing employee performance. Among these elements, emotional intelligence (EI) has become a main role affecting team dynamics, company culture, and personal performance.

In the workplace, emotional intelligence—that is, the ability to recognize, analyze, control, and balance one's own and others' emotions—has become more and more important. Goleman's (1995) pioneering works and Salovey and Mayer's (1990) research make it possible to look at emotional intelligence as a necessary ingredient for both personal and professional development. Good interpersonal communication, stress management, and decision-making are made possible by emotional intelligence; these skills are especially important in demanding professions like healthcare.

The performance of hospital staff members—including physicians, nurses, and administrative assistants—is affected by their capacity to control their emotions and establish intimate connections with patients and colleagues. Because of its double implications on both personal well-being and professional effectiveness, emotional intelligence piques especially the curiosity of researchers and practitioners. Furthermore, identifying the variations in emotional intelligence in public and private healthcare environments can help to resolve performance problems unique to each environment.

The effect of emotional intelligence on staff performance in Delhi-NCR region public and private hospitals is investigated in this research. The study is to evaluate these dynamics in numerous organizational settings and find which aspects of emotional intelligence most influence performance of employees. This is supposed to close the knowledge difference between theory and practice and provide healthcare management with practical direction on how to increase staff production and the quality of patient treatment.

The sections that follow outline the primary questions, methods, and research objectives guiding this work. By analyzing the relationship between emotional intelligence and worker performance, this study seeks to contribute to the more general discussion on organizational behavior and human resource management in the healthcare sector.

Objectives of the Study:

1. “To investigate the factors influencing employee performance in the healthcare sector, with a focus on the role of emotional intelligence.
2. To compare the impact of emotional intelligence on employee performance between public and private hospitals in the Delhi-NCR region”.

Review of Literature

(Năstasă & Fărcaș, 2015) looked explored the association between emotional intelligence and tiredness among doctors. It found that emotional intelligence developed in line with certain burnout syndrome symptoms like emotional tiredness, depersonalizing, and personal achievement. The findings indicate to the need of teaching medical professionals emotional intelligence.

(Oyewunmi et al., 2015) investigated how leaders' emotional intelligence impacts public healthcare system performance in Nigeria. It revealed a clear relationship between leaders' emotional intelligence and worker performance by way of a survey approach. The study emphasizes the need of emotional intelligence for effective leadership and managing of corporate challenges.

(Al-Hamdan et al., 2017) said that “emotional intelligence (EI) is necessary for both recognizing and managing emotions in relationships and at the workplace. Research shows that emotional intelligence (EI) abilities link with employee motivation, work happiness, and performance as well as with other aspects. Job performance and emotional intelligence scores were shown in a study of Jordanian nurses to be somewhat favorably correlated. By

demonstrating that nurses' capacity to identify, express, and control their emotions may explain 19.1% of the variation in their job performance, regression analysis confirmed the relationship between their emotional intelligence (EI) and clinical performance.

(Asiamah, 2017) investigated the impact of emotional intelligence (EI) on job performance of health professionals under control of various confounding variables like tenure, education, gender, and access to in-service training. After accounting for these variables, the cross-sectional quantitative research technique of the study showed that EI very strongly predicts work success. This study contributes to the already available body of knowledge and improves the quality of empirical data demonstrating the correlation between emotional intelligence and healthcare performance.

(Alonazi, 2020) looked into whether nurses' job performance (JP) during the COVID-19 pandemic in Saudi Arabia was affected by their emotional intelligence (EI). 340 nurses at three tertiary hospitals answered an online survey gauging their JP and EI during the epidemic. EI was lowest among general, neonatal, and intensive care nurses; it was moderate to high among critical care unit nurses. The study found that JP was much influenced by emotional intelligence, and appropriate EI levels matched national standards.

(Vrontis et al., 2021) said that emotional intelligence is crucial for one to have a competitive edge in the medical sector. A research done in Lebanon indicates that workers do better under supervisors with strong degrees of drive, empathy, self-awareness, and social skills. Still, a strong degree of self-awareness perception reduces performance. This shows how vital emotional intelligence is to Lebanese healthcare sector.

(Zaman et al. 2021) looked studied how job performance (JP) of healthcare professionals related to emotional intelligence (EI). Three components of the study consisted in the Wong and Law Emotional Intelligence Scale, a demographic profile, and a questionnaire on individual work performance. The findings showed a clear correlation between JP and EI; greater performance of the task was associated with higher EI. Still, weekly off days, dual practice, supervision, and challenges encountered during work performance had no obvious bearing.

