

**EMPLOYEES' EMOTIONAL INTELLIGENCE,  
ENGAGEMENT, ORGANIZATIONAL JUSTICE AND JOB  
PERFORMANCE IN SELECT HOSPITALS OF NORTH INDIA**

Thesis Submitted for the Award of the Degree of  
**DOCTOR OF PHILOSOPHY**

**in  
Management**

**By  
Kaya Puri**

**11512767**

**Supervised By:**

**Dr. Megha Mehta (12312)**

**Associate Professor**

**Department of Management**

**Lovely Professional University**



**L** OVELY  
**P** ROFESSIONAL  
**U** NIVERSITY

*Transforming Education Transforming India*

**LOVELY PROFESSIONAL UNIVERSITY,  
PUNJAB  
2023**

## **DECLARATION**

I declare that the thesis entitled “**Employees’ Emotional Intelligence, Engagement, Organizational Justice and Job Performance in select hospitals of North India**” submitted to Lovely Professional University, in partial fulfillment of the requirements for the degree of Doctor of Philosophy, is the original and independent work carried out by me under the supervision of Dr. Megha Mehta. This thesis has not been previously formed the basis for the award of any degree, diploma or fellowship previously.

**KAYA PURI**  
**Mittal School of Business**  
**Lovely Professional University**  
**Phagwara, Punjab**

**Date:**

## **CERTIFICATE**

It is to certify that Kaya Puri has prepared her thesis entitled **“Employees’ Emotional Intelligence, Engagement Organizational Justice and Job Performance in Select Hospitals of North India”**, for the award of PhD degree, under my guidance. She has carried out the work at the Mittal School of Business, Lovely Professional University.

**Dr. Megha Mehta Associate Professor**  
**Mittal School of Business**  
**Lovely Professional University**  
**Phagwara, Punjab**

## **ABSTRACT**

The healthcare profession is basically a patient-centric profession, and everyone strives to provide patient-centric care. Patient-centric care is simply a mutually beneficial relationship between a healthcare professional and a patient. A patient needs both physical as well as mental care. Such, healthcare professionals are required who are both mentally and emotionally stable for better patient's safety, quality service and mental security of the patient. Emotionally stable healthcare professionals know where to show their emotions and where to alter them according to the demand of the situation. Therefore, Emotional Intelligence (EI) is necessary for Healthcare professionals working in a culture where stress and burnout is very common and where patient's safety is at risk. Employees having high level of Emotional Intelligence can achieve both personal and professional benefits and help improve performance. They have better stress managing skills, have high tolerance and they work smartly to deliver best medical services to their patients. They are also a good listener and know when to relate and when to keep their distance from unnecessary emotions, thus, they are able to connect with the patients' needs, their problems and hence finding long term solutions. Thus, the ability to manage and monitor ones owns emotions and others emotions becomes an important aspect for healthcare professionals. However, it has been observed recently that Stress and Burnout are one of the most common syndromes found among healthcare professionals. This may be due to advancements in the technology, medical knowledge or due to strict policies/practices followed in the hospital which have made them to be more stressful and less engaged in their work. This becomes imperative to lay more emphasis on employee Engagement and making a more conducive environment for work. Engagement is considered to be a positive aspect and outcome in the organization which is achieved by employees' willingness to commit and focus on their job. Recent studies have also put light on the importance of Engagement among Healthcare professionals as these are the ones who are closer and have more contact with the patients. So, when these Healthcare professionals are more absorbed in their work the quality of patient care also improves. It also reduces the number of patient deaths according to a report by Gallup. As a result, it becomes important to identify the potential facilitators of engagement among Healthcare professionals as they are dealing with the lives of the person.

An employee to be fully engaged in their work, the most important and necessary requirement is that they are fairly treated in their workplace. Individual characteristics have a great influence on Organizational Justice. According to a recent report, there is a critical shortage of healthcare providers in India. The main reason is the unfairness given to them in the organization as a result; they are quitting their job which is affecting the hospital's performance. Not only the performance of the hospital, but also the patients getting treatment in the hospital is also affected due to shortage of staff they have to wait for long hours to get their treatment. Here Organizational Justice becomes an important tool for hospitals smooth functioning and for increasing performance. The objective of this study is to study the relationship between Emotional Intelligence (EI), Organizational Justice (OJ), Engagement (EG) and Job Performance (JP) among Healthcare professionals in select hospitals of North India in order to understand how we can improve employee development, earn higher profits and improve patient quality care, performance and efficiency of the hospital. A survey design was selected to fulfill the objectives of the study. A cross sectional study was used, where the sample was drawn from a population at one time. The data was collected from NABH Accredited Hospitals of North India. The data was collected using primary source of data in order to achieve the objectives. Sample survey was conducted to collect data from respondents. On the basis of geographical areas, India is segmented into four Zones namely – East, West, North and South. In our study, Multistage sampling design was used for this survey. In the first stage we selected North India as maximum hospitals are from north India as per records available online database. Then in the second stage we have selected hospitals which are accredited by NABH. Then in the third stage we have selected cities on the basis of tier 1 and tier 2 Cities. Six cities were selected from each state of North India. These cities from each state were selected on the basis of highest population among other cities of the same state. So the selected cities were limited to Delhi, Chandigarh, Dehradun, Lucknow, Ludhiana and Faridabad. From the selected cities Delhi comes under Tier 1 Cities and Chandigarh, Dehradun, Lucknow, Ludhiana and Faridabad comes under Tier 2 Cities of North India. In our sample we have excluded the cities of Himachal Pradesh and as its population was less than the cities which come under tier 1 and tier 2 cities in North India. Then in the fourth stage we have selected hospitals that come under these selected cities and are accredited by NABH. Then all the 56 hospitals that come under these six cities and are accredited by NABH were taken. So responses were collected from 560 Healthcare employees but

in case of non-response we have taken 600 sample size. Responses were sort from 10% of employees strength up to a maximum of 10 employees, belonging to Healthcare employees (1 Doctor, 1 Nurse,3 Administrative staff(1- maintenance, 1-technical,1-catering staff) and 5 Paramedical staff (1-dietician pharmacist, 1-rehabilitation staff, 1-Laboratory personnel,1- diagnostic imaging staff)) from each hospital in the sample. Healthcare Professionals were asked to give their opinion to the statements related to the four dimensions of Job Performance on a 5 point Likert scale ranging from strongly agrees to strongly disagree. The present study comprises of four variables Emotional Intelligence, Engagement, Organizational Justice and Job Performance. The main purpose of this study is to study the role of employees Emotional Intelligence, Engagement, Organizational Justice on Job Performance in select hospitals in North India. The findings of this study show that justice in the organization, emotional intelligence and engagement are important for improving Hospital performance. Organizational Justice acts as a motivational tool for employees to properly use their emotions while giving treatment to the patients and become more engaged in their duties thus, Increasing the hospital effectiveness and performance. Hospitals administrators should follow re-implement policies and strategies of hospitals in order to increase retention rate, engagement level and emotional intelligence level among employees so as to increase patient satisfaction and hospitals performance and overall efficiency.

## **ACKNOWLEDGEMENTS**

Research provides opportunity to widen the knowledge of the subject through interaction with senior academicians, researchers and experts in the field. Indian education system has been the hallmark for such learning. I am thankful to them and I express my gratitude to them.

I am indebted to my guide Dr. Megha Mehta, Associate Professor, Mittal School of Business, Lovely Professional University, Punjab for her guidance throughout my research project. Her intense knowledge in solving problems, her patience coupled with capacity to conceptualize not only benefited me to gain and extend my knowledge from her but also helped me in developing a habit of clear thinking in my own research.

I would like to express my gratitude towards Dr. Sanjay Modi, Executive Dean, LFBA, Lovely Professional University. His academic leadership and excellence have encouraged me throughout my research project. Without him this journey is unimaginable for me.

I am highly obliged to Dr. Rajesh Verma, HOS, Dr. Sunil Budhiraja, Dr. Vishal Sarin, Dr. Lokesh Jasrai, Dr. Rahul Sharma, Dr. Rekha of LPU and all the faculty members, library & administrative staff of Lovely Professional University for their whole-hearted co-operation.

I would like to express my gratitude towards my mother Dr. Anita Parkash and my father Dr. Rakesh Puri without their inspiration this journey would not have been started. There are no words to describe their greatness that provided me with all the facilities and supported me throughout my journey of my research project. My Husband Mr. Lakshay Aggarwal and my brother Dr. Rahul Puri who always stood behind me and supported me throughout my journey.

I would like to express my sincere thanks to all the healthcare employees of various hospitals covered in the course of the study, for their valuable time for sharing the information and analysis on the research issues.

I would sincerely like to express my thanks to Lovely Professional University and Mittal School of Business for providing all the support required in my research.

Kaya Puri



## TABLE OF CONTENTS

Declaration	i
Certificate	ii
Abstract	iii
Acknowledgement	vi
Table of Contents	viii
List of Tables	xi
List of Figures	xv
List of abbreviations	xvi

---

S No	Topic	Page No
1	INTRODUCTION	1
1.1	Healthcare Industry in India	1
1.2	Accreditation in Healthcare	3
1.3	Emotional Intelligence: An Introduction	5
1.4	Emotional Intelligence in the Healthcare sector	6
1.5	Organizational Justice: An Introduction	7
1.6	Organizational Justice in Healthcare Sector	10
1.7	Engagement: An Introduction	11
1.8	Engagement in healthcare sector	13
1.9	Job Performance: An Introduction	13
1.10	Job Performance in Healthcare sector	16
2	REVIEW OF LITERATURE	18
2.1	Research study variables	18
2.2	Emotional Intelligence	18
2.3	Job Performance	20
2.4	Organizational Justice	21
2.5	Engagement	23
2.6	Emotional Intelligence and Engagement	24

2.7	Engagement and Job Performance	25
2.8	Engagement and Organizational Justice	27
2.9	Emotional Intelligence and Job Performance	28
2.10	Emotional Intelligence and Organization Justice	29
2.11	Organization Justice and Job Performance	30
2.12	Emotional Intelligence, Organizational Justice and Job Performance	31
2.13	Emotional Intelligence, Engagement and Organizational Justice	32
2.14	Engagement, Organizational Justice and Job Performance	32
2.15	Emotional Intelligence, Engagement and Job Performance	33
2.16	Research Gaps	34
3	RESEARCH METHODOLOGY	36
3.1	Need and Scope of the Study	36
3.1.1	Need of the Study	36
3.1.2	Scope of the Study	37
3.2	Objectives of the Study	38
3.3	Hypotheses	38
3.4	Research Design and Methodology	39
3.4.1	The study Population	40
3.4.2	Sample Size and Selection	40
3.4.3	The Research Instrument	41
3.5	Validity and Reliability of the instrument	42
3.5.1	Content Validity	42
3.5.2	Reliability	43
3.6	Administration of the Instrument	44
3.7	Sample Description	44
3.7.1	Gender	44

3.7.2	Age	45
3.7.3	Qualifications	45
3.7.4	Experience	46
3.8	List of the hospitals	46
3.9	Limitations of the study	50
4	Data Analysis and Findings	51
4.1	Emotional Intelligence	51
4.2	Engagement	52
4.3	Organizational Justice	52
4.4	Job Performance	53
4.5	Correlation	55
4.5.1	Engagement and Job Performance	56
4.5.2	Emotional Intelligence and Job Performance	64
4.5.3	Organizational Justice and Job Performance	74
4.5.4	Relationship among employee's Engagement, Emotional Intelligence, Organizational Justice and Job Performance	82
4.5.4.1	Mediating Role of Engagement	83
4.5.4.2	Mediating Role of Emotional Intelligence	85
5	FINDINGS, DISCUSSION AND CONCLUSION	88
5.1	Summary	88
5.2	Discussions	89
5.3	Hypothesis and Conclusions	105
5.4	Key Recommendations	107
5.5	Implications	108
5.6	Conclusion	109
5.7	Scope for Future Research	113
6	REFERENCES	114
7	ANNEXURE	148

## LIST OF TABLES

Table No	Topic	Page No
1.1	Policies ad Strategies for Engagement	12
2.1	Definitions of Emotional Intelligence	19
2.2	Definitions of Job Performance	21
2.3	Definitions of Organizational Justice	23
2.4	Definitions of Engagement	23
3.1	Tier1 and Tier 2 Cities of North India	40
3.2	Crombach Alpha	43
3.3	Gender	45
3.4	Age	45
3.5	Qualification	45
3.6	Experience	46
3.7	List of Hospitals selected from six cities	47
4.1	Statements included under Emotional Intelligence	51
4.2	Statement included under Engagement	52
4.3	Statements included under Organizational Justice	52
4.4	Statements included under Job Performance	53
4.5	Thumb rule for interpreting the size of a correlation Coefficient	55
4.6	Correlations between Engagement and Job Performance	56
4.7	Correlations between Engagement dimensions and Job Performance dimensions	57
4.8	Correlations between Engagement dimensions and Organization Citizenship Behavior	58
4.9	Correlation between Engagement Dimensions and Task Performance	58
4.10	Correlations between Engagement dimensions	59

	and Contextual Performance	
4.11	Correlations between Engagement dimensions and Counterproductive Work Behavior	60
4.12	Model Summary-Employee Engagement and Job Performance	61
4.13	ANOVA	61
4.14	Coefficients-Employees Engagement and Job Performance	62
4.15	Model Summary-Employee Engagement dimensions and Job Performance	63
4.16	ANOVA	63
4.17	Coefficients-Employee Engagement dimensions and Job Performance	63
4.18	Correlations between Emotional Intelligence and Job Performance	65
4.19	Correlations between Emotional Intelligence dimensions and Job Performance dimensions	66
4.20	Correlations between Emotional Intelligence dimensions and Organization Citizenship Behavior	67
4.21	Correlations between Emotional Intelligence dimensions and Task Performance	68
4.22	Correlation between Emotional Intelligence dimensions and Contextual Performance	68
4.23	Correlations between Emotional Intelligence dimensions and Counterproductive Work Behavior	69
4.24	Model Summary- Emotional Intelligence and Job Performance	71
4.25	ANOVA	71
4.26	Coefficients-Emotional Intelligence and Job Performance	71
4.27	Model Summary- Emotional Intelligence	72

	dimensions and Job Performance	
4.28	ANOVA	73
4.29	Coefficients-Emotional Intelligence dimensions and Job Performance	73
4.30	Correlations between Organizational Justice and Job Performance	74
4.31	Correlations between Organizational Justice dimensions and Job Performance	75
4.32	Correlations between Organizational Justice dimensions and Organization Citizenship Behavior	76
4.33	Correlations between Organizational Justice dimensions and Task Performance	77
4.34	Correlations between Organizational Justice dimensions and Contextual Performance	77
4.35	Correlations between Organizational Justice dimensions and Counterproductive Work Behavior	78
4.36	Model Summary- Organizational Justice and Job Performance	79
4.37	ANOVA	79
4.38	Coefficients-Organizational Justice and Job Performance	80
4.39	Model Summary- Organizational Justice dimensions and Job Performance	80
4.40	ANOVA	81
4.41	Coefficients-Organizational Justice dimensions and Job Performance	81
4.42	Coefficient of Determination	83
4.43	Path Coefficients and Mediation Analysis (Engagement as a Mediator)	84

4.44	VAF Values	84
4.45	Coefficient of Determination	85
4.46	Path Coefficients and Mediation (Emotional Intelligence as a Mediator)	86
4.47	VAF Values	86
6.1	Hypothesis	105

## LIST OF FIGURES

<b>Figure No</b>	<b>Title</b>	<b>Page No</b>
1.1	Different Levels of Healthcare System	3
1.2	Dimensions of Emotional Intelligence	6
1.3	Dimensions of Organizational Justice	9
1.4	Dimensions of Engagement	12
1.5	Dimensions of Job Performance	15
4.1	Proposed Model	83
4.2	Mediation Analysis	87
5.1	Study Model	99
5.2	Mediation Analysis	104



## **LIST OF ABBREVIATIONS**

---

<b>Abbreviations</b>	<b>Name</b>
OJ	Organizational Justice
EI	Emotional Intelligence
EG	Engagement
JP	Job Performance
OCB	Organization Citizenship Behavior
CWB	Counterproductive Work Behavior
TP	Task Performance
CP	Contextual Performance
DJ	Distributive Justice
PJ	Procedural Justice
IFJ	Informational Justice
IPJ	Interpersonal Justice
AOE	Awareness of own Emotions
MOE	Management of own Emotions
AOTE	Awareness of others Emotions
MOTE	Management of others Emotions
NABH	National Accreditation Board for Hospital and Healthcare providers
ISQUA	International Society for Quality in Health Care

## **Chapter - 1 INTRODUCTION**

*“The foundation for success in life is good health: that is the basis of fortune; it is also the basis of happiness. A person cannot accumulate a fortune very well when he is sick.”*

P.T.Barnum

*“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”*

World Health Organization

Health is wealth. It is a very important contributor in the process of development. It contributes in enhancing the socio economic conditions of the patients in many ways. It also provides a detailed definition of the healthcare system.

The healthcare system has become one of the largest players in terms of employment and revenue. It comprises of hospitals, laboratories, pharmacies, medical equipment, medical tourism and health insurance. The health care system is the organisations that are created to meet the needs of the population. For better functioning of these organizations it requires good financing which can be provided through either by general taxation to the state, social health insurance, out of pocket payment, private health insurance or through donations to health charities. Well-trained workforce who are ready to give their best efforts to cater to the needs of the patients even in the stressful situations. Their only motivation is patient satisfaction and improved hospital efficiency and performance. So, healthcare sector is considered an important for progress and wellbeing of the nation. In India, this sector is among the fastest growing sectors. A brief detail about the healthcare industry in India is explained in the next section.

