Relationship Between Emotional Intelligence and Organizational Commitment: Impact on Employees' Working Satisfaction among the Health Care Professionals (Pune)

Shagunthala Devi V., Sweta Banerjee
Professor of Human Resource- HRM and OB, PCCCS Chinchwad, Pune
and
PhD
Professor of Human Resource- HRM and OB, Sri Balaji University, Pune (SBUP) S. No. 55/2-7, Tathwade, near Wakad, Off Mumbai-Bangalore, Pune – 411033, India.
Email: drswetabanerjee@gmail.com Orchid Id: https://orcid.org/0000-0001-9987-9067

Abstract: Cognitive intelligence was the primary focus of studies of human intelligence up until the late 1980s. Traditional IQ tests have been shown to account for very little variation in outcomes, according to the research. However, since the early 1990s, intelligence has been widened to include the expression and experience of emotions and sensations (EI). The study examines the relationship between Emotional intelligence and organizational commitment and its impact on employees' working satisfaction the health care professionals. In most cases, El is. described as a collection of skills that let a person recognize, control, channel, and act upon their emotional states. The study examines emotional Intelligence, Organizational Commitment, and Job Performance in the Hospital. In addition, it analyses mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses. Lastly, it examines a model of Organizational Commitment Applied to Health Management Systems.

I) Introduction:
1.1 Introduction to Study
Health outcomes, such as patient satisfaction and the likelihood of receiving recommended follow-up care, are positively correlated with doctors' levels of work satisfaction, and there is mounting evidence that this is the case. Notably, in the past few decades, the "affective revolution" in the workplace has highlighted the significance of psychological conceptions like Emotional Intelligence (EI) and Emotional Labor in the job satisfaction (JS) process (EL). Although emotions are shared by all humans, there is a vast range in how well people can recognize and identify their own and other people's emotions and use this knowledge to direct their behavior (i.e., EI). In their theory of EI, Mayer and Salovey (1997) identified four components: self-evaluation, other-recognition, regulation, and performance enhancement via emotional intelligence. The development of instruments to evaluate the concept of EI followed theoretical frameworks (Navas, 2018).

Trait EI refers to emotion-related self-perceived talents and behavioral inclinations that can be examined using self-report tests, whereas ability EI refers to a set of observable skills that can be assessed with objective measures (emotion-related cognitive abilities that should be assessed via maximum-performance tests). Trait EI is the primary theoretical underpinning for the vast majority of scientific studies across disciplines. Self-report measures continue to be significant and commonly used instruments across a variety of scientific disciplines, irrespective of the theoretical framework used in the interpretation of empirical data. Recently, EI has been a hot issue in the fields of social and organizational psychology, since it seems to play a crucial role in important organizational outcomes like work performance and job satisfaction, particularly when such outcomes are based on human interactions. Most significantly, doctors' ability to understand their patients' feelings, fears, and wants has a direct impact on the quality of care they provide to their patients in the medical context (Rinfret, 2020).

Hospitals may benefit greatly from employing doctors who are also emotionally intelligent because of the need for effective two-way communication with patients. The area of organizational psychology has paid a lot of attention to the positive relationship between EI and JS (the latter being defined as a pleasant or positive emotional

state coming from the evaluation of one's work or job experiences). The widespread belief that employees with higher EI report greater job satisfaction have been supported by several research across a wide range of contexts (Chen, 2018).

1.2. Objectives of the Study

The main topic of this research is to examine the relationship between Emotional intelligence and organizational commitment and its impact on employees' working satisfaction among the health care professionals. The study also focuses on:

- To examine the emotional Intelligence, Organizational Commitment, and Job Performance in the Hospital
- To make focus on mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses
- To analyze a model of Organizational Commitment Applied to Health Management Systems

1.3 Literature Review:

Emotional Intelligence, Organizational Commitment, and Job Performance in the Hospital

Rodríguez-Fernández, (2021) examined that in this age of globalization, advancements in numerous industries have made competitiveness even greater, and the health care system is a labour-intensive industry that has seen many changes. Human resources (HR) are one of the most important resources a company may have in case of an emergency or to improve its performance in the face of competition. Human resource management holds that workers are an organization's most valuable resource, producing competitive advantage via loyalty, harmony, and top-tier skill and productivity. The quality of human resources is becoming more important, and as a result, businesses must be able to cultivate and sustain their human recounts to meet the demands of an ever-evolving world.

According to Kim, (2021) a company's success may be measured in part by the results of its personnel on the job, which is why it expects nothing less than the best from its staff. Work performance describes how well an employee or other resource performs their assigned tasks. Emotional IQ is only one of many characteristics that might make a difference in how well you do at work. Emotional intelligence is very closely linked to loyalty in the workplace. Human resources that have employees with high levels of Emotional Intelligence (EQ) in areas like self-awareness, social skills, and relationship management are more likely to retain these employees compared to those with poor EQ in these areas.