(Alsufyani et al., 2022) investigated Saudi Arabian nurses' emotional intelligence (EI) in connection to their performance at work. With 391 full-time bedside nurses included, the study demonstrated a positive correlation between emotional intelligence and work performance. In this connection, occupational stress served as a mediator. According to the study, emotional intelligence (EI) determines both efficient completion of tasks and a competent coping mechanism for managing work-related stress.

(Alwali & Alwali, 2022) looked explored how work performance of Iraqi public hospital doctors changed in response to their job satisfaction. It looks at how transformational leadership affects work performance as well as the mediating effect of job satisfaction in the link between emotional intelligence and job performance. Employing a quantitative methodology with 157 responses, the study found a favorable correlation between work happiness and performance.

Job satisfaction mediated the relationship between emotional intelligence (EI) and nurses' performance in the Chauhan et al. (2022) research. The poll included 385 people from many Delhi NCR area hospitals. Claims the research, emotional intelligence (EI) improves critical care, leadership, professional growth, interpersonal connections, and teamwork by including awareness, control, and regulation of emotions. To raise the performance of nursing personnel, the research recommends including emotional intelligence (EI) into performance evaluations and healthcare practice guidelines.

(Binsaheed et al., 2023) investigated using cultural intelligence, creative work behavior (IWB), and emotional intelligence how to reach innovation performance. IWB turns out to be mediator between emotional intelligence and innovation performance. Cultural intelligence is favorably connected with both emotional intelligence and performance of creativity. The paper presents a fresh paradigm for achieving innovative performance by examining the interactions among emotional intelligence, creative work practices, and cultural intelligence.

(Almogbel et al., 2024) looked studied the relationship between emotional intelligence and professional performance of 352 Saudi pharmacists. The majority consisted in women (60.5%) and community pharmacists (55.7%). The results revealed a quite high relationship between emotional intelligence and work performance. The study claims that improving pharmacy services depends on stressing emotional intelligence; so, more investigation is required to completely understand how it influences clinical outcomes and professional performance.

(Chaudry et al., 2024) claimed that in healthcare leadership, enhancing work performance and patient-centered care demands for emotional intelligence (EQ). Eleven studies taken together show that EQ lowers burnout rates and raises job satisfaction. It also helps organizational culture and teamwork. Still, the restrictions of the study and the inconsistent results of the investigations limit the persuasively valid conclusions. Before EQ training courses for healthcare executives can be created, more study is required.

(Mishra, 2024) remarked that given the great costs of staff turnover and talent competitiveness, employee” engagement and retention are critically essential for worldwide businesses. HRM practices—performance management systems, training and development programs, hiring and selection strategies—can assist to improve retention and engagement in many different cultural settings. These strategies support employee work satisfaction and dedication as well as business goals.

at a report by Oweidat et al., emotional intelligence (EI) and the quality of healthcare (QHC) of 172 Jordanian nurses hired at government hospitals (2024) were assessed. With a strong degree of EI and a quite high QHC, the results revealed a robust link between EI and QHC. If healthcare businesses want to grow, emotional intelligence is rather essential.

(Ravi Khurana & Sourabh Sharma, 2024) indicated that poor KPI value at PT Pegadaian (Persero) Regional Office VII Denpasar during the past three years might be explained in part by elements like creative self-efficacy, leadership, and innovative conduct. A research with 227 employees found that worker performance benefits from creative self-efficacy, transformational leadership, and innovative behavior as well as from innovative conduct. Creative self-efficacy (41.7%) does, however, only partially explain how innovative activity affects performance. This study is expected to provide empirical evidence for next studies and progress the theories of social exchange, transformational leadership, creative self-efficacy, and innovative behavior.

(Sharma, 2024) looked under many leadership philosophies—transformational, transactional, servant, democratic—how employee motivation and business performance are affected. It looks at how successfully they combine performance, involvement, and happiness with external elements such worker demographics, industry standards, and corporate culture.

Methodology

Research Design

Using a descriptive research approach, this study sought for the correlation between emotional intelligence and staff performance at public and private hospitals in the Delhi-NCR region.

Using a cross-sectional approach—that which gathers data all at once—we sought to portray the viewpoints and experiences of medical practitioners.