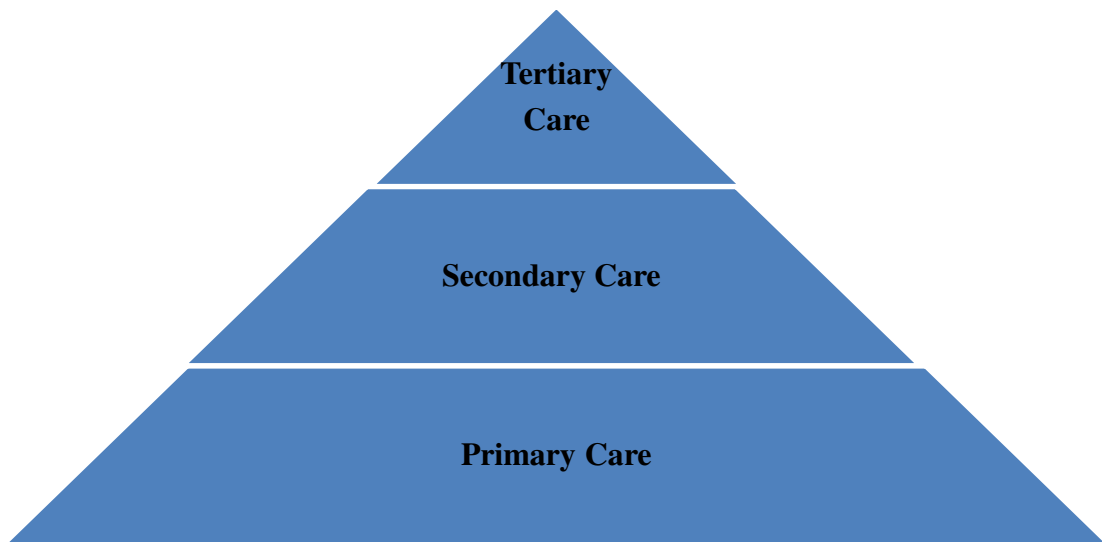
### **1.1 Healthcare Industry in India**

The healthcare industry in India is growing at a rapid rate and is expected to reach \$300 billion in 2022. The CAGR of the hospital industry in India was \$ 4 trillion in financial year 2017 and is expected to reach \$ 8.6 trillion in financial year 2022. In India, diagnostic centres have attracted US\$ 6.09 billion foreign direct investment

between April 2000 and March 2022.

Many foreign players such as Pacific Healthcare of Singapore, Columbia Asia Group, Wockhardt Hospitals Steris and many more have entered Indian Healthcare market due to potential of large market in India. These foreign players besides showing interest in investing in the hospitals in India they are showing their interest in the research and development centres in India. US pharmaceutical companies are also planning to set up a laboratory named Merck in India. The Healthcare industry is estimated to grow 16% in terms of employment from 2020-2030. In India Healthcare market is expected to reach 372 billion US dollars by 2022. Some of the private hospitals chains providing world class medical treatments to its patients includes Max healthcare, Fortis, Escorts, Apollo Hospitals, Moolchand hospital, Manipal Hospitals, etc. Today Private Practitioners and hospitals are the major players in the healthcare industry. The existing infrastructure in public hospitals is not sufficient to meet the needs of the fast-growing population. So the people are forced to go for their treatment in the private hospitals. Thus, the healthcare cost is increasing every day, as a result harming the pockets of the common people.

Healthcare delivery in India is classified into three categories that include primary care, secondary care, and tertiary care. The primary care category includes hospitals which provide basic healthcare facilities. It includes doctors, nurses and attending physicians which cater to a particular group of people. The secondary care category includes hospitals that have modern diagnostic and treatment facilities. When primary healthcare providers are unable to treat the patients so they refer them to their concerned specialists. These specialists have more specific and in depth knowledge about the problem the patient is suffering. Specialists are those who specialise on a particular part of the body. For example it includes cardiologists which focus on heart, oncologists who focus on treating cancer and many more. The third category is the tertiary care category, which includes hospitals with advanced diagnostic and treatment facilities. It means when a patient is admitted in a hospital and there is a need for higher level of treatment and more advanced specialty care. This category includes specialized procedures like plastic surgeries, neurosurgeries, burn treatments and many more complicated procedures.



**Figure 1.1 Different Levels of Healthcare System**

As the population increases, more healthcare related issues can be expected. According to Dr. Appa Rao in a Global Healthcare Summit held in Hyderabad in 2014, India's healthcare system should learn and invest more in research and development. As, India still lags behind many advanced nations in providing quality services. India also lags in providing quality care to its patients, only 2% of all hospitals in India are accredited. In the next section we have discussed why accreditation is important in the hospitals

## **1.2 Accreditation in Healthcare**

Healthcare Accreditation is very beneficial for any organisation in order to ensure quality care, reduce liability risks, and smoothly functioning of operations. It can give a view as to how to improve the organization in the years to come. NABH was established to provide accreditation to healthcare organisations. It consists of 600 and more objective elements that hospitals must achieve in order to get NABH Accreditation. For a hospital to achieve these objective elements they are required to have a process driven approach in all the activities that are taking place in the hospital whether it is registration, admission, pre, intra or post-surgery protocols. ISQUA (International Society for Quality in Health Care) is the apex body which accredits the accreditors. The NABH standards have been accredited by ISQUA, making it the leading hospital accreditation board in the world. Hospitals accredited by NABH will be able to have

international recognition, which will further improve medical tourism. Lately there were only 11 countries which were NABH (National Accreditation Board for Hospital and Healthcare providers) accredited. India has become the twelfth country to join this group. Employees are the main assets of any company. These employees work to provide a competitive advantage to any organisation. If the employees are emotionally and mentally strong, are completely immersed in their work, are willing to do extra work which are not part of their work but will improve the reputation of their organisation, if they feel a sense of justice is given to them in the work they are doing then it will improve the performance, competitive advantage as well as organisational efficiency of an organisation. In a healthcare system, employees are considered a valuable asset as they have a direct interaction with patients and are dealing with the lives of patients, so they have to be totally involved and focused while treating and providing medical services to the patients so that no medical accidents occur during the course of their treatment as a single negligence during the on-going treatment can lead to life threatening situations which not only will make the life of the patient in danger, as well as it will harm the reputation of the hospital in which such negligence has occurred as a result overall performance of the hospital will be harmed as people once heard about such case happened in a particular hospital, they will not be willing to get their treatment from that hospital as a result the hospital will lose their profit, credibility, and assurance. So it is required that the management of the hospital during recruitment process should consider all the aspects like employees Emotional Intelligence level, how much they are focused and know about their work, how much loyal are they towards their work which can be possible if employees feels that there is fairness done while distribution of rewards and is totally based on the performance of the employees. All these aspects while hiring hospital staff can only improve the performance of the hospital and that will increase the profitability reduce turnover rate and improve the hospitals efficiency. Management can also organize workshops, trainings in which employees can learn about how to deal with patients in different situations as every patient needs different treatment and services so employees should know what to do in those situations which can help in saving patients' lives.

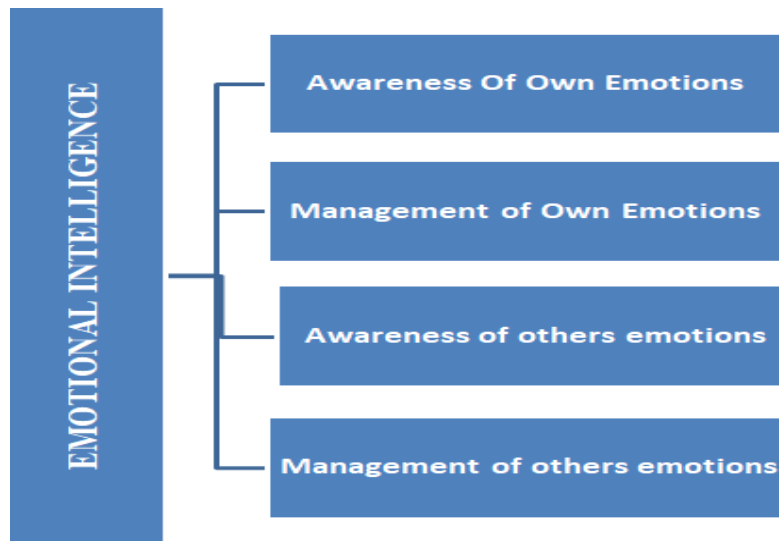
This chapter first discusses broadly about all the four variables taken in the study which includes Emotional Intelligence, Organizational Justice, Engagement and Job Performance. Then further it explains their role and importance in the healthcare sector.

### **1.3 Emotional Intelligence: An Introduction**

Emotional Intelligence as a term was first introduced by Salovey and Mayer in 1990. But Emotional Intelligence gained its popularity from the Goleman book titled “Emotional Intelligence” in 1995. From then on Emotional Intelligence has become the subject for much empirical work. Currently there are three models that are proposed which include Ability Model, Mixed Model and Trait Model. To measure the level of Emotional Intelligence the scale widely used for this model is “Mayer-Salovey-Caruso Emotional Intelligence Test” by Mayer et al. in 2002. The next model to measure level of Emotional Intelligence is trait model that was given by Petrides in 2001 which includes two types of abilities which are behavioural disposition and self-perceived abilities. The instrument widely used for this model is trait meta-mood scale by Salovey et al. in 1995. The last model to measure the level of Emotional Intelligence is mixed model which was given by Goleman in 1998 it includes both components of ability model and trait model which includes perceive emotions, Integrate emotions, understand emotions, to regulate emotions, behavioural disposition and self-perceived abilities. The instrument widely used for this model is Bar-On Emotional Quotient Inventory by Bar-on in 2004.

Today with the increase in competition and totally changed environment condition in the organization Emotional Intelligence has emerged as one of the main concern in the organization. To solve this emerging problem there are need of employees who are mentally and emotionally healthy, have good managing abilities, are professional, flexible i.e. ready to work in any environment, who are ready to help their co-workers and are able to handle relationships empathically and are ready to work efficiently and give their best to their work to achieve their goals (Salovey and Mayer, 1990).

These all can help the organization improve their effectiveness and overall Performance. So, understanding EI and its relationship with JP is very useful as many organizations are implementing emotional intelligence practices in recruiting new employees to figure out the accurate level of emotional intelligence skills they are possessing (Cadman and Brewer, 2001). It is a very important variable in the healthcare sector. Its role and importance in the healthcare sector are discussed in the next section.



Source: Salovey and Meyer (1997)

**Figure 1.2: Dimensions of Emotional Intelligence**

#### **1.4 Emotional Intelligence in the Healthcare sector**

Emotional Intelligence is an essential skill which all Healthcare professionals should possess so that best and quality services are provided to its patients. According to Forbes contributor and Founder of Leadership IQ states that Emotional Intelligence is a growing topic of concern across the nation among various healthcare organizations as stress and burnout among doctors and nurses has become more prevalent. According to Murphy many new employees recruited fail within 18 months and low Emotional Intelligence is the second biggest reason for their failing.

Today everyone is striving to provide patient centred care. To cater to this need, there are many models like operational strategies and models available, but not every organisation using this is successful. Patient-centred care is just a relationship between healthcare professionals and patients, and for this, emotional intelligence is considered an important aspect in the healthcare sector as it can help them achieve both personal and career benefits and can also help improve their performance. Emotional Intelligence is one of the most valuable assets in the hospitals. The more the Healthcare professionals are emotionally stable the better the outcomes will be in terms of patient safety, security, performance and quality assurance.

### **1.5 Organisational Justice: An Introduction**

Organisational justice was first introduced in 1990 by Greenberg. He defined Organizational Justice as the employee's perceptions of fairness in the organization. Organisational justice has been discussed for more than 40 years. The term Organizational Justice first appeared in 1960 .It first focused on DJ which is referred to as the fairness with which decisions are made and resources are distributed. Greenberg and Baron (2003) defined Distributive Justice as employees' perceptions of fairness with which resources are allocated among themselves. Distributive justice means fair distribution of duties, goods, services, opportunities, punishments, awards, promotions, etc. among employees (Lambert,2003).Employees tend to leave their jobs if they feel that there is no justice provided when rewards are distributed among them in any organisation, as a result it harms the overall performance and efficiency of the organization(Dailey and Kirk,1992)So to retain employees, to reduce turnover rates, and to increase profitability organisations should take care in distributing equal rewards among employees.

Then, further in the mid-1970's it focused on Procedural Justice which is referred to as the fairness with which employees working in the organization feels that they have given a fair chance in the process in the organization and during the process there is no biasness, is ethical and transparent. It is referred to as the fairness of using methods to determine various outcomes (Folger and Cropanzano ,1998).Past studies concerning Procedural Justice reveal a wide range of job attitudes and organization commitment (Loi et al.,2006). According to Colquitt and Chertkoff (2002) Procedural Justice refers to giving equal justice in all processes of the organizations whether it is related to equal distribution of wages among employees, giving clear information or allowing participation in decision making process. It motivates employees in doing their job faster, efficiently and with good quality. Therefore, increasing organisations overall performance (Loi et al., 2006).So organisations should make sure that their employees are provided with fair procedures so as to increase their efficiency and overall performance.

Further in 1980 the research broadened its scope on Interactional Justice which is referred to as the fairness with which the employees are treated with dignity by the superiors in the organization when decisions are made. Colquitt (2001) further divided

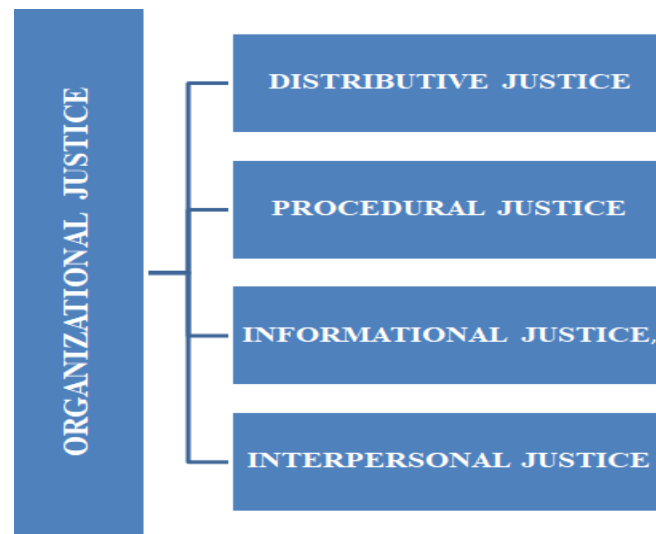


interactional Justice into two components, namely Informational Justice and Interpersonal Justice. The first component is Informational Justice, which explains the information regarding the decisions made about the benchmark taken in the distribution of rewards to its employees. It is the level at which an employee has access to information in an organisation.

According to Colquitt (2001), Informational justice is referred to as the fairness with which supervisors provide transparent and clear information to its employees. So in conclusion leaders need to be meticulous while providing correct and thorough information to their employees so it does not harm the performance of the organization.

The second component of interpersonal justice is explained as the interaction between an employee and their supervisors. Employees expect that their supervisors should treat each and every employee under them equally, give equal opportunities and Supervisors feels that the employee under them should treat them with respect, politeness and with dignity (Greenberg, 1990). Employees will feel motivated and perform well when they felt that they are treated fairly and respectfully by their superiors who are involved in making decisions.

Although Organisational Justice has been discussed for over 40 years, it is studied mostly in the western countries mainly in the USA and there are limited studies conducted in India. Many studies while explaining Organisational Justice discuss only three dimensions of Organisational Justice which included Procedural Justice (PJ), Distributive Justice (DJ), and Interactional Justice. But there are only a few studies which introduced Colquitt (2001) new two components that are Interpersonal Justice and Informational Justice. This study is an attempt to study organisational justice in the Indian context along with two new components of organisational justice, namely interpersonal justice (IPJ) and informational justice (IFJ).



**Source: Colquitt (2001)**

**Figure 1.3: Dimensions of Organisational Justice**

But before studying the concept of Organisational Justice broadly, first we need to address the question of whether Justice really matters? Wilson (1993) stated that even a small child understands the meaning of Justice. He is able to differentiate whether something is fair or not. Further, Folger et al. (1983) explained that justice is very important for human beings. Justice in the organization leads to job satisfaction, high retention rates and better job performance. It motivates employees to perform their jobs effectively and innovatively in order to produce good quality work and voluntarily take extra jobs and become more committed and focused in achieving their jobs goal. It also helps to retain employees, which can help to increase the profitability and credibility of any organisation. It can help improve the relationship among employees. In the organization literature it has been seen that if organizations treat their employees fairly the more effective the organization becomes. According to Colquitt et al. (2013) if rewards are fairly and equally distributed among all the employees based on their performance, this can reduce the turnover rates of the employees and also help in reducing Counterproductive Work Behaviour, turnover, and burnout and improving their performance, organisational commitment, and

Organisation Citizenship Behaviour. It can also help in building a cordial relationship between the employees and their supervisors by developing a trust between them (Kernan and Hanges, 2002). Fair practices are considered to be essential for an employee's stability and also for improving the performance of hospital. The importance of organizational justice in the healthcare sector is discussed in the following section.