Alsughayir, (2021) stated that people who score high on the Emotional Intelligence scale have more flexibility and the ability to respond more calmly and rationally in times of stress than those who score lower on the scale. They excel in their abilities and can outperform others. As a result, the authors are inspired to study hospital care personnel to dissect their work output by factoring in Emotional Intelligence and Organizational Commitment as mediating variables.

Romi, (2021) stated that to have emotional intelligence is to have self-awareness, sound judgment, and the ability to control one's own and other people's emotional responses in social situations. Emotional intelligence is supposedly a concept that links thinking, feeling, and reflecting on thinking. Emotional intelligence is not one trait or skill, but rather a repertoire of coping strategies and persuasive strategies. Emotional intelligence is the capacity to recognize and articulate feelings, internalize and reason about emotions, and control one's own emotions and those of others. Even though Emotional Intelligence (EI) is not explicitly discussed or recognized as a crucial component of health care delivery, it permeates all aspects of patient care. EI is a widely-recognized concept that is increasingly being incorporated into health care companies throughout all phases of an employee's career. It has been proposed that Emotional Intelligence serves as a standard reference in all therapeutic procedures, from the boardroom and chairman's office to the ward and the bedside.

Zaman, (2021) examined that the concept of "organizational commitment" is widely recognized as a key factor in determining whether or not an organization can retain and motivate its workforce. Organizational commitment is critical for companies that want to retain talented employees. Here, workers begin to identify with the company. Employees' Organizational Commitment is a key factor in achieving high levels of productivity. Employee performance is greatly influenced by their level of organizational commitment. Employees that are dedicated to their company often outperform their less loyal counterparts. This is because dedicated workers put in extra time

and effort to help the company succeed and work harder to fulfil the company's objective. Employees that score higher on the commitment scale tend to be the most motivated and productive.

According to Sanchez-Gomez, (2021) in addition, Job Performance is defined as the evaluation of an individual's effort in completing activities that contribute to the achievement of the organization's objectives. It has been argued that Job Performance is evaluative, episodic, and multidimensional behavior that consists of a series of objectives and that a high level of Job Performance is directly correlated with organizational productivity, which in turn leads to organizational success.

Nugrahaningsih, (2021) stated that organizational management may consistently use strategies to increase employees' emotional regulation skills, such as encouraging them to take a spiritual shower when they feel annoyed or furious. Offering EI courses and workshops to help people learn to better manage their emotions, focus on solutions rather than problems, and have a more positive outlook on life. To help employees better understand their own and their coworkers' attitudes and emotions, it might be beneficial to host an Outbound, Bootcamp, or Study Tour in a neutral location accessible to all employees. Management must promote the faithfulness and wants of employees to remain together and feel hesitant to quit the company. Providing employees with sufficient time to accomplish tasks and access to training tailored to their specific job responsibilities are other great ways to foster a culture of trust between management and employees. Managers may help workers by assigning work that is within their skill set, holding them accountable to standards they help set, and offering guidance and support as needed.

Mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses

Alsughayir, (2021) stated that health care organizations place a premium on employees with high levels of emotional intelligence, work happiness, and organizational commitment. Staff members working in unstable settings have challenges in providing high-quality treatment to patients while working with limited resources. Attracting and keeping nurses in hospital settings is an important area of study since hospitals are a vital part of a functional health care system and nurses play an essential primary-care-giver role inside hospitals.

Gopinath, (2021) stated that one of the most intriguing notions to come out of modern discussions of management is the concept that a new kind of intelligence related to emotions is linked to the performance of organization members. Workplace success may be attainable for those with high emotional intelligence, according to this notion. Since a few years ago, EQ has been a hot topic. Emotional intelligence, first posited by Salovey and Mayer in 1990, has since been widely recognized in the area of industrial and organizational psychology as an important component in predicting professional success. The most frequently recognized scientific definition of emotional intelligence is the author's: the capacity to monitor one's own and other people's thoughts and emotions, to discern between them, and to use this knowledge to guide one's thinking and actions.

According to Naz, (2019) self-emotional appraisal (SEA) refers to an individual's insight into and articulation of their inner feelings. Those that excel in this field are more in tune with and aware of their feelings than the average person. Emotional recognition and evaluation (OEA) refer to people's capacity to recognize and evaluate the emotions of others around them. Those that score well in this talent may not only read the thoughts of others, but also the emotions and sentiments of those around them. Emotional self-regulation (ROE) refers to an individual's capability to control their feelings, which in turn facilitates a speedier emotional recovery from a traumatic event. The capacity to channel one's emotions into productive endeavors and improved performance is what we mean when we talk about the "use of emotion" (UOE), or the "use of one's emotions."