Population and Sampling

The target group of the study consists of public and private hospital employees including doctors, nurses, and administrative staff from the Delhi-NCR area. Several employment and hospital types were guaranteed representation using a stratified random selection technique. Hospital types—public and private as well as employment responsibilities—clinical, administrative, and non-clinical employees helped to establish the strata. By use of Cochran's approach for sample size computation, a 400 respondent sample size was chosen to ensure a 5% margin of error and a 95% confidence level.

Data Collection Instrument

We developed a methodical questionnaire to compile data from the respondents. The questionnaire consisted in three main elements.

1. **Demographic Information:** Age, sex, married or not, education, department, departmental title, remuneration, and experience.
2. **Emotional Intelligence Scale:** Things that gauge self-awareness, understand other people's emotions, employ emotions, and control them.
3. **Job Performance Scale:** Products measuring time management, personal qualities, cultural fit, organizational skills, and communication.
4. **Comparative Analysis Scale:** objects that, depending on factors including general impression, staff involvement, expenditures, and services, differ public from private hospitals. The poll used a five-point Likert scale (Strongly Agree to Strongly Disagree) to find out how strongly respondents felt about particular subjects.

Data Collection Procedure

The questionnaire came in printed form to ensure fair participation. Respondents were assured of confidentiality, and participation was completely optional. Following data cleansing and validation, all 400 obtained responses were deemed appropriate for analysis.

Data Analysis Techniques

The acquired data was investigated using quantitative methods. Among the statistically applicable methods are:

- **Descriptive Statistics:** List notable components and demographic traits here.
- **Reliability Analysis:** The Cronbach's alpha allowed one evaluate the scales' internal consistency.
- **Correlation Analysis:** to investigate how worker performance relates to aspects of emotional intelligence.
- **Regression Analysis:** to find out how work performance is influenced by emotional intelligence.
- **Comparative Analysis:** Independent t-tests let one compare public and private hospitals.

Results

Reliability Analysis:

Case Processing Summary		
		N
Cases	Valid	400
	Excluded ^a	0
	Total	400
Reliability Statistics		
Cronbach's Alpha		N of Items
0.990		78

The Case Processing Summary states that 400 valid cases were obtained from which no exclusions were found. This ensures that the whole dataset was looked at, therefore providing a comprehensive picture of the research population.

Reliability Statistics show the Cronbach's Alpha value for 78 items to be 0.990. A Cronbach's Alpha number above 0.9 indicates a very high degree of internal consistency among the questions of the questionnaire; this is seen as outstanding. This implies that the scale reflects a high degree of dependability for assessing the designs of the research as it ensures steady replies and highly related items.

Demographics:

		Frequency	Percent	Valid Percent	Cumulative Percent
Sex	Male	218	54.5	54.5	54.5
	Female	182	45.5	45.5	100.0
Age	Less than 25	75	18.8	18.8	18.8
	35 - 45	89	22.3	22.3	41.0
	25 - 35	52	13.0	13.0	54.0
	45 and above	184	46.0	46.0	100.0
Job Title	Nursing Staff	98	24.5	24.5	24.5
	Doctor	126	31.5	31.5	56.0
	Administrative Staff	66	16.5	16.5	72.5
	Others Please Specify	110	27.5	27.5	100.0
Nature of your practice	Public Hospital	199	49.8	49.8	49.8
	Private Hospital	201	50.3	50.3	100.0
Experience in the Healthcare Industry	Less than 6 years	65	16.3	16.3	16.3
	10 - 20 years	116	29.0	29.0	45.3
	6 - 10 years	64	16.0	16.0	61.3
	20 years or more	155	38.8	38.8	100.0

The male respondents' involvement rate in the sample was far higher at 218 men (54.5%) and 182 women (45.5%). Out of their numbers, the participants created four age groups. With 89

(22.3%) in the 35–45 age range second, the most of the responders—184 (46.0%), were over 45. Although the least number of respondents (52, 13.0%) fell between 25 and 35, 75 respondents—18.8% were under 25. Out of all the replies, 126 doctors (31.5%) made up the biggest professional group. Out of the sample, 66 (16.5%) were administrative personnel and 98 (24.5%) were nurses. Moreover, 110 (27.5%) of the respondents cited different medical career routes.

The sample was equal across healthcare environments with 199 respondents (49.8%) from public hospitals and 201 respondents (50.3%) from private institutions. With 155 (38.8%), the most of the respondents claimed to have 20 years or more of professional experience. Following with 10–20 years of experience came 116 (29.0%). Sixty-five (16.3%), had fewer than six years of experience; sixty-four (16.0%) had six to ten years.