### **1.6 Organisational Justice in the Healthcare Sector**

The hospital is a type of organisation that requires up-to-date technologies and well-experienced and efficient employees to operate on these advanced technologies to provide good quality patient care. Every patient require different services based on their treatment so hospital staff have to be well prepared and trained to provide those services to those patients .But in the recent days it has been seen that the hospital staffs are quitting their jobs. Research also shows that there are high turnover rates among hospital staff. A turnover rate of 18.2% is recently recorded in National Healthcare Retention report which is one of the highest recorded turnover rates. This high turnover rate is directly affecting the health of the patients and also harming the performance of the hospital as there is increase in the operating costs which includes costs in recruiting new employees and providing the training so that they provide better quality services to their patients. Due to the shortage of staff, patients are waiting for long hours in order to get their treatment. This can be dangerous for the patients' lives as one mistake can lead to losing life. So hospital staff is one of the most important assets for smooth running of the hospital. In order to retain Healthcare professionals, Justice in the hospital is considered to be an important aspect. Hospitals following fair practices in terms of distribution of work and other career benefits motivates healthcare professional to stay connected to the workplace and work for the benefit of both patients and for hospital. It also becomes important for the healthcare professionals performance while performing their duties. Research shows that when hospital staff receive fair information and are provided with rewards equally and fairly according to their performance, then employees will feel a sense of motivation to receive those rewards by improving their performance as such by doing their duties and never taking any leave of absence from their work and treating their patients with proper sincerity and are ready to learn about new treatment that can improve patient

health. It also helps in delivering timely treatment to their patient's there by improving patient's life and improving hospitals performance and overall efficiency.

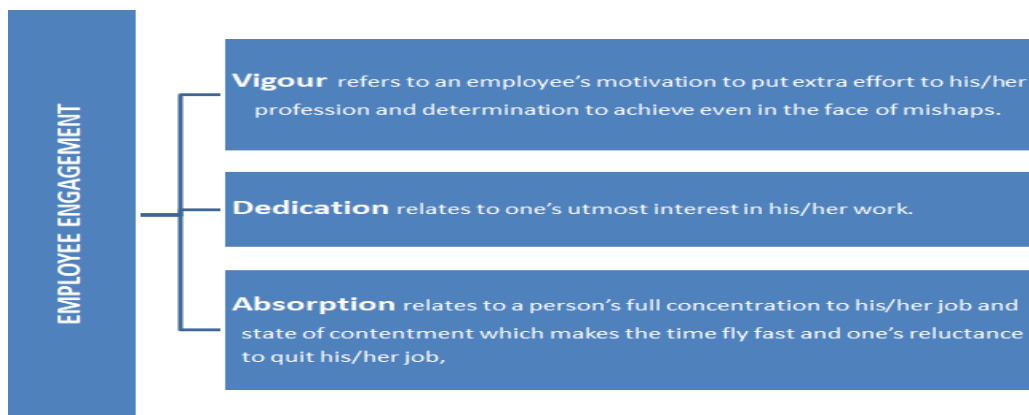
### **1.7 Engagement: An Introduction**

An employee Engagement concept first appeared in management theory in 1990. But it became popular in management practices since 2002. William Kahn defined employee engagement as employees being physically and emotionally involved in their job. Schmidt et al. In 1993 explained employee engagement as the employees being involved in their job, committed in their job and as well as satisfaction with their job.

Organizations are competing with each other to sustain in today's world market fluctuations and technological advancements. For success in business, employees need to be committed and focused in their work. But retaining employees is one of the biggest problems that today's organisations are facing. Recently, employee engagement has received attention from many experts as it is considered as one of the most important predictors for the organisation's success. It also addresses many multiple concepts related to customer loyalty, customer satisfaction and for business success and profitability. It also addresses problems at individual level, such as job performance, absenteeism (Gallup, 2013). It is attracting attention of many practitioners and academicians (Saks, 2006). According to international Survey research, Employee Engagement is explained as the employees' commitment in their work and employee retention to improve performance and achieving success.

To quantify the degree of Employee Engagement the broadly utilized scale is Utrecht Work Engagement Scale proposed by Schaufeli et al.(2003). The model incorporates three aspects which are Vigor, Dedication and Absorption.

Vigour is explained as employees investing their great energy and effort while working and are ready to work even in stressful environment. Dedication refers to employees feeling a sense of significant in the work they are doing, and employees are proud of their job and ready to face any challenges. Absorption is explained as an employee totally immersed in their work and cannot separate them from their work so time passes by quickly and they are so immersed in their work that they are not aware of the things that are happening around them.



Source: Schaufeli et al. 2006

**Figure 1.4: Dimensions of Engagement**

According to Lockwood (2007) bureaucracy and heavy workloads are the key factors causing employees to be in stress as a result leading to disengaged employees. Macey and Schneider (2008) stated that employees working in an organization cannot always perform with their highest level of energy all the time. There is a consistent need for engaged employees to guarantee representatives prosperity so workers are occupied with their work to accomplish hierarchical objectives. So, there is a need to study Engagement (EG) and its influence on Job Performance (JP) in order to clearly understand the link between them (Robertson-Smith and Markwick, 2009). This can be done by providing training to the employees so that they can improve their ability to engage their staff. The following policies and strategies for engagement are as follows:

**Table 1.1 Policies and Strategies for Engagement**

S No.	Policies and Strategies
1	HSE Corporate Plan 2015-2018- Its fourth goal is engage, develop and value for delivering best and good quality service to their patients.
2	National Service Plan 2018-The commitment is to engage and value the employees to deliver best quality care services to the people.
3	Quality framework 2016-The organization having engaged culture helps in encouraging the employee in developing new ideas and also helps in delivering best quality services to their people so that they are satisfied with their job.

Employee engagement is very essential for any organization especially healthcare sector where patient's life is at stake to incorporate employee engagement practices so as to achieve better patient satisfaction and performance.

Its importance in the healthcare sector is discussed in the following section.

### **1.8 Engagement in the healthcare sector**

Research shows that healthcare professionals are those who are closer and have more contact with patients. Work of Engaged Healthcare professionals is reflected in the quality of patient care and it also reduces the number of patient's deaths according to Gallup. Overall turnover rate of Healthcare professionals reduces as a result increasing operating margin.

Patient satisfaction is one of the most important goals for any hospital. When healthcare professionals are more engaged in their work it shows success in the ongoing treatment,, as a result leading to 100 % patient recovery and a high hospital rating. Rothbard (2001) stated that engagement is important for employees performance and as well as individuals well-being. According to the US Joint Commission on the Accreditation of Healthcare Organizations there is a need for high quality healthcare and health workplaces. It means that to provide high-quality care, we need highly qualified employees that are more engaged in their work and only focus on providing the best care services to their patients, which will benefit in improving hospitals performance. An engaged employee delivers timely and good quality care to their patients,, and it also helps in reducing patient mortality, reducing the number of healthcare accidents, improving clinical and patient care,, and improving the improving the staff wellbeing rate. It also helps in higher income growth, better patient satisfaction and overall hospital's performance.

### **1.9 Job Performance: An Introduction**

Job Performance is an important outcome for any organization. It is alluded to as the exercises that are performed by the workers straightforwardly and by implication to accomplish the hierarchical objectives. Campbell (1990) stated that job performance is a multidimensional construct. He divided Job Performance into eight dimensions which includes task specific behaviours which include the behaviours which are task orientated which an employee do in their job, nontask orientated behaviours which include behaviours which are not necessarily be task orientated but these are the

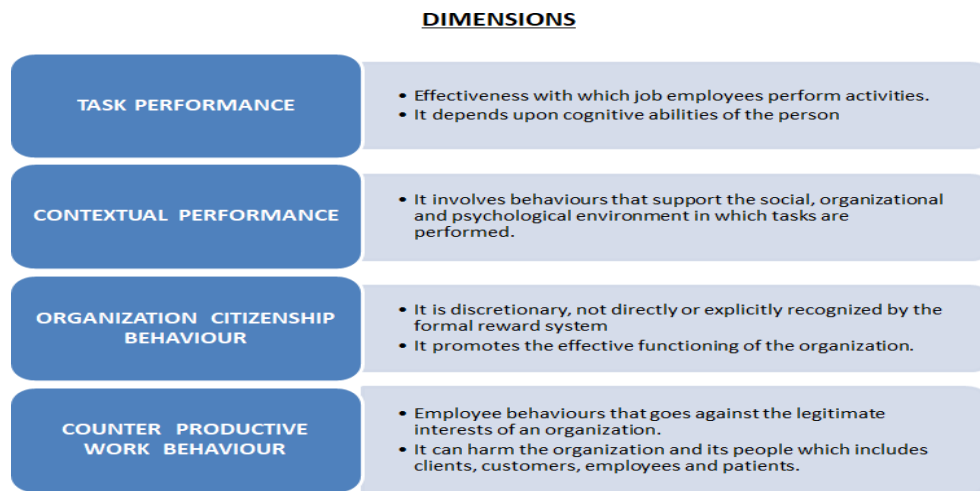
behaviours which an employee have to do but are not necessarily related to a particular job, Written and oral communication task where an employee has to prepare an oral or written presentation and then deliver this to various audiences, employees commitment in work, employees having good personal discipline i.e. not violating the law, degree to which an employee help their coworkers in a group while achieving the group goals, supervisory component,, and Managerial task is where a manager helps a group or an individual employees so that they can achieve organisation's goals. Job Performance may also be divided as employee behaviours which include CWB, Task Performance (TP), and OCB which influence organisational effectiveness.

According to Campbell 1990 there are different kinds of activities included in an individual Job Performance that contribute to an organization in many different ways. The first aspect of job performance incorporates task performance. Task Performance is characterized as the exercises that are performed by an employee to perform the task given to them by the organization so as to achieve the organization's goals. Campbell (1990).It includes activities which are directly related to accomplishment of organisational goals or involved in accomplishment of organisations technical core (Borman and Motowildo, 1993).The behaviours showing Task Performance are relatively static overtime as the employees involved in this are totally engaged and focused in their work and are only concerned about how to achieve the goals and responsibilities given to them by their organisations. The second aspect of Job Performance is Contextual Performance. It was first identified by Borman and Motowildo in 1993 in research related to industrial and organisational psychology research. Since then, Contextual Performance has become an important feature of Job Performance and has attracted the interest of many researchers.

Contextual Performance is defined as the activities which are involved in the psychological and social core of an organization. It also includes a person's voluntary willingness in doing an extra job that is not mentioned in their job description, willingness in helping coworkers and many more behaviors. These behaviours help improve the efficiency of the organisation and also increase an organisation's competitive advantage.

The third aspect of Job Performance is Organization Citizenship Behavior. It is a type

of behaviour in which an employee is performing the job given to them by an organisation and they are willing to perform extra job which are not part of their job but which can enhance the reputation and effectiveness of an organisation (Podsakoff et al., 1990).



**Figure 1.5: Dimensions of Job Performance**

There are different dimensions of Organisation Citizenship Behaviour which includes Altruism, it involves behaviours in which employees are willing to help their co-workers within or outside an organisation, Conscientiousness, it includes behaviour which are not only limited to the organisation roles, rather it goes beyond to the minimum roles that are required by an organisation, Civic Virtue it includes behaviours where an employee has a deep concern of an organisation, Courtesy, it involves behaviours of being polite and helping others at work and Sportsmanship includes behaviour where employees are not complaining about trivial matters and has a tolerance power to deal with organisation matters. Counterproductive Work Behavior includes behaviors which are not benefit and are harmful for the legitimate interest of an organization (Spector et al.2006).Different dimensions of Counterproductive Work Behavior includes Absenteeism it includes no of days an employee is absent from their work, Cyber Loafing is defined as an employee’s using net for some other purposes which is not related to their work during their working hours, Knowledge Sabotage is when an employee deliberately gives wrong information to their co-workers, Lateness is where an employee comes late to their



workplace which harms the effective functioning of an organization, Sabotage is where an employee damage the property of an organization and theft is where employees are taking things from the organization without taking permission and which are not related to them. Job Performance plays an important role in various organizations' decisions related to promotion, retention of employees (Scullen et al., 2000).It also plays an important part in achieving greater customer satisfaction and efficiency. Patient satisfaction is one of the important goals of any hospital. So, job performance in the healthcare sector is very important. Its role in the healthcare is explained in the following section.

### **1.10 Job Performance in Healthcare sector**

Healthcare sector has to be safe, timely, patient centered, acceptable and accessible. Healthcare professionals are either serving in the government hospitals or private hospitals and they are obliged to carry out tasks which are related to healthcare. They are working in hospitals that order them to follow strict policies and procedures for the safety, security and quality of the patients. According to Schwirian (1978) Job Performance in healthcare institutions is defined as how well healthcare professionals perform their tasks given to them. Job Performance in the healthcare industry is very important as it is involved in saving and bettering patients' lives. When healthcare professionals are performing properly it improves the patient care which is ultimately one of the most important goals for all the healthcare professionals working in any healthcare organization to achieve. This has an impact on safety, security and quality of patient care. When employees are performing better there are less chances of medical accidents to occur and patients feels that they are secure, safe and in the right hands giving them a sense of confirmation that they will get better if they receive treatment in a particular hospital. Once the patients are satisfied with the performance of the hospital, they become loyal to that particular hospital and also give positive reviews to other people about the hospital, as a result the brand name, performance as well as overall efficiency of the hospital improves. So, to increase hospitals performance and efficiency, hardworking healthcare professionals are required that are ready to devote themselves in their work without concerning about what is happening in the surroundings. For this management of the hospitals should organize timely workshops, trainings so that these healthcare professionals be able to learn how

to deal different patients with different services in different situations so that when they come across patients they will be able to provide with accurate services on right time thus, improving the life of the patient which will further helps in boosting the hospitals performance.

## **CHAPTER 2 REVIEW OF LITERATURE**

### **2.1 Variables of the research study**

This review focused on concentrating on the connection between Employee Engagement, Emotional Intelligence, Organisational Justice, and Job Performance among Healthcare professionals in North India. Thus the survey is introduced under these four factors.

### **2.2 Emotional Intelligence (EI)**

In the past 20 years, many researchers have written and explored Emotional Intelligence role in different workplaces. They have explained Emotional Intelligence and its various models, their relationship with other variables and its impact on various work outcomes which includes Job Performance. In this competitive world where employees are in the grip of stress, anxiety, depression and emotional ailments There Emotional Intelligence becomes a key factor for the organization to incorporate as it is linked to the organization's Job Performance, decision making process and in also the efficient working of the organizations .It also plays an important role in Human Resource Planning like in recruiting, interviewing and also in the selection process of an employee in the organization. So as a whole it has a major part in effective functioning of the organization and also in improving its performance. Salovey and Mayer (1990) characterized Emotional Intelligence as a capacity of a person to direct and deal with own feelings and handle feelings of others. The idea is to distinguish between different emotions in order to use this information to think and behave suitably to achieve the organization's goals on time. Later it gained its popularity in the Goleman book titled “Emotional Intelligence” in 1995. Goleman (2002) characterized EI as ability to appreciate people on a profound level as a capacity to figure out one's own feelings and furthermore to grasp its effect on others. Naeem and Raghavendran (2009) put some light on the importance of EI in the organisation and found that emotional intelligence plays an important role in achieving the goals of an organisation and is responsible for an organisation's success. He found in his study that an Emotionally Intelligent employee is mental and emotionally healthy and are more committed to their job and is more focused in

achieving their goals. They also stated that Emotional Intelligence is related to spiritual values which include forgiveness, honesty and gratitude, etc.. Goleman (1998) studied the importance of emotional intelligence among the salespersons of national insurance companies and found that the sales persons who have a high emotional intelligence were able to sell more insurance than the person with low emotional intelligence.

**Table 2.1 Definitions of emotional intelligence**

Authors	Definitions
Salovey and Mayer,1990	Emotional Intelligence is defined as the ability to monitor ones owns emotions and others emotions to discriminate between them and to use this information to guide one’s thinking and actions.
Mayer and Salovey,1997	Emotional Intelligence is defined as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to personal growth.
Golemann,1998	Emotional Intelligence is defined as the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationship.
Golemann,2001	Emotional Intelligence is defined as the ability to monitor and regulate emotions in ourselves and in others.

Karimi et al. (2021) found that emotional intelligent employees caters to the needs of the patents and are able to deliver better quality patient care. Picon et al. (2021) stated that emotional intelligence is an essential skill for professionals working in the healthcare sector. Snowden, A. (2015) access the association between emotional intelligence, mindfulness, and caring experience among nurses and midwives and found that women are more emotional intelligence compared to men. Nwankwo et al. (2013) discussed that doctors who understand the needs, feelings and issues of the patients are able to treat the patients in an effective manner. Saeid et al. (2013) aimed to study the association between emotional intelligence and demographic variables among nurses working in Trehan hospitals. The results showed that self-awareness

and social awareness were having high levels of scores as compared to the remaining parameters. Bushara B. and Talib P. (2012) discussed that Emotional Intelligence helps in reducing anxiety among the medical workers and it also helps employees to complete their goals in an effective way and also helps employees in realizing the effective and efficient ways a job can be fulfilled. Hefferman et al. (2010) found that among medical health workers treating patients in extreme working conditions, emotional intelligence acts as a booster. This can be seen that when employees are not emotionally stable then there are chances for medical accidents to happen. In medical professions, 1% chance is dangerous for life so, in this situation where life of a person is at stake there only emotionally intelligent employees are required. Brundin et al. (2008) discussed the importance of emotional intelligence among healthcare managers, affecting employees and the results show that managers who have adopted emotional intelligence parameters were able to monitor the negative emotions of their employees and further try to give them a positive direction that would help improve the satisfaction level of the employees in their job and also helps in improving their job performance. McQueen A.C.H (2004) investigated the impact of Emotional Intelligence among nurses working in different hospitals. The results showed that in a nursing profession employees need to adopt new methods in order to maintain harmony at the workplace where Emotional Intelligence helps in maintaining better human relations. Emotional Intelligence helps in upgrading the values of employees and also helps in maintaining a good employee organization relationship (Carmeli, 2003).

### **2.3 Job Performance (JP)**

Today, to deliver the most affordable and best quality services to its customers, organisations need to improve their performance. It is an important outcome in achieving success that further leads to increase customer satisfaction, retention of employees, and earning more profits. Job Performance is defined as the activities performed by the employees to achieve organizations goals. Campbell (1990) defined Job Performance as those behaviours that individuals do to achieve the organization's goals. Nasurdin and khuan (2007) states that Job Performance is all the direct and indirect activities which can be evaluated.