According to Ardabili, (2020), a positive emotional approach toward employment by the organization is the focus of our second research variable, work satisfaction. Extrinsic factors and intrinsic factors (such as job satisfaction) make up "hygiene" and "motivators" factors, respectively. In his seminal work on the topic of motivation, Herzberg (1968) proposed the "two-factor theory" (growth, advancement, responsibility, work itself, recognition, achievement). Herzberg (1968) argues that dissatisfaction with one's job is caused by factors external to the workplace, whereas the opposite of job satisfaction is not dissatisfaction with one's employment but rather a lack of job satisfaction. The idea of work enrichment has become a cornerstone of modern job design to boost employee morale and productivity. Herzberg's ground-breaking study provides the foundation for the idea that workers want

meaningful employment. Based on the work of these researchers, Hackman and Lawler, and then Hackman and Oldham, made a seminal statement on how to improve workplace conditions.

Cao, (2019) stated that a person's level of dedication to their organization is measured by how strongly they feel as a member of that group. It is a feeling people have about the company as a whole and the level of emotional investment they have in and dedication to the company. There is a favorable opinion of the job being shown in both work satisfaction and organizational commitment. Organizational efficiency and effectiveness suffer when employees are not fully invested in their work. This shows itself in a variety of ways, including greater rates of absenteeism, tardiness, and poor performance. Staff morale and dedication to their employer may have a significant impact on patient care, which makes these factors crucial for hospitals. The public's perception of nurses as individuals who find meaning in helping others via patient care has not changed much throughout time. Dissatisfied nurses are more likely to be absent from work, file complaints, and leave their positions.

Model of Organizational Commitment Applied to Health Management Systems

According to Dahmardeh, (2019) human resource management is a significant difficulty for the healthcare industry. As early as 2006, the Globe Health Organization (WHO) issued a warning about the serious problem of staff shortages in hospitals and other healthcare facilities throughout the world, as well as the challenges of dealing with this issue. As of late, the report on the 2030 Agenda for sustainable development goals (SDGs) has highlighted the issue of a lack of an imbalance in the distribution of nursing personnel. Several issues have been extensively described in the scientific literature that contribute to the difficulties faced by healthcare organizations. Among them are rising public expectations of these institutions and ongoing technical and therapeutic advancements. Adequate management of human resources is another factor that has received a lot of attention. Because of the sensitive nature of patient care and the high standards set by the community for medical institutions, effective human resource management is of paramount importance in the healthcare industry.

Hur, (2020) stated that human resource management is a significant difficulty for the healthcare industry. Staff shortages in hospitals and health facilities throughout the globe and the challenges of managing them were highlighted in the World Health Organization's (WHO) World Health Report 2006. Reports on the distribution and shortage of nursing personnel have lately been highlighted in the 2030 Agenda for Sustainable Development Goals (SDGs) report. Several issues have been extensively described in the scientific literature that contribute to the difficulties faced by healthcare organizations. Constant technical and therapeutic progress, as well as rising public expectations of these institutions, are among these. Adequate management of human resources is another factor that has received a lot of attention. Proper management of human resources is more important in healthcare facilities than in other kinds of organizations due to the treatment of patients and the expected quality of medical care.

According to Albalawi, (2019) organizational commitment in healthcare is studied extensively because of its association with HRM-related variables. The author concludes that the growth of doctors' emotional, normative, and continuity participation is enhanced by a work environment characterized by mutual respect, equality, and fair treatment of all employees. Due to the high turnover rate among nurses, a commitment to continuity or permanency is seen as one of the most important factors in healthcare facilities. There is a correlation between age and work satisfaction, with older and more experienced nurses being more likely to remain in their current positions. Affective commitment is positively associated to work satisfaction and confidence in the company, two things that are very important in the healthcare industry. The healthcare literature may have the most to say about normative involvement and how it relates to the worker's demographics (gender, country of origin, age, etc.), as well as the kind of institution and work situation.

Yang, (2019) examined that due to the difficulty in hiring specialists and the serious consequences of errors in healthcare, healthcare institutions, like other businesses, attempt to strengthen the commitment to continuity or permanency in their staff. This does not preclude the majority of the publications reviewed in this study from discussing issues of work discontent, stress, desire to quit, and other negative elements of human resource management, suggesting that this is a worldwide issue in the field.

