



## Article

# The Role of Emotional Intelligence in Shaping Employee Commitment in Private Healthcare Organizations

## Article History:

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**Abstract:** In the competitive and demanding environment of private healthcare, emotional intelligence (EI) plays a vital role in shaping how employees engage with their work and their organization. EI refers to the ability to recognize, understand, and manage one's own emotions as well as the emotions of others. This skill is particularly important in healthcare settings, where employees often face high-stress situations and emotionally charged interactions with patients and colleagues. When employees possess high levels of emotional intelligence, they are more likely to feel committed to their organization. By focusing on enhancing emotional intelligence among staff, hospital management can improve employee satisfaction, reduce turnover rates, and ultimately boost overall organizational performance. This can lead to better patient care, improved teamwork, and a more positive work environment, all of which are essential for the success of private healthcare institutions. This study investigates how emotional intelligence relates to employee commitment in private hospitals located in Odisha. This empirical study uses a quantitative research approach, which means it focuses on collecting numerical data to analyze relationships and patterns. The questionnaire was distributed to a sample of 100 healthcare professionals working in five prominent private hospitals in Odisha. The questionnaire consists of three sections: demographic information, an emotional intelligence assessment based on the Schutte Self-Report Emotional Intelligence Test (SSEIT), and an evaluation of employee commitment using Meyer and Allen's Organizational Commitment Scale (OCS). The results indicate a significant positive relationship between emotional intelligence and employee commitment among healthcare professionals in private hospitals in Odisha. Specifically, higher emotional intelligence levels correlate with increased affective commitment, suggesting that employees with greater emotional intelligence are more emotionally attached to their organization. The study also finds that emotional intelligence significantly affects normative commitment, meaning that employees with high emotional intelligence feel a stronger obligation to stay with their organization. In contrast, the influence of emotional intelligence on continuance commitment is less significant, suggesting that it has a limited impact on employees' perceptions of the costs of leaving the organization.

**Keywords:** Emotional Intelligence, Employee Commitment, Healthcare Management, Organizational Behavior, Employee Retention, Job Satisfaction, Workplace Dynamics.

## INTRODUCTION

In the highly competitive healthcare environment, private hospitals are essential for providing high-quality medical services to patients. The dedication and commitment of employees such as doctors,

nurses, and support staff—are critical for ensuring that these hospitals can deliver effective patient care. When employees are committed, they are more likely to go above and beyond in their role which helps maintain high standards of care and enhances the

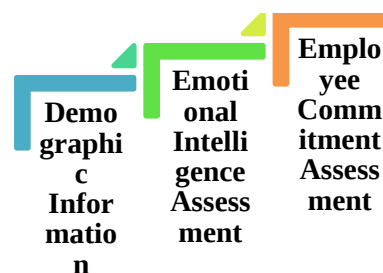
overall efficiency of hospital operations. This commitment not only improves patient outcomes but also contributes to the hospital's reputation and success in a competitive market. Employee commitment is essential for ensuring high standards of patient care and operational efficiency in healthcare institutions. It is a complex concept that includes emotional attachment to the organization, identification with its goals, and a readiness to put in effort for its success. In recent years, emotional intelligence (EI) has become a key predictor of employee commitment, especially in high-stress environments like healthcare. EI plays a crucial role in enhancing communication, empathy, and relationship-building, which are essential in both personal and professional contexts, particularly in high-stress environments like healthcare. This study examines how emotional intelligence affects employee commitment in private hospitals in Bhubaneswar, a fast-growing city with an expanding healthcare sector.

Understanding how emotional intelligence (EI) affects employee commitment is important because healthcare workers frequently deal with emotionally intense situations and high turnover rates. By exploring this relationship, the study aims to offer insights that could reduce turnover, enhance job satisfaction, and improve performance. Additionally, the findings could help shape HR practices and training programs to boost EI among healthcare employees. First of all, individuals working in the healthcare industry such as healthcare professionals, nurses, and administrative staff i.e. often find themselves in emotionally charged circumstances that call for a high degree of emotional control and interpersonal skills. Additionally, the healthcare sector often experiences high employee turnover rates, which can interrupt the continuity of care and result in higher recruitment and training expenses. This study seeks to highlight the importance of emotional intelligence in promoting employee commitment, offering insights that may help decrease turnover and enhance job satisfaction and performance. Moreover, the findings could guide human resource practices and training initiatives focused on developing emotional intelligence among healthcare professionals.