**Table 2.2 Definitions of Job Performance**

<b>Authors</b>	<b>Definitions</b>
<b>Canpbell,1990</b>	Job Performance is those behaviours that individuals do to achieve the organizations goals.
<b>Berman et al.,2010</b>	Job Performance is defined as the activities performed by the employees to achieve the organizations goals.
<b>Nasurdin and Khuan,2007</b>	Job Performance is all the direct and indirect activities which can be evaluated.

**2.4 Organisational Justice (OJ)**

Today for the stability of employees one the most needed aspect step in the organization is to incorporate justice in the organization. It is defined as the employees perception of fairness in the organization (Greenberg,1990).Employees are concerned about the transparency of information related to distribution of rewards and the policies/practices followed in the organization (Moorman,1991).It is a degree of fairness in an organization(Colquitt,2001).According to Simpson and Kaminski (2007) employees feel satisfied with their job if they feel that the rewards are allocated among the employees fairly based on their performance. Greenberg (1993) proposed a concept of organisational justice that included three dimensions, namely procedural justice, distributive justice, and interactional justice. Later Colquitt (2001) developed a four factor model which includes four dimensions namely Distributive Justice which is defined as the fairness with which the rewards are distributed among employees(Colquitt,2001).It is the fair compensation that employees receive(McFarlin and Sweeney,1992).It is a degree to which rewards are allocated on the basis of performance (Moorman,1991). Procedural Justice, which is referred to as the fairness with which employees working in the organization feels that they have given a fair chance in the process in the organization and during the process there is no biasness, is ethical and transparent. It is referred to as the fairness of using methods to determine various outcomes (Folger and Cropanzano, 1998). Informational justice is referred to as the fairness with which supervisors provide clear and transparent information to their employees. So in conclusion, the leader needs to be meticulous

while providing correct and thorough information to his employees so that it does not harm the performance of the organisation (Colquitt et al., 2000). The fourth dimension of organisational justice is interpersonal justice which is explained as the fairness with which employees are treated with respect by superiors. It is catered with respect, justification, and truthfulness (Bias and Moag, 1986). Colquitt et al. (2001) found that the components of Organisational Justice contribute moderately too highly towards the variance explained in the fairness perceptions. Ambrose et al. (2007) found that distributive justice affects attitudes related to performance evaluation, whereas procedural justice affects attitudes related to organisation commitment. They also found that the event mediation model is the best suited model that best explains the relationship between different dimensions of Organizational Justice and attitudes. Gilaninia and Abdesonboli (2011) discussed the role of Organizational Justice among employees working in public hospitals in Rasht and found that interactional justice and Informational Justice are high in their organization followed by Distributive Justice and then followed by low Procedural Justice and it also suggested hospital authorities to adopt practical solutions like following fair procedures while distributing salary, promotions, bonuses etc. to its employees based on their performance which can further help in improving dissatisfaction among employees and help them to work more effectively to produce better output, which will be beneficial for their organisation in which they are working. Mohamed (2014) also found that nurses working in the public hospital in Egypt perceive Procedural Justice as the lowest Organizational Justice with regards to pay raises, promotions, organizational commitment and Job Performance. Fairness in allocation of resources in terms of pay, promotions, career benefits and the decisions outcomes motivates employees to work with full commitment and dedication to achieve organisational goals and never taking any leave of absence. Fairness in the organization helps in reducing the turnover rate, increase productivity and performance of the organization. It motivates employees to perform their tasks and duties in more efficient way and helps in boosting positive behavior related to organizations such as improving Job Performance (Walumbwa et al., 2009), Organization Citizenship Behavior (Gurbuz et al., 2016; Tziner and Sharoni, 2014).

**Table 2.3 Definitions of organisational justice**

<b>Authors</b>	<b>Definitions</b>
Greenberg,1990	Organizational Justice is defined as the employees perception of fairness in the organization
Colquitt,2006	Organizational Justice is a construct that explains an individual experience in an organizations setting in terms of fairness based on situational and personal factors.

### **2.5 Employee Engagement (EG)**

However, engagement is considered an important aspect in the healthcare sector as in the healthcare sector we are dealing with the lives of people, so hospital staff should be more focused and engaged while treating a patient so as there are no medical accidents that can harm a patient's life, this can make the hospital as a destination workplace and a profit-generating organisation (Rao,2012).Kahn (1990) defined Employee engagement as a situation where employees are fully immersed in their jobs, tasks, and roles.

and responsibilities given to them try their best to achieve and those tasks which help in achieving their career benefits.

**Table 2.4 Definitions of Engagement**

<b>Authors</b>	<b>Definitions</b>
Catteeuw et al.,2007	Employee Engagement leads employees to think about new ideas on how to improve their work so that it can further improves effective functioning of an organization.
BT,2008	Employee Engagement is a mixture of thoughts, attitudes and behaviours which will further result in job satisfaction, employee commitment and loyalty
University of York,2008	Employee Engagement is a combination of employee commitment and willingness to help co-workers in their problem.

It is employees loyalty, effectiveness and commitment in their work (Xiao and Duan, 2014) and employees Dedication, Vigor, Absorption and organizations identity (Liu,



2016). It also includes three elements namely say, stay and strive and also how much they are committed towards their work that they are also ready to do extra work which are not part of their work but which can further help in uplifting the organization's reputation and performance they are working for. (Hewitt, 2004). According to May et al. (2004) there should be a well-established management that can help in creating a culture of maintaining Employee Engagement. Studies show that engagement helps in improving the performance of any organization. Gupta (2008) argued that only an engaged employee is the one who is completely loyal and are emotionally connected with the organization and they know their responsibility of fulfilling the goals given to them on time. Engaged employees are those who know about their duties and goals and are ready to put their all energy and effort in accomplishing their goals thus enhancing their performance. Mishra (2014) found employees who are more engaged are more inclined to their job, are determined to complete their tasks on time by putting their all energy levels and efforts and are ready to go extra miles even during difficult times thus, improving the performance of the organization. Rana et al. (2019) found a significant impact of Engagement on Job Performance. It means when an employee is fully engaged in their work they put extra efforts in doing extra jobs which are not given to them but which will help in improving the performance of the organization.

## **2.6 Emotional Intelligence and Engagement**

The two important factors in today's competitive era are emotional intelligence (EI) and engagement (EG) for any organisation, as it is concerned with organisation profitability, reducing the employee turnover rate, improving performance, and overall organisational efficiency. Researchers have tried to explore their relationship as to how Emotional Intelligence influences and impacts engagement of employees in various different organizations which includes universities, hospitals, banks and many more. Muizu (2017) analysed the influence of personality on emotional intelligence and employee engagement among Rural Bank employees in West Java and found that emotionally intelligent employees are able to properly alter their emotions according to the situation's requirements. They know when to use emotions and when they should behave rationally. These are the employees who have the capacity to work long hours and give their best even during difficult situations. Devi (2016) found that

employees having positive emotions are able to show their best skills and abilities in their work which affect positively with both engagement and performance. Mwangi (2014) studied the relationship between Emotional Intelligence on employee engagement sustainability among employees in public universities in Kenya and found that employee Emotional Intelligence dimensions were able to impact and influence employee engagement basically in order to fulfill organizations vision and in order to improve organizations effectiveness. Martin et al.(2021) found a positive relationship between Vigour, Dedication, and Absorption and Emotional Intelligence among high school students. High level of emotional intelligence among employees allows employees to show their best skills and talents, solve complex problems, and voluntarily take extra jobs and become more dedicated and absorbed in their work. Low level of Emotional Intelligence decreases engagement level due to increase level of emotional exhaustion. High level of Emotional Intelligence increases Engagement levels among employees resulting in greater job satisfaction and performance. Similar results were found in studies done by (George et al.,2021;Zhoc et al.,2021).George et al.(2021) examined the relationship between Emotional Intelligence and Engagement among public sector employees in Nigeria and found that emotionally intelligent employees understand to manage their emotions that leads to higher engagement of employees. Zhoc et al. (2021) found that emotionally intelligent students are better engaged in their studies, have higher learning and have higher academic achievement.

## **2.7 Engagement and Job Performance**

Engagement is related with how an employee's feels at their work and how they are treated (Bates, 2004).According to Robinson et al. (2004) Employees who are engaged, committed and are ready to put their extra effort in their work those employees are the ones who are responsible for increasing the competitive advantage of an organization and generating a favourable business environment (Kang, 2014). Now Organizations is also considering Engagement as a very beneficial factor in increasing the profitability and productivity (Swarnalatha and Prasanna, 2012). Ariani (2013) found that an engaged employee is performing efficiently towards fulfilling their goals and are also willing to take extra jobs which are not part of their job but which can help in uplifting the reputation of the organization thus improving the organization performance. Mortimer (2010) discussed the benefits of an engaged

workforce in an organisation. He discussed that an engaged workforce leads to improved productivity, performance, quality service, strong connection among employees, a good understanding between employees and their supervisors and reduced turnover rate and absenteeism among employees. Engagement helps in delivering a high Job Performance, customer satisfaction and employee retention rate. An engaged employee understands their responsibility towards the organisation and is more committed with their work thus producing good quality of services (Haid and Sims ,2009).Saradha and Patrick (2011) have discussed that the main aim of any organisation is to improve their productivity, increase customer satisfaction and reducing turnover rate and absenteeism and also discussed the measures that HR Manager of an organisation should incorporate so that employees are more engaged and satisfied in their work, which in turn can help an organisation overall performance to improve. According to Shuck and Albornoz (2007) many organizations are now adopting engagement as an important contributor in order to improve its performance and also to lower down the retention rate of its employees. Kumar and Swetha (2011) in their study explained that employee engagement helps in achieving organisation success. As it helps in improving employees retention rate, customer and employee satisfaction, employee performance and also in improving overall performance of an organization. Similar results were found in studies done by (Motyka, 2018; Shrestha, 2019; Lackmann et al., 2021). Dajani (2015) found that work engagement has more influence on work performance than organisational commitment among 200 bank employees working in private and public banks in Cairo-Egypt. Ahmed et al. (2018) explained that an organization having an engaged and committed workforce that organization will achieve success the performance of their employees will improve and as a result overall organizations overall performance will be improved. All dimensions of Engagement Vigor, Absorption and Dedication have a significant impact on Job Performance (Jaya and Ariyanto, 2021). Vigor is important predictor for sustainable performance ( Kartal, 2018;Bakirtzis and Myloni,2020; Bhardwaj et al.,2020;Khusanova et al.,2021).It is used as motivational tool for lowering the turnover rate and increasing organizational efficiency and performance. One of the most important reasons for an Engaged employee showing high Job Performance is due to employee's positive emotions while working in the organization (Bakker and

Demerouti, 2008). Bhardwaj and Kalia (2021) also found that employees who were more energetic and happy to be involved in their tasks were most likely to show high job performance. Lowe (2012) found that Engagement is a key determinant in healthcare sector as it concerns the life of a person. High employee engagement (EG) leads to fast recovery of patients and also improved hospitals performance and efficiency (Stirpe et al., 2022; Sanlioz et al., 2022). Thus, a high level of engagement in work motivates employees to show their capabilities and strength to face new situations and deal with different patients with different problems. Literature shows that the maximum studies were conducted in the USA and in the Netherlands and very limited studies have been conducted in India. Among the various studies showing employee engagement relationship with job performance across various industries, health care sector included only 6%.

## **2.8 Engagement and Organizational Justice**

During the past few decades especially in healthcare industry burnout is one of the typical syndrome among healthcare professionals that needs to be taken care of. There is a recent shift towards positive behavior in the organization and researcher are more focusing on work engagement (Bakker and Demerouti,2008).Today researchers doing research on work engagement are more concentrating on job resources(Garrrsa et al., 2011).When an employee feel that there is a transparency and equality in an organization then they will feel more positive towards their job, they will be more engaged and satisfied in their job and as result there performance will improve .Zhu et al.(2015) found a positive impact of Organizational Justice on work engagement among the nurses working in the hospitals in China. Ozer et al. (2017) examined whether different dimensions of Organizational Justice perceptions of healthcare professionals working in a state hospital in Turkey have effect on work engagement levels and found that as the Organizational Justice perceptions increases the work engagement levels of Healthcare professionals also increases. The greatest effect on work engagement levels was due to distributive justice. The study also recommended further research in this field as of yet limited literature is found discussing Employee Engagement Relationship with Organisational Justice specifically in the healthcare/medical sector. Sze and Angeline (2011) revealed that distributive justice has a more profound relation with work engagement as compared to procedural

justice. Saleem et al. (2016) also found that three dimensions of Organizational Justice significantly predict organization engagement through mediation of work engagement. Aggarwal and Mittal (2021) found that fairness in distribution of tasks, resources and in decision making process motivates employees to work effectively to achieve organizational goals, set new standards and take extra work which helps in benefitting the organization and to become more dedicated and passionate towards their work. Similar results were found in studies (Chinenye and Unachukwu,2022;Mulang,2022).Fairness in the organisation helps create a stress-free environment which enables employees to rationally think and become more involved and attached to their work, thus increasing their satisfaction, productivity, quality, and performance.

## **2.9 Emotional intelligence and job performance**

Hamdan et al. (2016) studied the relationship between Emotional Intelligence and Job Performance among nurses in 6 hospitals in Jordan by using regression analysis and correlation analysis and found that emotionally intelligent employees are able to work in more efficient and in more affective way. They are able to properly adjust their emotions according to the demand of the situation and act rationally while providing treatment to the patients, thus benefiting the health of patients and improving the performance of hospitals (Zaman et al., 2021; Alonazi, 2020).Satisfactory level of emotional intelligence on job performance was found in nurses working in hospitals in Saudi Arabia during COVID-19(Alonazi 2020). High levels of emotional intelligence increase your job performance (Asiamah, 2017; Goh and Kim, 2021; Stawicki et al.,2022;Gobelny et al., 2021; Law et al.,2008;Cote and Miners,2006). Fujino et al. (2015) also found that high level of EI in nurses continue to gain new knowledge about new advancements in the treating process and continue to improve their nursing skills. The literature shows that there are some studies that show no association between emotional intelligence and job performance, including (Brooks, 2002; Bresnik, 2004; Shaffer & Shaffer, 2005; Bohrer, 2007). There are some studies showing a significant and positive relationship but there are some studies depicting an insignificant relationship between them. The studies showing insignificant relationship includes Vahidi et al. (2016) established an insignificant connection between the ability to appreciate people at their Job Performance and Emotional

Intelligence among medical attendants in North West of Iran and found that there was no significant relationship between nurses Emotional Intelligence and Job Performance. The reason may be due to nurses only perform the daily activities given to them but refuses to give personal attention to their patients. Kessi et al. (2022) also found an insignificant connection between these two variables among Islamic private lecturers. Lindebaum (2013) found that the ability to appreciate anyone at their core somewhat directs the connection between psychological well-being and some, however, not all parts of Job Performance. Greenidge et al. (2014) contended that capacity based ability to appreciate individuals on a profound level and its four aspects is essentially identified with logical execution however contrarily identified with counter useful work behavior. Empirical research has shown that there is an immediate connection between the capacity to understand anyone at their core and different components of job performance. Past examinations showed huge and positive connection between the capacity to appreciate anyone on a deeper level and two kinds of organization citizenship practices (Devonish and Greenidge, 2010) and Task Performance (Carmeli and Johnson, 2006). Bansal et al. (2021) found that employees with high EI are able to cope with the stressful situations, have high tolerance power and work effectively to achieve goals of the organizations thus, enhancing organizations job performance, customer satisfaction and overall efficiency of the organization.

### **2.10 Emotional intelligence and organisational justice**

Researchers are showing their interest towards Organizational Justice for over last three decades (Colquitt, 2001). Moreover researchers are showing much attention towards theoretical development of Organizational Justice and cognitive appraisal of emotions. Recently many studies have shown interaction between interactional justice (Bias and Moag, 1986) and Procedural Justice while predicting various discrete emotions (Krehbiel & Cropanzano, 2000). Di-Fabio and Palazzeschi (2012) observed that capacity to appreciate individuals at their core aspects showed a minor job in clarifying various components of Organizational Justice as for Distributive Justice and Procedural Justice however showed a more prominent job in clarifying various elements of Organizational Justice with Informational Justice and Interpersonal Justice. Further Devonish and Greenidge (2010) examined that undeniable degree of

the ability to understand people at their Emotional Intelligence and Procedural Justice among representatives brings about a significant degree of logical execution. Titrek et al. (2015) established that there was a positive, yet frail relationship between the capacity to understand people emotions and Organisational Justice. Fairness in the organization enables employees to experience another person's emotions in a more healthy and productive way. Emotionally intelligent employees have a better career outlook, good communication with others, better respect for others, integrity, and good attitude towards work (Mustafa et al.,2023;Bilal et al., 2021; Bisjuel et al., 2019).