Correlation Analysis:

Correlations		
		Emotional Intelligence
Employee Performance	Pearson Correlation	.908**
	Sig. (2-tailed)	0.000
**. Correlation is significant at the 0.01 level (2-tailed).		

Emotional intelligence and employee performance have a quite significant positive association indicated by a Pearson link value of 0.908. This figure shows a strong association between the two variables, implying that higher emotional intelligence levels are rather connected with greater performance of employees.

With a p-value of 0.000, which is Sig. 2-tailed, the significance level of 0.01 is exceeded. “This shows that the found correlation is statistically significant at the 99% confidence level. These results show the relevance of emotional intelligence in influencing worker performance and suggest that increasing emotional intelligence might lead to very significant improvement in performance results.

Regression Analysis:

Model Summary ^b						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.908 ^a	0.825	0.824	0.47478	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	422.427	1	422.427	1873.955	.000 ^b
	Residual	89.717	398	0.225		
	Total	512.144	399			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Emotional Intelligence						

The regression model analyzing the relationship between Employee Performance (the dependent variable) and Emotional Intelligence (the independent variable) has great predictive capacity:

As the $R = 0.908$ result shows, employee performance and emotional intelligence have a rather strong positive correlation.

$R^2 = 0.825$ shows that emotional intelligence is quite important as it explains 82.5% of the variance in employee performance.

The somewhat changed result, modified $R^2 = 0.824$, considering the number of predictors in the model, confirms the robustness of the model. The standard deviation of the observed values from the regression line indicates a suitable match; this is shown by the standard error of the estimate = 0.47478.

The ANOVA table gauges the general relevance of the regression model:

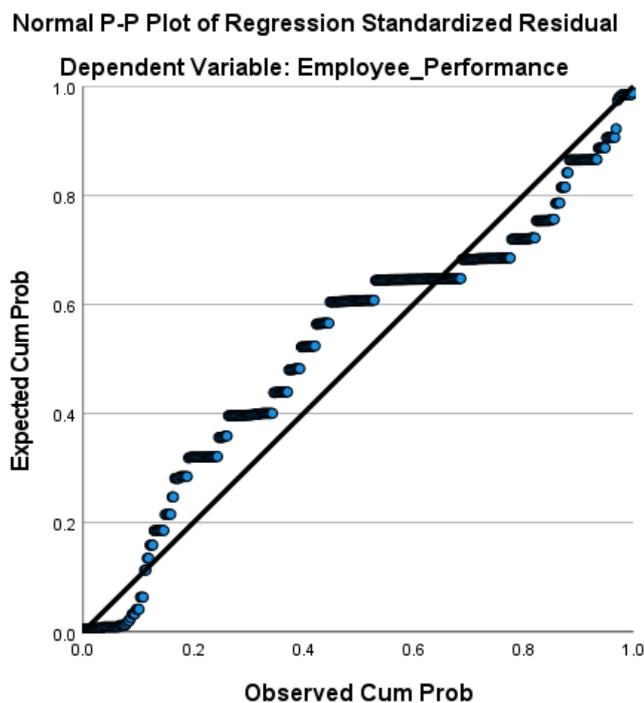
Regression sum of squares (422.427) shows the variance the model explains.

Residual sum of squares (89.717) show the inexplicable variance.

F-value = 1873.955: In cases of a high F-statistic, the model is quite significant.

With a p-value (Sig.), 0.000, the model is statistically significant at the 0.01 level and clearly indicates that emotional intelligence greatly predicts employee success.

Based on the regression analysis, emotional intelligence explains a considerable portion of employee performance variation and is a good predictor of it overall. The great statistical relevance emphasizes even more the need of emotional intelligence in enhancing professional results.



T-Test:

One-Sample Statistics						
Nature of your practice		N	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed)
Public Hospital	Organisational Culture	200	1.28902	0.09138	34.921	0.000
	Emotional Intelligence	200	1.16071	0.08228	36.421	0.000
	Employee Performance	200	1.00248	0.07106	44.825	0.000
Private Hospital	Organisational Culture	200	1.30046	0.09173	33.289	0.000
	Emotional Intelligence	200	0.88273	0.06226	49.944	0.000
	Employee Performance	200	1.24857	0.08807	34.839	0.000

The results of the one-sample t-test guide this section's analysis of public and private hospital organizational culture, emotional intelligence, and employee performance.