## THE METHOD

The research aims to determine how emotional intelligence affects staff commitment at private hospitals in Odisha, the study used a descriptive survey approach. The descriptive survey approach is appropriate for this research since it enables the gathering of information that characterizes the phenomena as it exists at the moment and offers an overview of the connections which presently exist between employee commitment and emotional intelligence. Workers at private hospitals made up

the study's target population. A stratified random sampling technique was employed in the selection of the sample to guarantee representation from a variety of employment categories, including nurses, doctors, administrative workers, and support staff. The final sample consisted of 100 employees from 5 private hospitals in Odisha, ensuring a comprehensive representation of the workforce. The hospitals were chosen based on their size, reputation, and willingness to participate in the study. Data were collected using a structured questionnaire divided into three sections:



**Fig.1: Data classification**

1. **Demographic Information:** In this section, information was gathered about the age, gender, employment position, years of experience, and education level of the respondents.
2. **Emotional Intelligence Assessment:** The study employed the Emotional Intelligence Scale (EIS) created by Schutte et al. (1998) to assess employees' emotional intelligence. This scale includes 33 items rated on a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), and evaluates various dimensions such as self-awareness, self-regulation, motivation, empathy, and social skills.
3. **Employee Commitment Assessment:** Employee commitment was measured using the Organizational Commitment Questionnaire (OCQ), which was created by Meyer and Allen in 1991. The OCQ consists of 24 items that measure affective, continuance, and normative commitment on a 5-point Likert scale.

During their work shifts, the chosen staff members received the questionnaires, as approved by the hospital management. The goal of the study was briefly explained to the respondents, and they were reassured that their answers would remain private. Data collected from the questionnaires were coded and entered into the Statistical Package for the Social Sciences (SPSS) software for analysis. The following statistical methods were employed:

1. Descriptive statistics were utilized to provide a summary of the data collected in the study. This

involved calculating means, standard deviations, and frequencies to describe the demographic characteristics of the respondents, as well as their levels of emotional intelligence and employee commitment.

2. Inferential Statistics were an investigation of the connection between employee commitment and emotional intelligence was done using Pearson correlation analysis. Additionally, the predictive ability of the various emotional intelligence components on the various employee commitment dimensions was ascertained through the use of multiple regression analysis.

3. Reliability and Validity Assessments: The reliability of the Emotional Intelligence Scale (EIS) and the Organizational Commitment Questionnaire (OCQ) was evaluated using Cronbach's alpha to ensure internal consistency. Construct validity was analyzed through factor analysis to verify that the items on each scale effectively measured the intended constructs.

The study adhered to ethical standards by obtaining approval from the appropriate institutional review board, which ensures that research involving human participants meets ethical guidelines. Informed consent was obtained from all participants, meaning they were fully informed about the study's purpose, procedures, and any potential risks before agreeing to participate. Participants were also assured that they could withdraw from the study at any time without facing any negative repercussions, emphasizing their autonomy and right to make decisions about their involvement. Furthermore, the study maintained the confidentiality and anonymity of the respondents, meaning that their personal information and responses were kept private and not linked to their identities. This approach protects participants' privacy and fosters trust, encouraging honest and open responses during the research process. Overall, these ethical considerations are crucial for conducting responsible and respectful research involving human subjects.

## RESULTS

Emotional intelligence (EI) is the capacity to recognize, comprehend, regulate, and make efficient use of emotions in both oneself and other people. Emotional intelligence (EI) has an enormous effect on employee commitment, performance, and general job satisfaction in organizational settings, particularly in the healthcare industry. This case study investigates the relationship between emotional intelligence and employee commitment in Odisha's private hospitals. The healthcare industry in Odisha is confronted with several obstacles, such as elevated staff turnover, job discontent, and patient stress. Gaining insight into how EI promotes employee commitment can help to improve these circumstances. The study used a

mixed-methods approach to collect data from medical professionals working in private hospitals in Odisha. It included quantitative surveys with qualitative interviews. Employee commitment was measured using the Organizational Commitment Questionnaire (OCQ) by Mowday, Steers, and Porter (1979), while emotional intelligence (EI) was measured using the Emotional Intelligence Appraisal by Bradberry and Greaves (2009).

High EI was positively correlated with higher levels of employee commitment in all three aspects (affective, continuation, and normative), according to the analysis.