### **2.11 Organizational Justice and Job Performance**

Fairness in the organization motivates employees to perform their job efficiently and take extra job that are not part of their main job so as to increase hospitals efficiency and reputation (Demirkiran et al.,2016;Sapkota,2012). Devonish and Greenidge (2010) in their study revealed that organization justice dimensions showed a significant relationship with dimensions of Job Performance (Contextual Performance (CP), CWB and Task Performance (TP)). The results showed that this justice helps employees perform their tasks effectively and also goes beyond or above to achieve organisational goals. It also encourage employees to engage in positive behaviours rather engaging in negative behaviours like CWB(Sad, anger) .Gillet et al. (2013) found a positive and significantly influence of Procedural Justice on need satisfaction and organization support which in turn showed a positive effect on Job Performance of nurses working in different units of hospitals in France. Suleiman and Kathairi (2013) also found that fairness in the procedures followed while allocating resources in terms of pays and promotions helped in maintaining a good manager-employee relationship (Arab and Atan,2018) thus reflecting positively on Job Performance (Faeq and Ismael,2022; Ahmad and Jameel,2021;Yu et al.,2022).Jameel et al.(2020) found that Distributive Justice and Interactional justice have more impact on academic performance. Colquitt et al.(2008) founded the procedural justice relation with task performance but no critical connection was found between task performance and interactional justice. Mohamed (2014) found a positive association between Informational Justice and quality performance. Similar results was found in studies showing Informational Justice have significant relationship with Job Performance (Ali, 2016;Xiaojun and Wenhua, 2009;Mohamed, 2014). Informational justice

improves the sense of group standing and self-worth among employees. Employees have a positive attitude towards fair information communicated to them regarding decision outcomes and allocation of resources in terms of pay, bonuses, promotions, etc. So, they exhibit greater performance as such by doing their duties and never taking any leave of absence from their work and treating patients with proper sincerity. Ekingen (2021) found a significant impact of OJ on JP among nurses working in hospitals. Fairness in the organisation helps employees to perform their tasks and duties in a more efficient way and helps in boosting positive behaviours related to organisations such as improving Job Performance.

### **2.12 Emotional Intelligence, Organizational Justice and Job Performance**

Devonish and Greenidge (2010) studied that all three aspects of Organizational Justice Distributive, Procedural and Interactional Justice, are significantly associated with Task Performance, Contextual Performance, and Counterproductive Work Behavior. He also explained that fairness in the procedures followed in the organization motivates employees to have better control over their emotions leading to employees engaged in higher levels of Contextual Performance (CP). Titrek et al. (2015) found no significant correlation between EQ and OJ. To improve OCB of school principal of the school needs to properly manage school internal work fairly, principal of the school should treat every teacher equally, follow fair practices and there should be proper communication channels and fair distribution of work among teachers. The high level of EI enables employees not to lose their control over their emotions even in case of injustice rather perform by going beyond their main job contract, thus enhancing contextual performance. Emotional Intelligence entirely mediates the relationship between Organizational Justice and job Performance (Pracha et al.2020; Bilal et al.2021).Russel Cropanzano et al. (2005) found that Emotional Intelligence mediates the relationship between Organizational Justice and Job Performance. Fairness in the organization can influence an individual's behavior, emotions and attitude which further influence performance. Injustice and unfairness in the organization leads to negative emotions such as anger, sadness which further leads to Counterproductive Work Behavior (abuse, production deviance, withdrawal (Khan et al., 2013). Fairness can help in generating positive behaviours and emotions which helps in boosting performance and satisfaction both to the employee as well to the



customer/client.

### **2.13 Engagement, Organizational Justice and Emotional Intelligence**

Tamta and Rao (2017) found that justice is the organization motivates employees to stay connected with their job, increase emotional stability among employees which encourages them to put their all energy and efforts in performing their tasks thus leading to increase organizations productivity. Zhu et al. (2015) also examined the mediating role of Organizational Justice (OJ) on Emotional Intelligence (EI) and Engagement (EG) among registered nurses at four prestigious tertiary hospitals in Jinan, China. The results show that nurses having high EI are able to clearly interpret behavior and attitudes of other people and are able to control their emotions even when they are facing injustice leading to increase in work engagement and productivity of the organization.

### **2.14 Engagement, Organizational Justice and Job Performance**

Koon and Chong (2018) found that Engagement (EG) and Organisational Justice (OJ) are important factors for increasing performance among representatives working in monetary help industry in Klang Valley in Malaysia and observed that Employee Engagement somewhat intervenes in the connection between work environment adaptability and Organisation Citizenship Behaviour and saw that Fairness directed the interceded connection yet with a more grounded and a positive effect. Wang et al. (2015) examined the connection between work insecurity, Job Performance, Work engagement and Organizational Justice among representatives in China and discovered that low degree of hierarchical equity was essentially and adversely identified with work execution and it likewise observed that work commitment altogether intercedes between connection between work instability and occupation performance. They additionally tracked down that when authoritative equity was lower than it was secured that position frailty is contrarily identified with Job Performance through work Engagement. Sujono et al. (2020) explored the backhanded impact of Organisational Justice, Organisation Citizenship Behaviour with intervening job engagement among unit heads working in biMBA-AIUEO Units in Indonesia and tracked down that there was an aberrant impact on Organisational Justice (OJ) on Organisational Citizenship Behaviour (OCB) with intervening job

engagement. Similar results show that Organisational Justice and Job Performance are significantly mediated by Engagement (EG) (Rahman and Karim ,2022;Suifan et al.,2020;Yanthi and Rahyuda,2019;Jabeen et al., 2021).Aggarwal and Mittal (2021) investigated the mediation effect of employee Engagement between the relationship between Organisational Justice (OJ) and OCB of employees working in the Indian consumer goods industry, Engagement and Organisational Justice improve employee organisational civil behaviour and turnover. Karatepe (2013) also found that employees having high level of Procedural Justice are more motivated and dedicated to complete their task effectively and at the right time. Fairness in the organisation also has great effects on the attitudes and behaviours of the employees. Employees who perceive fairness in their work place work with a more positive attitude and are focused only on achieving organisational goals. Dong et al. (2020) also discovered that Organizational Justice helps in creating an environment of trust, respect and confidence among healthcare workers which improves their wellbeing and efficiency. Fairness in the organisation helps employees in enhancing the citizenship behaviour which contributes to higher level of engagement. Therefore, the results confirm that both Organisational Justice and Engagement are predictors for increasing Job Performance.

### **2.15 Engagement, emotional intelligence, and job performance**

Zehir et al. (2017) found that emotional intelligence among employees has a greater effect on organisational performance compared to job participation. Emotional Intelligence significantly eased the relationship between Organizational Performance and Engagement. Boerrigter (2017) found that when leader have positive emotional intelligence among employee working under them, then the organisation is able to achieve success, thus thereby improving both job performance and work engagement. Sanchez Gomez et al. (2021) found that medical care experts having high emotional stability are better engaged in their work. They are able to deal with stressful situations of hospitals and provide patients with good quality and timely service resulting in fast recovery of patients and increase job performance. It also found that in order to improve job performance both engagement and emotional intelligence are necessary conditions.

## **2.16 RESEARCH GAPS**

Previous literature has documented many factors affecting job performance in various organizations settings, but there is minimal research on organisational justice and job performance in healthcare settings (Srivastava,2015). Following fair practices motivate employees to be engaged in their work. It also encourages them to perform their duties effectively and creates a safer environment for patients. But literature depicts limited studies showing importance of drivers of Engagement and Job Performance in the Indian context (Vaishnavi and Ramkumar, 2018). Fairness in the organization also helps employees to become emotionally stable and not to lose their emotions during stressful situations thus improving performance. Emotional intelligence is an important factor in the healthcare sector, as according to Srivastava (2015), employees working in healthcare settings are facing stressful and competitive pressure due to rapid advancements in the medical field. But literature shows that there is a very limited research showing importance of Emotional Intelligence and Job Performance among hospital staff (Alonazi,2020).Previous researchers have tried to focus on one, two or three variables together in their study (Yu and Takashi,2020;Bilal et al. 2021, Suifan et al.2021 Tamta and Rao (2017)), but there is limited study who have focused on all the variables taken in this study together. Researchers have tried to analyse the relationships between the variables contained in this research across various occupations (Yu and Takashi,2020) but there are limited studies showing the relationship between these variables in the healthcare sector. Engagement and Emotional Intelligence helps in better understanding of relationship between organizational justice and job performance. Previous studies also supported this relationship across various occupations but there is limited research conducted in the healthcare sector(Pracha et al.2020; Bilal et al.2021;Rahman and Karim ,2022;Suifan et al.,2020).It is important to research in depth the mediating role of engagement and emotional intelligence in healthcare sector as these both add to a greater knowledge in implementing fair procedures in the organization (Vakola et al.,2004; Rahman and Karim ,2022) thus improving it's performance. In the role of EI,OJ,EG,JP is very essential for healthcare employees but literature depicts lack of research on these variables among

healthcare employees. There are gaps in terms of sample size, culture and region. The present study is an attempt to fill this gap and contribute to the existing literature as these variables are very important for healthcare employees working in selected hospitals of North India. Testing this relationship will result in employee growth, improved Job Performance, lower turnover, increased profits, reduced malpractice, and improved patient safety, security, and quality.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

This chapter includes the particulars that are used in the study. The first part of it includes the need, scope of the study, objectives and major hypothesis of the study. The later part of the study includes types of data, sampling method, data collection, instrument measurement, and sample description.

#### **3.1 NEED AND SCOPE OF THE STUDY**

##### **3.1.1 Need for the study**

Employees in the Indian healthcare sector face huge challenges and competitive pressure, such as patient safety, security, and quality. An increase in expectations has made the healthcare sector more complex than in the past. Employees have to cope with the rapid advancements such as increase in medical knowledge, technologies, skills, resources and increase in patient's demands. Recently a turnover rate of 18.2% is recorded in the National Healthcare Retention report which is one of the highest recorded turnover rates (Ghosh and Tabassum,2021). This high turnover rate is decreasing the performance of the hospitals due to shortage of staff, overload of work on the remaining staff resulting in delay in patient's treatment. So improving performance is the main challenge of the healthcare sector. The literature shows that the main reason for employees to quit their job is injustice (Reknes et al.,2020). Organisations that practise fairness in the workplace experience higher levels of performance. Fair practices related to distribution of resources in terms of pays, promotions, career benefits etc. motivates employees to stay in the hospital and work for the betterment of the hospital which will help in enhancing the performance. Emotional Intelligence and Engagement also help in improving the hospital performance and staff stability. More than IQ or technical know-how, more than any other asset, EI is considered a successful aspect in career. One of the consulting firms, Talent smart, found that among 33 factors measuring performance Emotional Intelligence is the most powerful factor (Bradberry,2017). Employees with high Emotional Intelligence has better emotional perception and regulatory skills, they can cope well with negative emotions such as fraud (Di Fabio & Palazzeschi, 2012), and contributes significantly to improved performance. Employee engagement also help employees to develop a strong psychological bond towards the organization which in

turn improves overall organizational performance. Gallup (2022) most recent report states that only 33% of the workforce is engaged and only 21% of the employees feel motivated to do outstanding work. High Level of engagement brings 22% higher productivity, 65% lower turnover, 41% fewer patient safety incidents (Broyles, 2017). . High engagement is influenced by many factors which include rewards, compensation, recognitions. All these HR practices will help in improving employee engagement and thus boosting performance. This study attempts to understand the relationship between Organizational Justice, Emotional Intelligence, Employee Engagement and Job Performance. Testing this relationship will result in employee growth, improved Job Performance, lower turnover, increased profits, reduced malpractice and improved patient safety, security, and quality.

### **3.1.2 Scope of the study**

We have taken a service sector in the study as the service sector is the largest sector in India. Service sector is the major contributor of national income and employment (Suganthi, 2021). From the service sector we have selected healthcare sector. By 2022, Healthcare market in India is relied upon to rank among top three as far as gradual development. Indian healthcare sector employed around 3,19,780 people in the financial year 2017 and stood fourth largest employer giving employment to people and it is further expected to provide 2.7 million jobs by 2022 and 5,00,000 new jobs every year (Sarwal et al., 2021). Then hospitals from North India are taken as there is maximum number of hospitals in North India. The North India is chosen on the basis of practical considerations and also as a premise that it is the representative of the country. People belonging to different countries, states, income group, families and cultural backgrounds come to these hospitals. In hospitals in North India all types of healthcare services are available. They have facilities to provide primary, secondary and tertiary level healthcare services. Healthcare in North India is showing a rapid growth in Healthcare sector. Maximum no of Hospitals in North India are applying for NABH Accreditation to provide world class healthcare services to its patients (Ghadiok, 2012). The hospitals which are NABH Accredited were chosen. NABH is utilized as a norm for choosing hospitals as it obliges the necessities of the clients and setting principles for progress of the wellbeing business. The standard spotlight is on quiet security and nature of care. Consequently the legitimacy of the hospitals that are

NABH Accreditation are plain as day as these emergency hospitals give significance to the moderateness, proficiency, quality and viability of the healthcare sector.

### **3.2 RESEARCH OBJECTIVES**

1. To study the relationship between employee's Engagement and Job Performance in select hospitals in North India.
2. To study the relationship between employee's Emotional Intelligence and Job Performance in select hospitals in North India.
3. To study the relationship between employee's Organizational Justice and Job Performance in select hospitals in North India.
4. To formulate a comprehensive model describing the relationship between employee's Engagement, Emotional Intelligence, Organizational Justice and Job Performance.

For the first three objectives of the study considering the intent of the study statistical tool of correlation and regression analysis was used. For the fourth objective mediation analysis was used, as the intent was to understand the mediating role of employee engagement; and emotional intelligence among the relationship between organisational justice and job performance.

### **3.3 HYPOTHESES**

H<sub>1</sub>: There is a significant relationship between employee's Engagement and Job Performance.

H<sub>1a</sub>: There is a significant relationship between employee Engagement dimensions and Job Performance.

H<sub>1b</sub>: There is a significant relationship between employee's Engagement dimensions and Organization Citizenship Behavior.

H<sub>1c</sub>: There is a significant relationship between employee's Engagement dimensions and Task Performance.

H<sub>1d</sub>: There is a significant relationship between employee's Engagement dimensions and Contextual Performance.

H<sub>1e</sub>: There is a significant relationship between employee's Engagement dimensions and Counterproductive Work Behavior.

H<sub>2</sub>: There is a significant relationship between employee's Emotional Intelligence and

Job Performance.

H<sub>2a</sub>: There is a significant relationship between employee's Emotional Intelligence dimensions and Job Performance

H<sub>2b</sub>: There is a significant relationship between employee's Emotional Intelligence dimensions and Organization Citizenship Behavior.

H<sub>2c</sub>: There is a significant relationship between employee's Emotional Intelligence dimensions and Task Performance.

H<sub>2d</sub>: There is a significant relationship between employee's Emotional Intelligence dimensions and Contextual Performance.

H<sub>2e</sub>: There is a significant relationship between employee's Emotional Intelligence dimensions and Counterproductive Work Behavior.

H<sub>3</sub>: There is a significant relationship between employee's Organizational Justice and Job Performance.

H<sub>3a</sub>: There is a significant relationship between employee's Organizational Justice dimensions and Job Performance

H<sub>3b</sub>: There is a significant relationship between the dimensions of organisational justice of the employee and the behaviour of organisational citizenship.

H<sub>3c</sub>: There is a significant relationship between employee's Organisational Justice dimensions and Task Performance.

H<sub>3d</sub>: There is a significant relationship between the dimensions of organisational justice of the employee and contextual performance.

H<sub>3e</sub>: There is a significant relationship between employee's Organisational Justice dimensions and counterproductive work behaviour.

4. To formulate a comprehensive model describing the relationship between employee engagement, emotional intelligence, organisational justice, and job performance.

H<sub>4a</sub>: Employee Engagement mediates the relationship between Organisational Justice and Job Performance.

H<sub>4b</sub>: Employee emotional intelligence mediates the relationship between organisational justice and job performance.

### **3.4 RESEARCH DESIGN AND RESEARCH METHODOLOGY**

A survey design was chosen to achieve the objectives of the study. A cross sectional study was used, where the sample was drawn from a population at one time



(Zechmeister et al., 1997).

**3.4.1 The study population:** Service sector has been selected for the study as it is the largest sector in India. Service sector is the major contributor of national income and employment (Suganthi,2021). From the service sector we have chosen the Healthcare sector as India is relied upon to rank among the best three medical services markets as far as gradual development by 2022. In Financial year 2017, Indian healthcare sector remained as the fourth biggest business as the sector utilized a sum of 319,780 individuals. This area is relied upon to produce 2.7 million positions in India by 2022 and 5, 00,000 jobs every year (Sarwal et al.,2021). Then hospitals from North India are taken because there is a maximum number of hospitals in North India. The North India is chosen on the basis of practical considerations and also as a premise that it is the representative of the country. People belonging to different countries, states, income groups, families and cultural backgrounds come to these hospitals. In hospitals in north India, all types of healthcare services are available. They have facilities to provide primary, secondary and tertiary level healthcare services. Healthcare in North India is growing at a rapid pace. The maximum number of hospitals in North India is applying for NABH Accreditation to provide world-class healthcare services to their patients (Ghadiok, 2012). According to the statistics North India have maximum no of hospitals in India. It has 21576 hospitals, South India has 17393 hospitals, and West India has 10320 and East India has 6899 hospitals in India (Statistical Research Department, 2020). Hospitals that are NABH accredited were selected. The study focused on the healthcare professional working in NABH Accredited hospitals of North India.

**3.4.2 Sample Size and Selection:** To collect responses from the respondent, a sample survey was conducted. In our study, Multistage sampling design was used for this survey. In the first stage we selected North India as maximum hospitals are from North India according to records available on-line database. Then in the second stage we have selected hospitals which are accredited by NABH. Then in the third stage we have selected cities on the basis of tier 1 and tier 2 Cities.