Razzaq, (2018) analyzed that human resource management in healthcare facilities is a burgeoning field, with 224 publications published in the Web of Science database between 2015 and 2020, the same amount as between 1992 and 2015. In healthcare firms, human resource management presents a substantial issue for managers. It is argued

that the degree to which workers are invested in the business and the elements that affect this connection are crucial in reaching the desired level of efficiency. Job unhappiness, as represented by quitting plans, stress, and a lack of dedication to the company, is a common thread across the investigated articles. Despite the prevalence of this human resources issue in healthcare organizations, we were able to develop a model that describes the interplay between employee job satisfaction, organizational goals, and the factors that foster employees' commitment to the latter. By creating and maintaining a positive and vigorous climate of engagement, hospital management may help change the attitudes of their workers, who are crucial to the transformation process and the organization's success.

2)Methodology

2.1 Research Design:

The researcher has chosen both the qualitative and quantitative method to conduct the study. the study comprised of 352 Health care Professionals including the male and female from various hospitals in Pune. Non probability sampling technique was adopted for the Study. A Self-administered questionnaire was used for Study. A Pilot study was conducted and tested with Cronbach's Alpha Reliability Coefficient. The Cronbach's Alpha Score was 0.800 indicating a strong level of internal consistency and Reliability.

2.2 Hypothesis Development

H1- Job satisfaction is a Mediating effect between Emotional intelligence and Organisational Commitment.

3. Data Analysis

3.1 Reliability Analysis:

To assess the dependability of the scale items that gauge different dimensions of emotional intelligence, organizational commitment, and employee job satisfaction, the researchers employed the Cronbach Alpha Coefficient. The results of this assessment were then documented in Table 1. This table presents the findings of the item analysis and the reliability of the scale items, showcasing the outcomes for the diverse components of emotional intelligence, organizational commitment, and employee job satisfaction that were under scrutiny.

Sr. No	Description of Constructs	Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Emotional Intelligence	0.677	0.726
2	Job Performance	0.591	0.762
3	Job Satisfaction	0.58	0.767
4	Organizational Commitment	0.63	0.747
Cronbach's Alpha Reliability Coefficient		**0.800**	

Table 1 Reliability Analysis

3.2 Emotional Intelligence, Job Performance, Job Satisfaction And Organizational Commitment

Table 2 Inter-Item Correlation Matrix				
Description	Emotional Intelligence	Job Performance	Job Satisfaction	Organizational Commitment
Emotional Intelligence	1.000			
Job Performance	.697	1.000		
Job Satisfaction	.410	.414	1.000	
Organizational Commitment	.547	.395	.594	1.000

The presented correlation matrix indicates that Emotional Intelligence has positive associations with both Job Performance and Organizational Commitment. Moreover, it suggests that Emotional Intelligence and Job Satisfaction are moderately related, while Job Performance and Job Satisfaction, as well as Job Satisfaction and Organizational Commitment, are also positively correlated. These findings underscore the importance of Emotional Intelligence in fostering positive workplace outcomes, enhancing job performance, satisfaction, and commitment to the organization.

3.3 Factor Loadings of Items with Extracted Factors

Table 3 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
Bartlett's Test of Sphericity	Approx. Chi-Square	3176.879
	df	120
	Sig.	.000

The results presented in Table 3 indicate the assessment of sampling adequacy through the Kaiser-Meyer-Olkin (KMO) measure and the evaluation of the spherical nature of the data using Bartlett's Test. The KMO measure, with a value of 0.764, suggests that the dataset is suitable for factor analysis as it surpasses the recommended threshold of 0.5, indicating that there is sufficient common variance among variables for meaningful factor extraction.

Bartlett's Test of Sphericity, yielding an approximate chi-square value of 3176.879 with 120 degrees of freedom, is statistically significant ($p < 0.001$).

Table 4: Component Matrix				
Factor Loadings (After Varimax Rotation)	**Component**			
	1	**2**	**3**	**4**
Solid comprehension of your own emotions	0.61			
Able to accurately describe your own emotions	0.62			
Ability to read people's emotions is good	0.60			
Treat patients with consideration for their feelings and emotions	0.63			
You feel comfortable in discussing difficult cases with your colleagues		0.71		
Your supervisors and co-workers express great satisfaction with the technical quality of your work		0.79		
Your patients ever show gratitude to you in a way that inspires you to continue doing your job		0.74		
You believe that your patients respect you because of the difference you make in their life on a daily basis		0.71		
You feel overall satisfied with the hospital environment and your fellow colleague's cooperation in getting the job done			0.81	
You think that your employment earns you and your family a lot of respect and enough money to live well in society			0.87	
You think your current hospital holds a special place in your heart			0.86	
You believe that your emotional connection to the hospital where you work is strong			0.82	