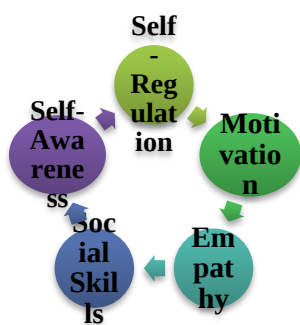
Higher emotional attachment to their hospitals, recognition of the advantages of sticking with the company for both personal and professional reasons, and a stronger sense of obligation to stick with it were all displayed by employees with higher EI scores. Interviews revealed that emotionally intelligent leaders were better at handling dispute resolution, stress management, and creating a positive work atmosphere. The workforce was more unified and driven when supervisors with high EI were more approachable, sympathetic, and skilled communicators, according to nurses and physicians. The results indicate that emotional intelligence is a key factor influencing employee commitment in private hospitals in Odisha. By cultivating a workforce with high emotional intelligence, hospitals can boost job satisfaction, lower turnover rates, and enhance overall organizational performance. Implementing training programs aimed at developing EI skills among healthcare professionals and leaders can serve as an effective approach to achieving these goals.

## DISCUSSIONS

Employee commitment is significantly influenced by emotional intelligence (EI), particularly in high-stress settings like private hospitals.

Emotional intelligence (EI) is the capacity of recognizing, understanding, regulate, and ultimately make good use of emotions in both oneself and others. In the healthcare sector, where professionals frequently deal with emotionally charged situations, this skill set is important. In the context of private hospitals in Odisha, EI can significantly impact various aspects of employee commitment, including job satisfaction, loyalty, and overall performance.

The five primary components of emotional intelligence (EI) are self-awareness, self-regulation, motivation, empathy, and social skills. Every one of these elements is essential to developing a dedicated workforce.



**Fig 2: Primary Components of Emotional Intelligence (EI)**

**Self-Awareness:** High self-aware healthcare workers are better able to comprehend their feelings and how they impact their work output. Despite the demanding environment, this understanding enables them to keep a positive outlook and a strong commitment to their professions.

**Self-Regulation:** The capacity to manage and control one's emotions effectively, which is particularly important in high-stress environments like hospitals. In such settings, healthcare professionals often encounter emotionally charged situations, such as dealing with patients in distress or navigating challenging interpersonal dynamics.

**Motivation:** Employees who are intrinsically motivated usually demonstrate greater levels of dedication. Motivated staff members are more disposed to go above and beyond in their responsibilities in private hospitals, where the work can be demanding, exhibiting a strong commitment to their patients and the business in general.

**Social Skills:** Employees who are intrinsically motivated usually demonstrate greater levels of dedication. Motivated staff members are more disposed to go above and beyond in their responsibilities in private hospitals, where the work can be demanding, exhibiting a strong commitment to their patients and the business in general.

### Impact on employee commitment

EI directly influences various dimensions of employee commitment in private hospitals in Odisha. These dimensions include:

**Affective Commitment:** This is an indicator to a worker's emotional bond with their company. Positive connections with coworkers and superiors are facilitated by high emotional intelligence (EI), which strengthens an employee's emotional bond with the hospital. Higher willingness to stick with the organization is correlated with this disconnection. **Continuance Commitment:** This dimension pertains to the employee's perception of the costs associated with leaving the organization. Employees with high

emotional intelligence are more adept at managing workplace stress and challenges, which decreases the chances of them seeking employment elsewhere due to feelings of dissatisfaction. **Normative Commitment:** The type of dedication originates from a worker's sense of duty to remain with their company. Positive relationships and a supportive work environment promote a sense of loyalty and responsibility for an organization, which is encouraged by high EI.

The use of Emotional Intelligence (EI) in Odisha private hospitals has demonstrated encouraging outcomes in raising staff commitment. Research suggests that hospitals who provide their employees with emotional intelligence (EI) training programs have seen a significant increase in employee job satisfaction, teamwork, and overall organizational commitment. For example, an EI training program was launched by a private hospital in Odisha with the goal of helping staff members become more self-aware and empathic. Employees reported a considerable rise in job satisfaction and a stronger sense of belonging to the firm, according to post-training evaluations. Additionally, the hospital saw a decrease in staff turnover rates. In addition, employees in private hospitals must skillfully negotiate a variety of cultural nuances due to the facilities' unique environments. In this situation, emotional intelligence (EI) abilities are crucial because they allow workers to recognize and value cultural differences, which promotes a more diverse and engaged workforce that shows better levels of worker commitment.

### CONCLUSION

In private hospitals, emotional intelligence plays a crucial role in determining employee loyalty, especially in demanding work environments. Improved self-awareness, self-regulation, motivation, empathy, and social skills are some of the ways that emotional intelligence (EI) helps healthcare professionals is more affective, normative, and continuous. Employee satisfaction, attrition rates, and staff dedication are likely to improve for private hospitals that fund EI development initiatives. In the end, incorporating EI to enhance overall hospital performance and patient care enhancing both the general hospital performance and patient care. Organizational procedures could end up in a healthcare people that are more dedicated and productive.

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