**Table 3.1 Tier1 and Tier 2 Cities of North India**

<b>STATES/UT</b>	<b>TIER 1 CITIES</b>	<b>TIER 2 CITIES</b>
------------------	----------------------	----------------------

Delhi	Delhi	
Uttarakhand		Dehradun
Chandigarh		Chandigarh
Uttar Pradesh		Lucknow
Punjab		Ludhiana
Haryana		Faridabad

Source: Indian Urbanization Econometric Model: Mckinsey Global Institute Analysis

Six cities were selected from each state of North India. These cities from each state were selected on the basis of highest population among other cities of the same state. So the selected cities were limited to Delhi, Chandigarh, Dehradun, Lucknow, Ludhiana and Faridabad. From the selected cities Delhi comes under Tier 1 Cities and Chandigarh, Dehradun, Lucknow, Ludhiana and Faridabad comes under Tier 2 Cities of North India. In our sample we have excluded the cities of Himachal Pradesh and as its population was less than the cities which come under tier 1 and tier 2 cities in North India. Then in the fourth stage we have selected hospitals that come under these selected cities and Certified by the NABH (Singh and Rangnekar,2020). It then falls into these six cities and includes all 56 hospitals accredited by the NABH Certification Committee. So, responses were collected from 560 Healthcare professionals by using purposive sampling but in case of non- response we have taken 600 sample size. Responses were sort from 10% of employees strength up to a maximum of 10 employees (Meenakshi, 2019), belonging to Healthcare professionals (1 Doctor, 1 Nurse, 3 Administrative staff (1- maintenance, 1-technical, 1- catering staff) and 5 Paramedical staff (1-dietician pharmacist, 1-rehabilitation staff, 1- Laboratory personnel, 1- diagnostic imaging staff) (Wu et al., 2012) from each hospital in the sample.

**3.4.3 The Research Instrument:** Primary data in the form of responses were collected with the help of Questionnaires (Modified Standardized questionnaire which was adapted as per the healthcare sector requirement). The scales selected in this study were taken after a thorough review of literature. The scale which was widely used by many researchers was selected and then it was adapted as per the healthcare requirements. The research instrument comprises four parts which comprises

Engagement, Organizational Justice, Emotional Intelligence and Job Performance.

The research instrument comprises of following sections:

To measure the employee Emotional Intelligence a scale developed by Mayer and Salovey (1997) was selected and adapted according to the healthcare sector requirements. To measure Engagement a scale developed by Schaufeli et al.(2006) (Utrecht Work Engagement Scale) was selected and adapted according to the healthcare sector requirements.

To measure Organizational Justice a scale developed by Colquitt (2001) was selected and adapted according to the healthcare sector requirements.

To measure Job Performance, scales developed by Koopman et al.(2014) Scale (Task Performance (TP) and Contextual Performance (CP) Podsakoff et al.(1990) scale (OCB) and Spector et al. (2006) scale (CWB) and they were further adapted according to the healthcare sector requirements.

Healthcare Professionals were asked to give their opinion to the statements related to the four dimensions of Job Performance on a 5 point Likert scale ranging from strongly agrees to strongly disagree.

The next step of the study was pre-testing the questionnaire. For clarity a pilot study was conducted. The questionnaire was administered on the 10% of the respondents (Bajpai 2011; Connelly, 2008). Respondents were asked to complete the questionnaire so that potential difficulties can be eliminated. Further the draft of the questionnaire was improved on the basis of the appropriateness of the language of the questions. In this way the final draft of the questionnaire was developed for use in study.

### **3.5 VALIDITY AND RELIABILITY**

In this section of the study the accuracy is measured in order to get authentic and right results. Content Validity and Reliability is measured in order to confirm the true difference of the instrument used in the study. Validity of an instrument is done to check that the instrument reflects the true difference in the characteristic that is being measured (Cronbach, 1971).

#### **3.5.1 Content Validity**

To check the Content Validity the domain of the construct under study was presented to the experts who were having thorough knowledge about the domain of the construct. Through valuable feedback of these experts regarding the contents,

wordings and whether questions were actually measuring the construct a clear picture about the efficiency of these items were made. With the help of valuable responses of these experts adequate adjustments were made in the construct under study.

According to Brod et.al (2009) there are two objectives that undergo while performing the content validity of a standardized questionnaire. The first objective is whether the scale taken is reliable and significant to the participants. The second objective is whether there are some areas which are not covered in the measure.

Before presenting the items in the survey the items were modified and adjusted according to the domain of the construct under study. Then the modified items are then presented to the experts who are having more knowledge about the construct and then on the basis of their feedback the survey items are then modified/ reconstructed accordingly. Thus the validity of the study is established.

### 3.5.2 Reliability

The reliability of the questionnaire was measured using Cronbach Alpha based on the responses collected from 10% of the sample under study. For all the items that were taken in the study the reliability score was calculated and found that the reliability for all the items taken in the study was more than 0.7(Hair et al.,2006).Thus the questionnaire was found to be reliable and then it was further presented to the respondents.

**Table 3.2 Cronbach Alpha**

<b>VARIABLES</b>	<b>CROMBACH ALPHA</b>
<b>JP (JOB PERFORMANCE)</b>	0.825
<b>OCB (ORGANIZATION CITIZENSHIP BEHAVIOR)</b>	0.748
<b>CWB(COUNTER PRODUCTIVE WORK BEHAVIOR)</b>	0.736
<b>TP (TASK PERFORMANCE)</b>	0.866
<b>CP (CONTEXTUAL PERFORMANCE)</b>	0.867
<b>OJ (ORGANIZATIONAL JUSTICE)</b>	0.883
<b>DJ(DISTRIBUTIVE JUSTICE)</b>	0.730

<b>PJ(PROCEDURAL JUSTICE)</b>	0.715
<b>IPJ(INTERPERSONAL JUSTICE)</b>	0.897
<b>IFJ(INFORMATIONAL JUSTICE)</b>	0.746
<b>EG(ENGAGEMENT)</b>	0.890
<b>VIGOR</b>	0.822
<b>ABSORPTION</b>	0.712
<b>DEDICATION</b>	0.754
<b>EI(EMOTIONAL INTELLIGENCE)</b>	0.879
<b>AOE(AWARENESS OF OWN EMOTIONS)</b>	0.816
<b>AOTE(AWARENESS OF OTHERS EMOTIONS)</b>	0.713
<b>MOE(MANAGEMENT OF OWN EMOTIONS)</b>	0.747
<b>MOTE(MANAGEMENT OF OTHERS EMOTIONS)</b>	0.744

### **3.6 ADMINISTRATION OF THE INSTRUMENT**

After reliability testing and questionnaire validation the final instrument is then administered to the respondents via Google doc or by personal visits to the hospitals to get responses from the respondents. There were few hospitals which did not allow data to collect data from their hospitals due to their norms of their hospitals. The hospitals that gave permission to collect response from their staff were then collected through Google docs or via personal visits to the hospitals. However, in spite of necessary follow ups, over a couple of months from healthcare professionals only 560 usable Responses could be collected.

### **3.7 SAMPLE DESCRIPTION**

#### **3.7.1 Gender**

The table shows the frequency and percentage of male and female in the study

**Table 3.3 Gender of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Female</b>	445	79.5
<b>Male</b>	115	20.5

The table shows that from 560 sample.79.5% are female respondents and 20.5% are male respondents. It shows that the ratio of female health workers is more as compared to male health workers.

### **3.7.2 Age**

The table shows the frequency and percentage of age groups in the study

**Table 3.4 Age of the Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Up to 25 years</b>	145	25.9
<b>&gt;25 up to 35 years</b>	191	34.1
<b>&gt;35 up to 45 years</b>	96	17.1
<b>.&gt;45 up to 55 years</b>	93	16.6
<b>More than 55 years</b>	35	6.3

The table shows that from 560 sample.25.9% of respondents belongs to up to 25 years age group, 34.1% of respondents belongs to >25 up to 35 years,17.1% of respondents belongs to >35 years up to 45 years ,16.6% of respondents belongs to >45 up to 55 years and only 6.3% of respondents belongs to More than 55 years age group. It shows than maximum respondents belongs to >25 up to 35 years age group and least no of respondents belongs to More than 55 years age group.

### **3.7.3 Qualifications**

The table shows the frequency and percentage of age groups in the study

**Table 3.5 Qualification of Respondents**

<b>Qualifications</b>	<b>Frequency</b>	<b>Percentage</b>
<b>10+2</b>	14	2.5
<b>Under Graduate</b>	267	47.7
<b>Post Graduate</b>	106	18.9

<b>Diploma</b>	173	30.9
----------------	-----	------

The table shows that from 560 sample.2.5% of respondents have 10+2 qualification, 47.7% of respondents have Undergraduate Qualification,18.9% of respondents have Post Graduate Qualification and 30.9% of respondents have Diploma Qualification. It shows that maximum respondents have Undergraduate Qualifications.

### **3.7.4 Experience**

The table shows the frequency and percentage of age groups in the study

**Table 3.6 Experience of Respondents**

<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1 year</b>	136	24
<b>2 years</b>	289	51.1
<b>3 years</b>	72	12.7
<b>4 years</b>	47	8.3
<b>5 years and More than 5 years</b>	16	2.8

The table shows that from 560 sample 24% of respondents have 1 year experience.51.1% of respondents have 2 years of experience, 12.7% of respondents have 3 years of experience, 8.35% of respondents have 4 years of experience and only 2.8% respondents have 5 years and more than5 years of experience. It shows maximum respondents were having 2 years of experience.

### **3.8 LIST OF HOSPITALS**

The List of Hospitals selected from six cities which are NABH Accredited has been listed below:

**TABLE 3.7 LIST OF HOSPITALS**

<b>CITIES</b>	<b>NAME OF THE HOSPITALS</b>
<b>Delhi</b>	Escorts Heart Institute & Research Centre, New Delhi, Delhi, India Sir Ganga Ram Hospital , New Delhi, Delhi, India DharamshilaCancer Foundation and Research Centre, New Delhi, Delhi, India Chacha Nehru Bal Chikitsalaya, New Delhi, Delhi, India Fortis Flt. Lt. Rajan Dhall Hospital, New Delhi, Delhi, India Batra Hospital & Medical Research Centre, New Delhi, Delhi, India Dr. B.L. Kapur Memorial Hospital, New Delhi, Delhi, India Jeewan Nursing Home & Hospital, Pusa Road, New Delhi, Delhi, India Primus Super Speciality Hospital , New Delhi, Delhi, India Metro Hospital & Cancer Institute, Preet Vihar , New Delhi, Delhi, India Jeewan Mala Hospital Pvt. Ltd. , New Delhi, Delhi, India Park Hospital, New Delhi, Delhi, India National Heart Institute, New Delhi, Delhi, India Institute of liver & Biliary Sciences, Vasant Kunj, New Delhi, Delhi, India Indian Spinal Injuries Centre, New Delhi, Delhi, India Sri Balaji Action Medical Institute, New Delhi, Delhi, India Metro Hospital & Heart Institute, Lajpat Nagar, New



	<p>Delhi, Delhi, India</p> <p>RLKC Hospital- Metro Heart Institute, New Delhi, Delhi, India</p> <p>Max Smart Super Speciality Hospital, New Delhi, Delhi, India</p> <p>Rajiv Gandhi Cancer Institute &amp; Research Centre, New Delhi, Delhi, India</p> <p>Fortis Hospital, Shalimar Bagh, New Delhi, Delhi, India</p> <p>Pushpawati Singhanian Research Institute for Liver, Renal &amp; Digestive Diseases, New Delhi, Delhi, India</p> <p>Action Cancer Hospital, New Delhi, Delhi, India</p> <p>Saroj Super Speciality Hospital , New Delhi, Delhi, India</p> <p>Max Super Specialty Hospital, Shalimar Bagh, New Delhi, Delhi, India</p> <p>Bhatia Global Hospital &amp; Endosurgery Institute, New Delhi, Delhi, India</p> <p>Bhagwati Hospital, New Delhi, Delhi, India</p> <p>Goyal Hospital &amp; Urology Centre, Krishna Nagar, New Delhi, Delhi, India</p> <p>Tirath Ram Shah Charitable Hospital, New Delhi, Delhi, India</p> <p>Jain Hospital, New Delhi, Delhi, India</p> <p>Bhagat Chandra Hospital, New Delhi, Delhi, India</p> <p>Maharaja Agarsen Hospital, New Delhi, Delhi, India</p> <p>Sitaram Bhartia Institute of Science &amp; Research, New Delhi, Delhi, India</p> <p>M.G.S. Hospital, New Delhi, Delhi, India</p> <p>Shanti Mukund Hospital, New Delhi, Delhi, India</p> <p>Mata Chanan Devi Hospital, New Delhi, Delhi, India</p>
--	--

	Jeewan Hospital & Nursing Home Pvt. Ltd. Jeewan Nagar, New Delhi, Delhi, India
<b>Lucknow</b>	T. S. Misra Medical College and Hospital, Lucknow, Uttar Pradesh, India Nova Hospital Limited, Lucknow, Uttar Pradesh, India Shekhar Hospital Pvt. Ltd., Lucknow, Uttar Pradesh, India Sahara Hospital, Lucknow, Uttar Pradesh, India
<b>Dehradun</b>	Max Super Specialty Hospital, Dehradun, Uttarakhand, India Synergy Institute of Medical Sciences, Dehradun, Uttarakhand, India
<b>Ludhiana</b>	Fortis Hospital , Ludhiana, Punjab, India Dayanand Medical College & Hospital, Tagore Nagar, Ludhiana, Punjab, India Mohandai Oswal Hospital, G.T Road, Sherpur Bypass, Ludhiana, Punjab, India Deepak Hospital, Sarabha Nagar, Ludhiana, Punjab, India Global Heart And Super Specialty Hospital, Ludhiana, Punjab, India
<b>Chandigarh</b>	Eden Critical Care Hospital, Chandigarh, Punjab, India
<b>Faridabad</b>	Fortis Hospitals Limited, Neelam Bata Road, NIT, Faridabad, Haryana, India Sarvodaya Hospital & Research Centre , Faridabad, Haryana, India Asian Institute of Medical Sciences, Faridabad, Haryana, India Metro Heart Institute, Faridabad, Haryana, India

	<p>QRG Central Hospital &amp; Research Centre Ltd. ,  Faridabad, Haryana, India</p> <p>Park Hospital, Faridabad, Haryana, India</p> <p>QRG Medicare Ltd., Faridabad, Haryana, India</p>
--	---

### 3.9 Limitations

Some of the restrictions of the study are introduced beneath:

1. The current study is a cross sectional study and it doesn't gauge the connections throughout some stretch of time. The results of the study may differ if the study was a longitudinal study.
2. The sample was collected from one sector of North India. The results may vary if we have included different sectors of the economy.
3. The culture of the study was only confined to North Indian Hospitals. The culture might vary if it goes beyond this geographical region.
4. The study was based on purposive sampling the results may have been varied if the study has used random sampling technique.

The filled in questionnaires were then checked and were analyse

## CHAPTER-4 DATA ANALYSIS

This chapter includes the data analysis, results and interpretation of the results. The results obtained have been explained precisely with the support of previous studies. The results are obtained from the data collected from 560 health care professionals working in selected hospitals (NABH Accredited) of North India by using questionnaire, Google documents.

### 4.1 Emotional Intelligence

Statements related in this section is related to four dimensions of Emotional Intelligence (MOE, AOE, MOTE and AOTE)

**Table 4.1 Statements included under Emotional Intelligence**

<b>Emotional Intelligence</b>	
<b>Awareness of own emotions</b>	<p>I can explain the emotions I feel for my team members.</p> <p>I can discuss the emotions I feel with other team members.</p> <p>If I feel down, I can tell my team members what will make me feel Better.</p> <p>I can talk to other members of my team about the emotions I experience</p>
<b>Management of own emotions</b>	<p>I respect the opinion of my team members when they think I am wrong.</p> <p>When I am frustrated with my fellow team members, I can overcome my frustration.</p> <p>When deciding on a dispute, I try to see all sides of a disagreement rationally before I come to a conclusion.</p> <p>I give a fair hearing to fellow team member's ideas.</p>
<b>Awareness of others emotions</b>	<p>I can read fellow team members 'true' feelings, even if they try to hide them</p> <p>I am able to describe accurately the way others in my team are feeling.</p> <p>When I talk to my team members I can identify their true feelings from their body language.</p> <p>I can tell when my team members don't</p>

<b>Management of others' emotions</b>	<p>My enthusiasm can be contagious for members of my team.</p> <p>I am able to cheer my team members up when they are feeling down.</p> <p>I can get fellow team members to share my keenness for a project.</p> <p>I can provide a 'spark' to get fellow team members enthusiastic.</p>
---------------------------------------	--

## 4.2 Engagement

Statements related in this section are related to three dimensions of Engagement i.e. Absorption, Dedication and Vigor.

**Table 4.2 Statements included under Engagement**

<b>Engagement</b>	
<b>Vigor</b>	<p>At my job, I feel bursting with energy.</p> <p>At my job, I feel strong and vigorous.</p> <p>When I get up in the morning, I feel like going to work.</p> <p>I am proud of the work that I do.</p>
<b>Dedication</b>	<p>I am enthusiastic about my job.</p> <p>My job inspires me.</p>
<b>Absorption</b>	<p>I feel happy when I am working intensely.</p> <p>I am immersed in my work.</p> <p>I get carried away when I'm working.</p>

## 4.3 Organizational Justice

Statements related in this section are related to four dimensions of Organizational Justice (DJ,PJ, IFJ and IPJ).

**Table 4.3 Statements included under Organizational Justice**

<b>Organizational Justice</b>	
<b>Procedural Justice</b>	<p>I have a say in the development of procedure and process for making decisions.</p> <p>I am able to appeal against the decisions of the hospital.</p> <p>In arriving at decisions the procedures</p>

	followed by the hospital are consistent.
<b>Distributive Justice</b>	The benefits I receive reflect my effort towards work. The benefits I receive are equal and fair as compared to my working colleagues.
<b>Interpersonal Justice</b>	The hospital treats me with dignity and respect. I receive cordial working relationship from my supervisor and colleagues.
<b>Informational Justice</b>	The hospital is transparent and honest in communicating its regulations in details to employees. The hospital management explains its decisions to its employees in order to bring transparency in their system. The hospital clearly links the individual needs with the hospitals mission and vision.