| You believe that cooperation and trust among co-workers and managers have been associated with a commitment to the organization				0.99
You are committed to your current hospital and wish to stay there since you enjoy your job				0.99
You think leaving the hospital would severely disrupt your life				0.97
You believe that the circumstances at hand prevent you from leaving your current employers				0.96
Extraction Method: Principal Component Analysis.				
4 components extracted.				
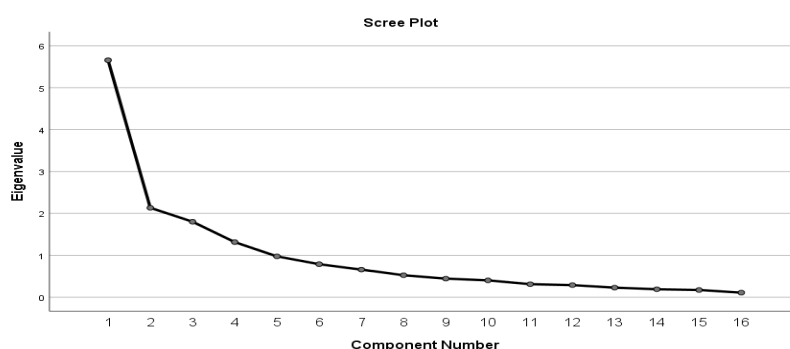
Figure 2 Scree Plot

Based on the item's strong association with each factor, it can be inferred that the first factor is mainly distinguished by **" Emotional Intelligence"** likewise, the second through fourth factors have the most prominent attributes of **" Job Performance," " Job Satisfaction,"** and **" Organizational Commitment,"** respectively.
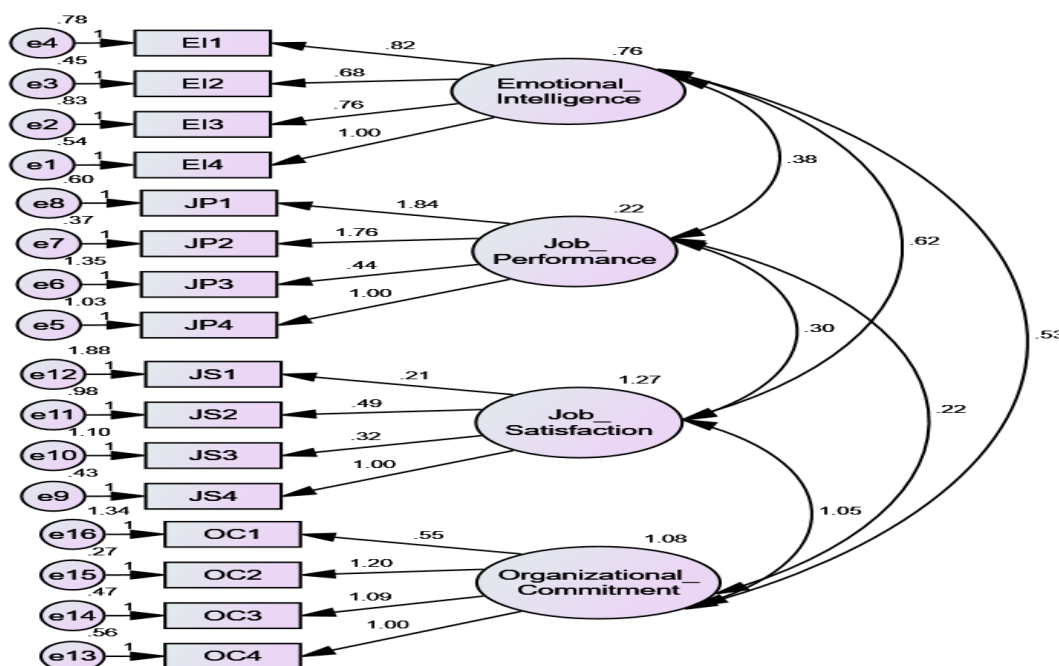

Figure 2 Measurement Model

Table 5: Model Fit Indices of the Measurement Model

Fit Index	Observed Values	Threshold Values
CMIN/DF	2.181	≤2**; ≤3*; ≤5*
GFI	0.921	≥.90**,≥.80*
RMSEA	0.076	≤.08
TLI	0.901	≥.90**,≥.80*
CFI	0.931	≥.90**,≥.80*
AGFI	0.865	The higher, the better
PCFI	0.890	The higher, the better

Acceptability: ** Acceptable, * Moderately acceptable.