Public Medical Facilities

- **Organizational Culture:** The mean score corresponds with a standard error mean of 0.09138 and a 1.28902 standard deviation. One finds a rather significant divergence from the test value with a p-value of 0.000 and a t-value of 34.921 (Sig. 2-tailed).
- **Emotional Intelligence:** Of the mean score, the standard deviation and standard error mean are 1.16071 and 0.08228 respectively. The t-value of 36.421 and the p-value of 0.000 certify the statistical relevance of the data.
- **Employee Performance:** Standard deviation of 1.00248, standard error mean of 0.07106, t-value of 44.825, p-value of 0.000, show high statistical significance.

Private Hospitals

- **Organizational Culture:** With a standard deviation of 1.30046 and an average score standard error mean of 0.09173, the average shows The results are significant given a p-value of 0.000 and a t-value of 33.289.
- **Emotional Intelligence:** With a mean score of 49.944, a t-value of 0.000, a standard deviation of 0.88273, and a standard error mean of 0.06226, one finds strong statistical significance.
- **Employee Performance:** Respectively, the standard deviation and standard error mean of the mean score are 1.24857 and 0.08807. The t-value of 34.839 and the p-value of 0.000 help to validate its importance.

The results reveal that staff performance in public and private hospitals diverge greatly from the test values as well as organizational culture and emotional intelligence". Public hospitals especially show rather more variation in organizational culture and emotional intelligence; employee performance is more consistent in private hospitals. These findings draw attention on how organizational environment influences these crucial factors.

Discussion

The study underlines the need of emotional intelligence in the healthcare sector by demonstrating that employees with greater emotional intelligence are better in handling stress, developing connections with others, and rendering choices. This is especially important in high-stress settings such as hospitals, where emotional management directly influences staff well-being and patient treatment. The study revealed quite significant variations in organizational culture, emotional intelligence, and work performance between public and private hospitals.

Private hospitals' staff members performed better on the job and had higher emotional intelligence as they had more resources and training. Public hospitals emphasized resilience and adaptation, therefore underlining the need of tailored treatments. The study underlines the need of emotional intelligence in the healthcare sector by demonstrating that employees with greater emotional intelligence are better in handling stress, developing connections with others, and rendering choices. In high-stress settings like hospitals, where worker well-being and patient care quality directly rely on emotional management, this is especially important.

Comparative studies revealed quite clear distinctions between public and private hospitals. Private hospital staff members claimed far greater degrees of emotional intelligence and work performance, probably in response to improved resources, training opportunities, and organizational support. Public hospitals did, however, have promise in inspiring staff members

to be strong and adaptable, which reflected the particular challenges in caring for a wider variety of patients.

Conclusion

Emphasizing how emotional intelligence enhances decision-making, stress management, and interpersonal interactions, the study underlines its relevance in healthcare worker performance. It also emphasizes the variations in emotional intelligence and performance between public and private hospitals. The research underscores the significance of adding emotional intelligence development into organizational strategy and people training in order to improve service delivery and patient outcomes. According to the study, emotional intelligence improves interpersonal interactions, stress management, and decision-making—all of which affect employee performance in the healthcare industry significantly. Furthermore benefiting the company is a good culture. The study stresses the importance of tailored therapies as it reveals differences in emotional intelligence and performance levels across public and private institutions. The study underlines the need of including the growth of emotional intelligence into worker training and business projects. Apart from staff performance, healthcare institutions might enhance patient outcomes and service delivery by doing this.

Implications

The results of the study give healthcare managers and legislators practical knowledge. Initiatives aiming at organizational development should incorporate training courses aimed to raise emotional intelligence. Targeted initiatives might help public hospitals notably in terms of enhancing their mental health and production by providing staff members with improved tools and assistance.

Future Scope

Long-term impacts of emotional intelligence training on worker performance should be the focus of further studies. Expanding the research to cover a range of geographical areas and healthcare settings would help one to get a more complete awareness of the dynamics under action. Examining how organizational and cultural aspects interact with emotional intelligence might also help one get further knowledge.

Limitations

This study has major restrictions. The cross-sectional method reduces our capacity to establish a causal relationship between emotional intelligence and job performance. Moreover, the results are limited to the Delhi-NCR area and could not be applicable in other situation. At last, self-reported data might include response biases; so, further research should use mixed methods or observational techniques to handle this.

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