#### 4.4 Job Performance

Statements asked in this section are related to four dimensions of Job Performance (OCB, Task Performance, CWB and Contextual Performance).

**Table 4.4 Statements included under Job Performance**

<b>Job Performance</b>	
<b>Organization Citizenship Behavior</b>	I Consume a lot of time complaining about small matters I tend to make problems bigger than they are I always focus on what is wrong with my situation, rather than the positive side of it I attend functions that are not required, but at times it helps in uplifting hospitals image I “Keep up” with the development in the hospital

	<p>I disapprove changes which are not best for the hospital's image</p> <p>I Conscientiously follow hospital regulations and procedures</p> <p>I meet my tasks earlier than is required</p> <p>I return requests for information promptly</p> <p>Help orient new employees even though is not required</p> <p>I willingly give my time to others</p> <p>I am always ready to lend a helping hand to those around me</p>
<b>Task Performance</b>	<p>I am able to manage to plan my work so that it completes on time.</p> <p>I am able to plan optimally.</p> <p>I kept in mind that results that I intend to achieve in my work.</p> <p>I am able to separate main issues from side issues at work.</p> <p>I know how to set the right priorities.</p> <p>I am able to perform my work well with minimal time and effort.</p> <p>I feel Collaboration with others is productive.</p>
<b>Contextual Performance</b>	<p>I tend to take extra responsibilities.</p> <p>I take new tasks of my own, when allotted tasks finishes.</p> <p>I am willing to opt challengeable work when available.</p> <p>I work at keeping my job knowledge up-to-date.</p> <p>I work at keeping my job skills up-to-date</p> <p>I would come up with creative solutions to new problems.</p> <p>I keep looking for new challenges in my job.</p> <p>I would do more than what is expected from me.</p> <p>I actively participate in work meetings.</p> <p>I actively look for ways to improve my performance at work.</p> <p>I tend to grasp opportunities whenever they appear.</p> <p>I am able to handle difficult situations and setbacks quickly.</p>
<b>Counterproductive Work Behavior</b>	<p>Sometimes I intentionally tell people</p>

	<p>outside the job what a lousy place I work for.</p> <p>Sometimes I intentionally come to work late without permission.</p> <p>Sometimes I intentionally stay at home from work and inform that I am sick but actually I am not.</p> <p>Sometimes I intentionally insult someone about their job performance</p> <p>Sometimes I intentionally make fun of someone's personal life.</p> <p>Intentionally sometimes I ignore someone at work place.</p> <p>Sometimes I intentionally start an argument with someone at work.</p> <p>Sometimes I intentionally Insults or make fun of someone at work.</p>
--	--

#### 4.5 Correlation

Correlation is a statistical technique applied between two variables. It is characterized by how much two factors are linearly associated with each other. Pearson correlation coefficient is the most widely used Correlation Coefficient for measuring the linear correlation between two variables.

The range of the Correlation Coefficient is from 1 to -1.

- 1- high positive correlation
- -1- high negative correlation
- 0- no correlation

**Table 4.5 Thumb rule for interpreting the size of a correlation Coefficient**

Size of correlation	Interpretation
<b>0.90 to 1.00 (-0.90 to -1.00)</b>	Very high positive correlation (negative)
<b>0.70 to 0.90 (-0.70 to -0.90)</b>	High positive correlation (negative)
<b>0.50 to 0.70 (-0.50 to -0.70)</b>	Moderate positive correlation (negative)
<b>0.30 to 0.50 (-0.30 to -0.50)</b>	Low positive correlation (negative)
<b>0.00 to 0.30 (-0.00 to -0.30)</b>	Negligible correlation



#### 4.5.1 Correlation – Engagement (EG) and Job Performance (JP)

Organizations are competing with each other to sustain in today's world market fluctuations and technological advancements. For success in business there is need of staff that are committed, involved and focused in their job. But retaining employees is one of the biggest challenge that today's organizations are facing. So, the first aim of this study is to study the correlation between Employees Engagement (EG) and Job Performance (JP).

#### Hypotheses 1:

**Table 4.6 Correlation- Employee EG and JP**

<b>Variables</b>	<b>JP</b>	<b>EG</b>
<b>JP</b>	1	
<b>EG</b>	.838	1

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

JP-Job Performance

EG-Engagement

Table 4.6 showed a high positive and significant correlation between Engagement (EG) and Job Performance (JP) with the value of 0.838 at 0.01 significant levels. So, we accept the Hypotheses. This can be seen Healthcare professionals showing their utmost attention while treating their patients thereby considering necessary rules and procedures of the hospital and also taking patients safety their first priority and showing their utmost concern towards the patient and their family members by guiding and answering their every questions related to the patients treatment and medications helped in enhancing the performance of the hospital. Nasuridin et al. (2018) engaged employees are more productive as compared to disengaged employees. They give their all efforts, energy and skills to complete their responsibilities thus, resulting in enhanced performance. Mishra (2014) also supported our findings that engaged employees are more motivated and committed to their job. They always perform at highest potential all the time. They are also willing to go extra miles to accomplish their goals thus, improving the performance of the organization.

H<sub>1</sub> is accepted.

#### Hypotheses 1a:

**Table 4.7 Correlation- EG dimensions and JP**

<b>Variables</b>	<b>JP</b>	<b>Vigor</b>	<b>Absorption</b>	<b>Dedication</b>
<b>JP</b>	1			
<b>Vigor</b>	.821	1		
<b>Absorption</b>	.628	.923	1	
<b>Dedication</b>	.758	.857	.811	1

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

JP-Job Performance

EG-Engagement

Table 4.7 explains the correlation between employee’s Engagement dimensions and Job Performance. The results show a high positive correlation between Vigor and Job Performance with the value of 0.821 at a 0.01 significance level, Dedication and Job Performance with the value of 0.758 at 0.01 significance levels. But a moderate positive correlation was found between Absorption and Job Performance with the value of 0.628 at a 0.01 significance level. The results show that Vigor has high correlation with Job Performance. This can be seen Healthcare professionals performing their duties with full energy and concentration. Their willingness to continue their work even in stressful situations helped hospital to increase its performance and its overall efficiency. High Vigor level motivates the employees to perform their tasks effectively, thereby improving the hospitals performance. Sittar (2020) supports the findings that Vigor aspect of Engagement showed maximum correlation with Job Performance as compared to other dimensions of Engagement among university teachers in Central Punjab. The results explain that teachers are putting their all efforts and energy while teaching and explaining lectures to the students, they are also taking extra classes to solve queries of the students thus, improving the grades and performance of students and also improving the performance of the university. Thus, accepting the Hypotheses.

H1a is accepted.

**Hypotheses1b:**

**Table 4.8 Correlation- EG dimensions and OCB**

<b>Variables</b>	<b>OCB</b>	<b>Vigor</b>	<b>Absorption</b>	<b>Dedication</b>
<b>OCB</b>	1			
<b>Vigor</b>	.613	1		
<b>Absorption</b>	.52	.923	1	
<b>Dedication</b>	.545	.857	.811	1

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

OCB-Organization Citizenship Behavior

EG-Engagement

Table 4.8 explains the correlation among Engagement (EG) dimensions and Organization Citizenship Behavior (one of the dimension of Job Performance). The results shows moderately positive correlation between Vigor and OCB with the value of 0.613, Dedication and OCB with the value of 0.520 and Absorption and OCB with the value of 0.545 at a 0.01 significance level. This explains that all Engagement dimensions are positively correlated with OCB. The results show that the Hypotheses is accepted. Ariani (2013) supported our finding showing a positive correlation between Employee Engagement and Organization Citizenship Behavior. The results explained that an engaged employee is more focused with their work and find different ways to help and fulfill the demands of patients/clients which helps in benefiting their organization they are working for. They are willing to put extra efforts in doing extra jobs which are not given to them but which will help in improving the reputation of the organization.

H<sub>1b</sub> is accepted.

**Hypotheses 1c:**

**Table 4.9 Correlation-EG dimensions and TP**

<b>Variables</b>	<b>TP</b>	<b>Vigor</b>	<b>Absorption</b>	<b>Dedication</b>
<b>TP</b>	1			
<b>Vigor</b>	.636	1		
<b>Absorption</b>	.63	.923	1	

<b>Dedication</b>	.664	.857	.811	1
-------------------	------	------	------	---

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

EG-Engagement

TP-Task Performance

Table 4.9 explains the correlation among Engagement (EG) dimensions and Task Performance (One of the dimension of Job Performance). The results show a moderately positive correlation between Vigor and Task Performance with the value of 0.636, Dedication and Task Performance with the value of 0.630 and Absorption and Organizational Justice with the value of 0.664 at a 0.01 significance level. This explains that Engagement dimensions are positively and significantly associated with Task Performance. This can be seen through employees fully engaged in their given tasks and their ability to think, promote and implement innovative ideas and also their ability to find new ways to solve problems, thus enhancing their Task Performance. The results show that the Hypotheses is accepted. Rana et al.(2019) also found that engaged employees are able to achieve their tasks more effectively as compare to others employees who are less engaged. They are able to complete their tasks on time and voluntarily ask for more tasks so as to benefit the hospital reputation and enhancing its Task Performance. Christian et al. (2011) found that engaged employees are able to achieve their tasks effectively with the resources available and contribute to the success of the organization and also helps in enhancing Task Performance by motivating employees to perform tasks that are not part of their main job.

H<sub>1c</sub> is accepted.

**Hypotheses 1d:**

**Table 4.10 Correlation- EG dimensions and CP**

<b>Variables</b>	<b>CP</b>	<b>Vigor</b>	<b>Absorption</b>	<b>Dedication</b>
<b>CP</b>	1			
<b>Vigor</b>	.695	1		
<b>Absorption</b>	.608	.923	1	
<b>Dedication</b>	.703	.857	.811	1

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

EG-Engagement

CP-Contextual Performance

Table 4.10 explains the correlation between Engagement dimensions and Contextual Performance (one of the dimension of Job Performance). The results show moderately positive correlation between Vigor and CP with the value of 0.695, Dedication and CP with the value of 0.608 at 0.01significance level. But it shows high positive correlation between Absorption and CP with the value of 0.703 at a 0.01 significance level. This can be seen employees following the rules and procedures of the hospital and going extra miles to perform their duties. They were mentally and physically prepared to work both in normal and uncertain situations, face new challenges and volunteering for additional work which helped in enhancing the Contextual Performance. This explains that all Engagement (EG) dimensions are positively correlated with Contextual Performance (CP). The outcomes show that the Hypotheses is accepted. The results is supported by study which include Christian et al. (2011) found that employees consider all aspects of their work to be part of their domain, so they move away from their role to help other employees in achieving their goals, thereby improving their Contextual Performance.

H<sub>1d</sub> is accepted.

**Hypotheses 1e:**

**Table 4.11 Correlation-EG dimensions and CWB**

<b>Variables</b>	<b>CWB</b>	<b>Vigor</b>	<b>Absorption</b>	<b>Dedication</b>
<b>CWB</b>	1			
<b>Vigor</b>	-.346	1		
<b>Absorption</b>	-.27	.923	1	
<b>Dedication</b>	-.295	.857	.811	1

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

EG-Engagement

CWB-Counterproductive Work Behavior

Table 4.11 explains the correlation between Engagement (EG) dimensions and Counterproductive Work Behavior (one of the dimension of Job Performance). The results show low negative correlation between Vigor and CWB with the value of -0346 at a 0.01 significance level. But it shows negligible negative and significant Correlation between Absorption and CWB with the value of -0.295, and Dedication and CWB with the value of -2.70 at a 0.01 significance level. This explains that all

Engagement (EG) dimensions are negatively correlated with CWB. The results show that the Hypotheses is accepted. Ariani (2013) supported our finding showing a negative relation between Employee Engagement (EG) and CWB. The results explains that low level of emotional stability, Dedication, Absorption leads to emotional exhaustion, burnout, stress which results in producing negative behavior like Counterproductive Work Behavior which are dangerous for patients' life. But high level of emotional stability, Dedication, Absorption results in increased patient satisfaction, patient quality care, patient safety which decreases Counterproductive Work Behavior and enhances positive behaviors which helps in improving hospitals performance.

H<sub>1e</sub> is accepted.

For better results we have applied Regression Analysis

**Table 4.12 Model Summary- Employee Engagement on Job Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.885	.783	.783	7.7736

Table 4.12 shows a linear regression analysis between explanatory variable (EG) and outcome variable (JP). The R square value is 0.783 which explains that 78.3% of variance in the outcome variable (JP) is explained by explanatory variable (EG).

The following table is the ANOVA table, showing how well the regression equation fits the data.

**Table 4.13 ANOVA**

Model		Sum of Square	df	Mean square	F	Sig
1	Regression	121633.498	1	121633.498	2012.833	.000
	Residual	33719.386	558	60.429		
	Total	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), Engagement

**Table 4.14 Coefficient- Employee Engagement on Job Performance**

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig
		B	Std. Error	Beta		
1	Constant	86.721	4.080		21.256	.000
	Engagement	4.701	.105	.885	44.865	.000

Dependent Variable: Job Performance

Table 4.13 ANOVA shows the statistical significance of the F ratio in the regression model. The higher the F-number, the better the model. The F value=2012.833,p value=0.000 shows that the model is significant and therefore accepts the Hypotheses. Table 4.14 shows that t-value=44.865,p value=0.000 indicating that explanatory variable (EG) is a significant predictor of outcome variable(JP).The results shows that Engagement (EG) has a significant relationship with Job Performance(JP).

Through results of the above table we can say that for improving Job Performance Engagement is one most important predictor. An engaged workforce leads to improved performance and organizations success. The literature also confirms that success of any organization comes when that organization has an engaged workforce that performs their work effectively to improve an organizations effectiveness .Engagement is also considered an important aspect in healthcare industry. Healthcare sector demands professionals which are physically and emotionally strong and are able to deal with the stressful culture of the hospital thereby providing treatment to the hurt patients. Every patient that visits hospital requires timely treatment by healthcare professionals so that there are faster chances of recovery. This is only possible if hospitals have an engaged workforce. Healthcare professional is someone who has more contact with the patient during hospitalization. Every day they have to deal with different patients who require different treatments and for this highly engaged healthcare professionals are needed. Employee Engagement leads to improve patient satisfaction, quality of patient care, hospital performance and for creating a safer environment for patients. Engaged employees are more thorough and responsive in their care. Lana et al. (2019) found that employees who are completely devoted to their work will make extra efforts to complete additional tasks that are not assigned to them but which will improve the performance of the organization.

**Table 4.15 Model Summary-Engagement dimensions on Job Performance.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.901	.811	.810	7.2646

Table 4.15 shows the linear regression analysis between explanatory variable (EG) and outcome variable (JP). The R square value is 0.811 which explains that 81.1% of variance in the outcome variable (JP) is explained by explanatory variable (EG dimensions).

The following table is the ANOVA table, showing how well the regression equation fits the data.

**Table 4.16 ANOVA**

Model		Sum of Square	df	Mean square	F	Sig
1	Regression	126010.034	3	42003.345	795.896	.000
	Residual	29342.850	556	52.775		
	Total	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), Absorption, Vigor, Dedication

Table 4.16 ANOVA shows the statistical significance of the F ratio in the regression model. The higher the F-number, the better the model. The F value=795.896, p value=0.000 shows a significant model and therefore the Hypotheses is accepted. Engagement aspects (Vigor, Absorption, and Dedication) have a significant impact on Job Performance.

Table 4.17 details the meaning of independent variables.

**Table 4.17 Coefficient- Engagement dimensions on Job Performance.**

Model		B	Beta	t	Sig
1	Absorption	8.946	.218	5.483	.000
	Dedication	-29.209	-.520	-9.005	.000



	<b>Vigor</b>	13.394	.488	8.536	.000
--	--------------	--------	------	-------	------

Dependent Variable: Job Performance

Table 4.17 shows that Vigor, Dedication and Absorption all dimensions of Employee Engagement have a significant influence on Job Performance. Among the dimensions of Engagement Vigor dimension of Engagement has more relationship with Job Performance followed by Absorption and Dedication. This can be seen employees putting their high energy levels, mental resilience and concentration in treating their patients, their persistence to work for long hours even in the difficult situations and their enthusiasm and passion towards patient care. High Vigor level motivates the employees to perform their tasks effectively, encourage them to take risks, face challenges, thereby improving the hospitals performance. Similar studies supporting the results of the study include Kartal (2018) which shows that in case of health professional`s Vigor is an important contributor in increasing patient satisfaction and Job Performance Bhardwaj and Kalia (2020) also found that Vigor has maximum contribution on Contextual Performance followed by Absorption and Dedication. Jaya and Ariyanto (2021) also support the findings that Vigor is an important predictor of engagement which acts as a motivational tool for employees to achieve their objectives and hence helps in boosting the Job Performance. Nas and Suriah (2020) also supported the findings that nurses working hospital of Gowa Regency are giving their full energy and effort during treatment of their patients leading to fast recovery of patients, more patient satisfaction and thus improving hospitals performance and overall efficiency.

#### **4.5.2 Correlation - Emotional Intelligence (EG) and Job Performance (JP)**

Recently employees are suffering from stress, depression and are surrounded by many negative emotions which are making them not able to focus properly in their work and achieve their goals. Thus, hampering the organization`s performance. An attempt is made to examine the association between employees Emotional Intelligence and Job Performance among select hospitals of North India.

#### **Hypotheses2:**

**Table 4.18 Correlation - EI and JP**

<b>Variables</b>	<b>JP</b>	<b>EI</b>
<b>JP</b>	1	
<b>EI</b>	.853	1

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

EI – Emotional Intelligence

JP – Job Performance

Table 4.18 shows a positive correlation between Emotional Intelligence and Job Performance with the value of 0.853 at a 0.01 significance level. This explains that employees Emotional Intelligence (EI) are positively correlated with Job Performance (JP). Thus accepting the Hypotheses.