The analysis of the fit indices suggests that the measurement model demonstrates a favorable fit with the observed data. The majority of fit indices, including CMIN/DF, GFI, RMSEA, TLI, CFI, AGFI, and PCFI, meet or exceed their respective threshold values, indicating an acceptable to moderately acceptable level of model fit. Therefore, the proposed measurement model appears to be a reasonable representation of the underlying data patterns.
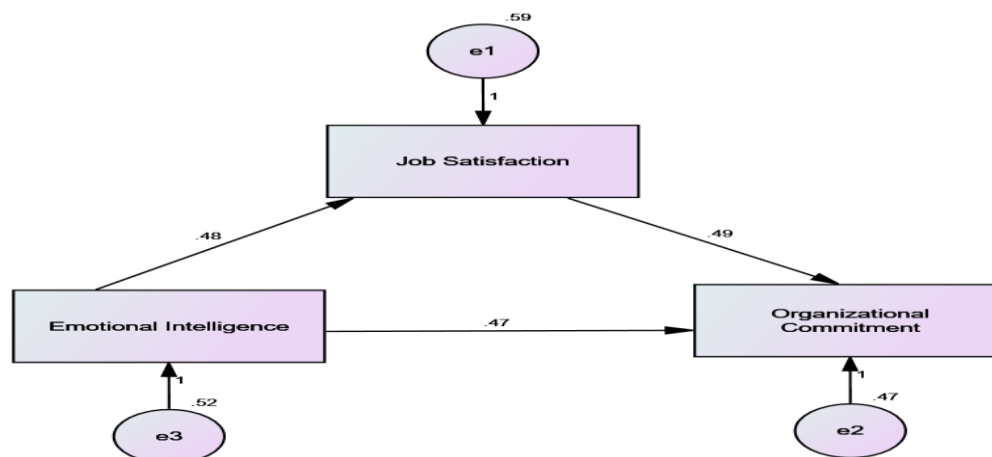
Figure 3 Structural Model Featuring Mediating Effect of Job Satisfaction between Emotional Intelligence and Organizational Commitment

To Test the study hypothesis: H$_1$: Job Satisfaction is a mediating effect between Emotional Intelligence and Organizational Commitment.

Table 6 Regression Weights

			Estimate	S.E.	C.R.	P
JS	<---	EI	.476	.057	8.410	***
OC	<---	JS	.494	.048	10.363	***
OC	<---	EI	.473	.055	8.532	***

Table 8	EI	JS

Table 7 Total Effects		EI	JS
JS		.476	.000
OC		.708	.494

Direct Effects		
JS	.476	.000
OC	.473	.494

Table 9 Indirect Effects	EI	JS
JS	.000	.000
OC	.235	.000

In this study, the main hypothesis tested was whether job satisfaction serves as a mediating factor between emotional intelligence (EI) and organizational commitment (OC). The results presented in Table 6 indicate the regression weights for the relationships under investigation.

The findings reveal that emotional intelligence (EI) has a significant positive effect on job satisfaction (JS), with an estimate of 0.476 (standard error = 0.057, critical ratio = 8.410, $p < 0.001$). Similarly, the relationship between job satisfaction (JS) and organizational commitment (OC) is also positively significant, with an estimate of 0.494 (standard error = 0.048, critical ratio = 10.363, $p < 0.001$). Additionally, the direct effect of emotional intelligence (EI) on organizational commitment (OC) is significant, with an estimate of 0.473 (standard error = 0.055, critical ratio = 8.532, $p < 0.001$).

Moving on to the total effects as presented in Table 7, the total effect of emotional intelligence (EI) on job satisfaction (JS) is 0.476, whereas the total effect of job satisfaction (JS) on organizational commitment (OC) is 0.494. These figures suggest a substantial influence of emotional intelligence on job satisfaction and a similarly significant impact of job satisfaction on organizational commitment.

The direct effects, outlined in Table 8, highlight that emotional intelligence (EI) directly affects job satisfaction (JS) with an estimate of 0.476, and job satisfaction (JS) directly affects organizational commitment (OC) with an estimate of 0.494.

In terms of indirect effects as shown in Table 8, the results indicate that emotional intelligence (EI) does not exhibit an indirect effect on job satisfaction (JS) or organizational commitment (OC), with both estimates being 0.000. However, job satisfaction (JS) does have an indirect effect on organizational commitment (OC), with an estimate of 0.235.

3.4 JOB PERFORMANCE

Table 9 You feel comfortable in discussing difficult cases with your colleagues		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.1	3.1	3.1
	Disagree	45	12.8	12.8	15.9
	Neutral	61	17.3	17.3	33.2
	Agree	99	28.1	28.1	61.4
	Strongly Agree	136	38.6	38.6	100.0
	Total	352	100.0	100.0	

Table 10 Your supervisors and co-workers express great satisfaction with the technical quality of your work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.0	2.0	2.0
	Disagree	18	5.1	5.1	7.1
	Neutral	88	25.0	25.0	32.1
	Agree	95	27.0	27.0	59.1
	Strongly Agree	144	40.9	40.9	100.0
	Total	352	100.0	100.0	

Table 11 Your patients ever show gratitude to you in a way that inspires you to continue doing your job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	7.1	7.1	7.1
	Disagree	29	8.2	8.2	15.3
	Neutral	128	36.4	36.4	51.7
	Agree	72	20.5	20.5	72.2
	Strongly Agree	98	27.8	27.8	100.0
	Total	352	100.0	100.0	

Table 12 You believe that your patients respect you because of the difference you make in their life on a daily basis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	6.0	6.0	6.0
	Disagree	44	12.5	12.5	18.5
	Neutral	92	26.1	26.1	44.6
	Agree	127	36.1	36.1	80.7
	Strongly Agree	68	19.3	19.3	100.0
	Total	352	100.0	100.0	

In the context of job performance, several key aspects were evaluated through the presented data. The responses from participants were categorized into various levels of agreement regarding specific statements. The data from Tables 9 to 12 provide insights into the participants' perceptions of their job performance and interactions with colleagues, supervisors, and patients.

Table 8 indicates that a significant portion of participants (38.6%) strongly agreed that they feel comfortable discussing difficult cases with colleagues. This suggests a high level of confidence and open communication among colleagues when dealing with challenging situations.

In Table 9, a notable finding is that 40.9% of participants strongly agreed that their supervisors and co-workers express great satisfaction with the technical quality of their work. This indicates a high level of appreciation for the participants' work within their professional circle.

Turning to Table 10, participants' experiences with patient gratitude are highlighted. It is interesting to note that 27.8% of respondents strongly agreed that their patients show gratitude in a way that inspires them to continue their job.

Table 11 focuses on the participants' perception of patient respect due to the impact they make on a daily basis. Around 55.4% of participants agreed or strongly agreed that their patients respect them because of the difference they create in patients' lives. This demonstrates that a substantial number of participants feel a sense of respect and recognition from their patients.

4. Results and Discussion

The Cronbach's Alpha Reliability Coefficient assessment of the general scale demonstrates a praiseworthy score of 0.800, indicating a strong level of internal consistency and reliability. This high coefficient highlights the dependable nature of the scale as a whole. Upon analyzing the given elements, it becomes evident that there are favorable connections between the individual items and their corresponding constructs. Additionally, each construct shows robust internal reliability. The collective scale also maintains a notable level of internal consistency, further affirming its reliability in gauging employee emotional intelligence, job performance, job satisfaction, and organizational commitment.

KMO measure and Bartlett's Test collectively suggest that the dataset is appropriate for conducting factor analysis, as there is adequate sampling adequacy and significant inter-correlations among variables. This paves the way for further exploration of underlying factors within the data.

The Scree plot illustrates that the highest point of the graph occurs at the eigenvalue of '1,' which aligns with the Kaiser Criterion. This leads to a clear conclusion that there are seven significant underlying factors related to emotional intelligence and organizational commitment and its impact on employees' working satisfaction among the health care professionals.

The findings of this study strongly support the hypothesis that job satisfaction acts as a mediating variable between emotional intelligence (EI) and organizational commitment (OC). Emotional intelligence positively influences job satisfaction, which in turn significantly affects organizational commitment. The direct effects of emotional intelligence and job satisfaction on organizational commitment are also noteworthy. It's worth noting that emotional intelligence does not show any indirect effects in this context, but job satisfaction does contribute indirectly to organizational commitment. These results emphasize the crucial role of job satisfaction as a mediating factor in the relationship between emotional intelligence and organizational commitment.

The positive aspects of job performance is observed within the studied context. Participants generally express comfort in discussing difficult cases with colleagues, feel appreciated by supervisors and co-workers, draw inspiration from patient gratitude, and believe in the respect they receive from patients due to their contributions. These findings collectively suggest a positive and fulfilling professional environment for the participants, with strong relationships among colleagues and patients alike.

5. Conclusion

The Research study focused into the intricate interplay between emotional intelligence, organizational commitment, and its profound impact on the working satisfaction of healthcare professionals. Through an extensive review of existing literature and the implementation of a comprehensive survey, the study highlighted the significance of emotional intelligence as a crucial determinant of organizational commitment within the healthcare sector. The findings signified that healthcare professionals with higher emotional intelligence levels tend to exhibit a stronger sense of dedication and attachment to their respective healthcare organizations, fostering a more conducive and supportive work environment. This, in turn, translates into heightened levels of job satisfaction among healthcare professionals, as they experience a greater alignment between their personal values, professional roles, and the overarching goals of their healthcare institutions.

While a clear positive relationship between emotional intelligence, organizational commitment, and job satisfaction emerged, the study also identified potential avenues for further exploration. As the healthcare landscape evolves with technological advancements and changing patient dynamics, future research could delve into how emotional intelligence can be nurtured and integrated into training programs to enhance organizational commitment in this sector. Investigating the role of other moderating variables such as leadership styles and workplace culture could provide a more nuanced understanding of the mechanisms through which emotional intelligence influences job satisfaction. Ultimately, the insights gleaned from this research offer valuable implications for healthcare organizations aiming to cultivate a dedicated workforce and elevate the quality of care provided to patients.

References

[1] Albalawi, A. S., Naugton, S., Elayan, M. B., & Sleimi, M. T. (2019). Perceived organizational support, alternative job opportunity, organizational commitment, job satisfaction, and turnover intention: A moderated-mediated model. *Organizacija*, *52*(4), 310-324.

[2] Alsughayir, A. (2021). The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction. *Management Science Letters*, *11*(4), 1309-1316.

[3] Alsughayir, A. (2021). The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction. *Management Science Letters*, *11*(4), 1309-1316.

[4] Ardabili, F. S. (2020). Moderating-mediating effects of leader-member exchange, self-efficacy, and psychological empowerment on work outcomes among nurses. *Organization*.

[5] Cao, Y., Liu, J., Liu, K., Yang, M., & Liu, Y. (2019). The mediating role of organizational commitment between calling and work engagement of nurses: A cross-sectional study. *International journal of nursing sciences*, *6*(3), 309-314.

[6] Chen, S. C., & Chen, C. F. (2018). Antecedents and consequences of nurses' burnout: Leadership effectiveness and emotional intelligence as moderators. *Management Decision*.

[7] Dahmardeh, M., & Nastiezaie, N. (2019). The impact of organizational trust on organizational commitment through the mediating variable of organizational participation. *Management Researches*, *12*(44), 155-180.

[8] Gopinath, R., Ramamoorthy, R., & Kalpana, R. (2021). Impact of Emotional Intelligence and Organizational Commitment: Testing the mediatory role of Job Satisfaction.

[9] Hur, H., & Perry, J. L. (2020). Job security rule changes and employee organizational commitment. *Review of Public Personnel Administration*, *40*(4), 641-668.

[10] Kim, S. H., & Bae, S. Y. (2021). Analysis of the relationship between emotional intelligence and convergence factors in hospital administrative staff. *Journal of Digital Convergence*, *19*(4), 185-192.

[11] Navas, M. S., & Vijayakumar, M. (2018). Emotional intelligence: A review of emotional intelligence effect on organizational commitment, job satisfaction, and job stress. *International Journal of Advance Scientific Research & Development*, *5*(6), 1-7.

[12] Naz, S., Li, C., Nisar, Q. A., & Rafiq, M. (2019). Linking emotional intelligence to knowledge sharing behavior: the mediating role of job satisfaction and organizational commitment. *Middle East Journal of Management*, *6*(3), 318-340.

[13] Nugrahaningsih, R. (2021). Effect Of Organizational Commitment and Employee Empowerment and Reward and Punishment of Motivation Bpjs Services And Performance Of Employees In Hospital Abdul Wahab Sjahranie Samarinda, Indonesia. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, *12*(13), 4301-4314.

[14] Razzaq, S., Shujahat, M., Hussain, S., Nawaz, F., Wang, M., Ali, M., & Tehseen, S. (2018). Knowledge management, organizational commitment and knowledge-worker performance: The neglected role of knowledge management in the public sector. *Business process management journal*.

[15] Rinfret, N., Laplante, J., Lagacé, M. C., Deschamps, C., & Privé, C. (2020). Impacts of leadership styles in health and social services: A case from Quebec exploring relationships between emotional intelligence and transformational leadership. *International Journal of Healthcare Management*, *13*(sup1), 329-339.

[16] Rodríguez-Fernández, M., Herrera, J., & de Las Heras-Rosas, C. (2021). Model of organizational commitment applied to health management systems. *International journal of environmental research and public health*, *18*(9), 4496.

[17] Romi, M., Soetjipto, N., Widaningsih, S., Manik, E., & Riswanto, A. (2021). Enhancing organizational commitment by exploring job satisfaction, organizational citizenship behavior, and emotional intelligence. *Management Science Letters*, *11*(3), 917-924.

[18] Sanchez-Gomez, M., Sadovyy, M., & Breso, E. (2021). Health-Care Professionals Amid the COVID-19 Pandemic: How Emotional Intelligence May Enhance Work Performance Traversing the Mediating Role of Work Engagement. *Journal of Clinical Medicine*, *10*(18), 4077.

[19] Yang, T., Ma, T., Liu, P., Liu, Y., Chen, Q., Guo, Y., ... & Deng, J. (2019). Perceived social support and presenteeism among healthcare workers in China: the mediating role of organizational commitment. *Environmental health and preventive medicine*, *24*(1), 1-9.

[20] Zaman, N., Memon, K. N., Zaman, F., Khan, K. Z., & Shaikh, S. R. (2021). Role of emotional intelligence in job performance of healthcare providers working in public sector hospitals of Pakistan. *Journal of Mind and Medical Sciences*, *8*(2), 245-251.