The literature shows that there are some studies that do not show a link between Emotional Intelligence (EI) and Job Performance (JP) (Brooks, 2002; Bresnik, 2004; Schaffer & Schaffer, 2005; Borer, 2007). However, there are some studies showing a high positive correlation between these two variables which is in line with the results of our study includes (Dhanni et al., 2016; Lyons and Schneider, 2005). Employees with high Emotional Intelligence are able to avoid negative emotions and take advantage of positive emotions in difficult times and situations. Carmeli (2003) also supported our findings that for achieving success in healthcare industry Emotional Intelligence are considered to be one of the most important parameter. Emotional Intelligence acts as a motivational tool for healthcare professionals to think rationally and not letting their emotions become barrier in their work while treating their patients. Emotional Intelligence helps in lowering down the level and stress of Healthcare professionals. It helps in improving the doctor and patient relationship. Both of them can work better together for the patients fast recovery which is the ultimate goal of all healthcare professionals. Employees with high level of Emotional Intelligence are willing to adapt to new changes and advances, expand their knowledge and learn about new technologies, processes and opportunities to improve hospitals performance.

H<sub>2</sub> is accepted.

**Hypotheses 2a:**

**Table 4.19 Correlation - EI (dimensions) and JP**

Variables	JP	AOE	MOE	AOTE	MOTE
JP	1				
AOE	.812	1			
MOE	.66	.738	1		
AOTE	.713	.787	.505	1	
MOTE	.682	.631	.51	.512	1

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

JP – Job Performance

EI-Emotional Intelligence

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

Table 4.19 shows a high positive correlation between AOE and Job Performance with the value of 0.812, Awareness of others Emotions and Job Performance with the value of 0.713 at 0.01 significance level .But the results shows moderate positive and significant correlation between Managing own emotions and Organizational Justice with the value of 0.660 and Management of others Emotions and Job Performance with the value of 0.682 at 0.01 significance level .This explains that all Emotional Intelligence (EI) dimensions are positively correlated with Job Performance (JP). The results show that the Hypotheses is accepted. The results also showed that Awareness of own Emotions (Self-Awareness) showed more positive correlation with Job Performance. Awareness of own emotions helps healthcare professionals to rationally think and address to the patients’ needs. It also helps healthcare professionals in performing effectively by applying right emotions at right time and place and not letting unnecessary emotions to become barrier in their work. Self-aware healthcare professionals are able to avoid negative emotions and its consequences on patient’s life and apply positive emotions for the retentions of their patients. Awareness of one’s own Emotions is an important predictor for achieving organization’s success. Okpara and Edwin (2015) support the findings that Self-aware employees are able to use their emotions properly and they know when to get emotionally attached and when they should avoid emotions that can become a barrier in their work. They are able to manage their emotions during stressful situations, and deliver their best effort

in their work, thereby improving the organizations net profit and performance.

H<sub>2a</sub> is accepted.

**Hypotheses 2b:**

Table 4.20 shows moderately positive correlation between Awareness of own Emotions and Organization Citizenship Behavior with the value of 0.692, Awareness of others Emotions and OCB with the value of 0.611 and Managing own emotions and OCB with the value of 0.562 at 0.01 significance level .But the results shows low positive and significant correlation between Managing of others emotions and Organization Citizenship Behavior with the value of 0.492 at 0.01 significance level .This explains that all Emotional Intelligence EI dimensions are positively correlated with OCB. The results show that the Hypotheses is accepted. Miao et al. (2017) also found that Emotionally Intelligent employees have a better hold on their emotions and are less likely to get swayed by others emotions. They know when to attach and when to keep themselves away from emotions so that their work is not affected and they can rationally behave so as to get desired outcome. They are the ones who perform their job effectively and are willing to go extra miles to perform their duties even in emergency situations thus, benefitting the patient’s life and hospital performance. Emotionally Intelligent employees are able to harness their negative as well as positive emotions and are able to achieve desired results which help in generating positive behaviors like Organization Citizenship Behavior.

**Table 4.20 Correlation - EI (dimensions) and OCB**

Variables	OCB	AOE	MOE	AOTE	MOTE
<b>OCB</b>	1				
<b>AOE</b>	.692	1			
<b>MOE</b>	.562	.738	1		
<b>AOTE</b>	.611	.787	.505	1	
<b>MOTE</b>	.492	.631	.51	.512	1

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

OCB – Organization Citizenship Behavior

EI-Emotional Intelligence

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

H<sub>2b</sub> is accepted.

**Hypotheses 2c:**

Table 4.21 shows moderately positive correlation between Awareness of own Emotions and Task Performance with the value of 0.670, Awareness of others Emotions and Task Performance with the value of 0.616 and Managing own emotions and Organization Citizenship Behavior with the value of 0.518 at 0.01 significance level .But the results shows low positive and significant correlation between Managing of others emotions and Task Performance with the value of 0.398 at 0.01 significance level. This explains that Task Performance is positively correlated with Emotional Intelligence (EI) dimensions.

**Table 4.21 Correlation - EI dimensions and TP**

<b>Variables</b>	<b>TP</b>	<b>AOE</b>	<b>MOE</b>	<b>AOTE</b>	<b>MOTE</b>
<b>TP</b>	1				
<b>AOE</b>	.67	1			
<b>MOE</b>	.616	.738	1		
<b>AOTE</b>	.398	.787	.505	1	
<b>MOTE</b>	.518	.631	.51	.512	1

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

TP – Task Performance

EI-Emotional Intelligence

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

The results show that the Hypotheses is accepted. Similar study supporting the findings of our study include Schutte et al. (2001) found that emotionally intelligent employee’s are able to perform tasks more efficiently and with best quality, solve more complex problems thus, improving the Task Performance.

H<sub>2c</sub> is accepted.

**Hypotheses 2d:**

**Table 4.22 Correlation - EI dimensions and CP**

<b>Variables</b>	<b>CP</b>	<b>AOE</b>	<b>MOE</b>	<b>AOTE</b>	<b>MOTE</b>
<b>CP</b>	1				

<b>AOE</b>	.622	1			
<b>MOE</b>	.49	.738	1		
<b>AOTE</b>	.616	.787	.505	1	
<b>MOTE</b>	.598	.631	.51	.512	1

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

CP – Contextual Performance

EI-Emotional Intelligence

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

Table 4.22 shows moderately positive correlation between Contextual Performance and Awareness of own Emotions with 0.622, Awareness of others Emotions and Contextual Performance with 0.616 and Managing of others emotions and Contextual Performance with 0.598. But the results shows low positive and significant association between Managing own emotions and Contextual Performance with 0.490.

The studies supporting the findings of our study include (Greenidge et al., 2014; Deeba et al., 2021). Emotionally Intelligent employees understand the needs of others are found to be performing better as compared to the employees who does not know how to manage and control emotions effectively. They are able to alter their emotions according to the demands of the situation and are able to turn their weaknesses into their strengths by learning from their past mistakes. They are able to understand the problems of other employees and help them during difficult times and they also know how to cope with job related stress and problems (work overload, low self-efficacy, dishonesty). Thus, acting as a motivational tool in order to enhance Contextual Performance.

H<sub>2d</sub> is accepted.

### Hypotheses 2e:

**Table 4.23 Correlation - EI dimensions and CWB**

<b>Variables</b>	<b>CWB</b>	<b>AOE</b>	<b>MOE</b>	<b>AOTE</b>	<b>MOTE</b>
<b>CWB</b>	1				
<b>AOE</b>	-.471	1			
<b>MOE</b>	-.549	.738	1		
<b>AOTE</b>	-.295	.787	.505	1	
<b>MOTE</b>	-.340	.631	.51	.512	1

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

CWB – Counterproductive work behavior

EI-Emotional Intelligence

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

Table 4.23 shows low negative correlation between Awareness of own Emotions and CWB with the value of -0.471, and managing of others emotions and CWB with the value of -0.340 at a 0.01 significance level. But the results shows moderate negative correlation between Managing own emotions and CWB with the value of -0.549 and very negative correlation between Awareness of others Emotions and CWB with the value of -0.295 at a 0.01 significance level. This explains that all aspects of Emotional Intelligence are negatively correlated with Counterproductive Work Behavior. The results show that the Hypotheses is accepted. The studies that support the results of our study include Miaoetal. (2017) investigated how Emotional Intelligence is associated with Counter-productive Work Behavior and found that Emotional Intelligence is negatively associated with Counterproductive Work Behavior. Thus, explaining that as level of Emotional Intelligence increases the level of Counterproductive Work Behavior decreases. This means emotionally intelligent employees know when to be emotionally attached and when to keep their distance from unnecessary emotions. They are able to apply positive emotions and avoid negative emotion while giving treatment to their patients. Their positive attitude and behavior while negotiating with the patients generates positive outcomes like patient satisfaction, increase safety and hospitals performance. Employees with low level of Emotional Intelligence (EI) are not able to properly regulate their emotions and of others as a result, level of stress and burnout increases in these employees. Employees with high level of stress allow employees to not think rationally and act against the legitimate interest of the hospital by showing negative behaviors like Counterproductive Work Behavior (absenteeism, withdrawal).These behavior are harmful for patient`s health as well as for the hospitals overall functioning and performance. Similar study supporting the findings of our study includes (Greenidge et al. 2014; Miao et al., 2017) found that the four aspects of Emotional Intelligence are inversely and fundamentally associated with Counterproductive Work Behavior. Adhikari (2020) also found similar results among teachers of Kathmandu.

Counterproductive Work Behavior is considered harmful to teachers because it acts as a barrier to effective education.

H<sub>2e</sub> is accepted.

For better results we have applied Regression Analysis

**Table 4.24 Model Summary- Emotional Intelligence and Job Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.853	.728	.728	9.0943

Table 4.24 shows a linear regression analysis between explanatory variable (EI) and outcome variable (JP). The R square value is 0.728 which explains that 72.8% of variance in the outcome variable (JP) is explained by explanatory variable (EI).

The following table is an ANOVA table showing how well the regression equation fits the data.

**Table 4.25 ANOVA**

Model		Sum of Square	df	Mean square	F	Sig
1	Regression	113151.248	1	113151.248	1496.113	.000
	Residual	42201.636	558	75.630		
	Total	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), Emotional Intelligence

**Table 4.26 Coefficient- Emotional Intelligence and Job Performance**

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig
		B	Std. Error	Beta		
1	Constant	116.388	3.967		29.339	.000
	Emotional Intelligence	2.445	.063	.853	38.680	.000

Dependent Variable: Job Performance



Table 4.25 ANOVA shows the statistical significance of the F ratio in the regression model. The higher the F-number, the better the model. The F value=1496.113,p value=0.000 shows that the model is significant and therefore Hypotheses is accepted. Table 4.26 details the meaning of the explanatory variables. The results in the above table explain that Emotional Intelligence has a significant impact on Job Performance. Emotional Intelligence has recently attracted the attention of many researchers. Researchers are trying to study the relationship between Emotional Intelligence and Job Performance across different cultures and groups. Emotional Intelligence helps employees to efficiently perform their work in stressful environments while managing their emotions to become barrier in their work. It also enables them to behave rationally during examination of the patient and provide them with proper course of treatment. Employees having high Emotional Intelligence are able to avoid negative emotions and use positive emotions when dealing with patient’s suffering. They are able to adapt to new changes and advancements and ready to increase their knowledge and learn about new technologies, procedures and ways to improve patient’s health. Emotional Intelligence has an impact on patient satisfaction, professionalism and is able to pull success and performance among healthcare providers. So, Health management should organize special program and camps for employees to know their current status and help them by improving their lack of experience by giving them proper training. The Studies supporting our study includes (Lopes et al., 2006; Cote and Miners, 2006).

**Table 4.27 Model Summary- EI dimensions and Job Performance**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimates</b>
1	.858	.736	.734	8.5939

EI-Emotional Intelligence

Table 4.27 shows a linear regression analysis between explanatory variable (EI dimensions) and outcome variable (JP). The R square value is 0.736 which explains that 73.6% of variance in the outcome variable (JP) is explained by explanatory variable (EI Dimensions).

The following table is an ANOVA table showing how well the regression equation

fits the data.

**Table 4.28 ANOVA**

Model		Sum of Square	Df	Mean square	F	Sig
1	Regression	114363.241	4	28590.810	387.120	.000
	Residual	40989.643	555	73.855		
	Total	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), AOE, AOTE, MOTE, MOE

Table 4.28 ANOVA shows the statistical significance of the F ratio in the regression model. The higher the F-number, better the model. The statistic is 0.000 ( $r = 0.000$ , significant (AOE, AOTE, MOTE, MOE), indicating that the model is significant and therefore accepts the Hypotheses. The dimensions of Emotional Intelligence have a significant impact on Job Performance.

Table 4.29 details the meaning of the independent variables.

**Table 4.29 Coefficient- EI dimensions and Job Performance**

Model		B-value	Beta	t	Sig
1	<b>AOE</b>	3.548	.417	9.674	.000
	<b>MOE</b>	1.316	.126	3.815	.000
	<b>AOTE</b>	1.680	.189	5.260	.000
	<b>MOTE</b>	3.031	.258	9.143	.000

Dependent Variable: Job Performance

CP – Contextual Performance

AOE – Awareness of own emotions

MOE – Management of own emotions

AOTE – Awareness of others emotions

MOTE – Management of others emotions

Table 4.29 shows the relationship between Emotional Intelligence dimensions and Job Performance. The results show that all dimensions of Emotional Intelligence have shown a significant relationship with Job Performance. According to the above table, Awareness of own Emotions has showed more profound effect on Job Performance followed by managing the emotions of others, recognizes the emotions of others, and manages one's emotions. The results are consistent with studies showing that

confident employees can easily recognize their emotions (Okpara and Edwin 2015; Olannye 2014; Jimoh, Raji, & Oyeniran 2012). Self-awareness helps build the trust of Healthcare professionals by dealing with difficult situations and providing the best treatment and patient care. It improves both patient satisfaction and self-care and helps overcome stress and burnout. Hospital managers can organize mindfulness-based stress reduction programs for healthcare professionals to reduce burnout and stress levels; that will help in improving staff well-being and hospitals performance.

#### **4.5.3 Correlation between employee’s Organizational Justice (OJ) and Job Performance (JP).**

Organizational Justice is viewed as one of the most significant both for the patients’ health as well as for improving the hospitals performance and reputation. It also becomes important for the hospital staff performance while performing their duties. When hospital staff is provided with fair information and they are provided with rewards equally and fairly according to their performance then employees will feel a sense of motivation to receive those rewards by improving their performance as such by doing their duties and never taking any leave of absence from their work.

#### **Hypotheses 3:**

**Table 4.30 Correlation - OJ and JP**

<b>Variables</b>	<b>JP</b>	<b>OJ</b>
<b>JP</b>	1	
<b>OJ</b>	.843	1

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

JP – Job Performance

OJ – Organizational Justice

Table 4.30 shows a positive correlation between Organizational Justice (OJ) and Job Performance (JP) with the value of 0.853 at 0.01 significance level .Thus, accepting the Hypotheses. Fairness in allocation of resources in terms of pays, promotions, career benefits and the decisions outcomes motivates employees to work with full commitment and dedication to achieve organizational goals and never taking any leave of absence. Fairness in the organization helps in reducing the turnover rate, increase productivity and performance of the organization.

Mohamed (2014) supported the findings that quality performance is only achieved in

an organization where there is availability of Organizational Justice.

H<sub>3</sub> is accepted.

**Hypotheses 3a:**

**Table 4.31 Correlation - OJ dimensions and JP**

Variables	OCB	DJ	PJ	IPJ	IFJ
<b>OCB</b>	1				
<b>DJ</b>	.622	1			
<b>PJ</b>	.48	.874	1		
<b>IPJ</b>	.552	.815	.656	1	
<b>IFJ</b>	.586	.654	.438	.602	1

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

JP-Job Performance

OJ-Organizational Justice

DJ - Distributive Justice

PJ - Procedural Justice

IFJ - Informational Justice

IPJ - Interpersonal Justice

In table 4.31 shows high positive and significant relationship between Distributive Justice and Job Performance with the value of 0.758 ,Interpersonal Justice and Job Performance with the value of 0.723 and IFO and Job Performance with the value of 0.808 at 0.01 significance level .But the results shows moderate positive correlation between Procedural Justice (PJ) and Job Performance (JP) with the value of 0.628 at 0.01 significance level .This explains that all dimensions of Organizational Justice (OJ) are strongly correlated with Job Performance(JP). The results show that the Hypotheses is accepted. According to the results shown in above table Informational Justice is more highly correlated with Job Performance (JP). This can be seen employees were performing better and efficiently when they were provided with fair information regarding allocation of resources in terms of pays, bonuses, promotions, career benefits and the procedure followed during allocation of resources. Ali (2016) supported the findings that Informational Justice has a significant relationship with extrinsic performance among academic staff in Malaysia. Fair Information regarding allocation of resources in terms of pays, bonuses, promotions, career benefits and decisions and how these resources are being allocated motivates academic staff to stay connected with the organization and work for the betterment of the organization thus, increasing organization performance.

H<sub>3a</sub> is accepted.

**Hypotheses 3b:**

**Table 4.32 Correlation - OJ dimensions and OCB.**

Variables	OCB	DJ	PJ	IPJ	IFJ
<b>OCB</b>	1				
<b>DJ</b>	.622	1			
<b>PJ</b>	.48	.874	1		
<b>IPJ</b>	.552	.815	.656	1	
<b>IFJ</b>	.586	.654	.438	.602	1

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

OCB-Organization Citizenship Behavior

OJ-Organizational Justice

DJ - Distributive Justice

PJ - Procedural Justice

IFJ - Informational Justice

IPJ - Interpersonal Justice

In table 4.32 shows moderately positive and significant relationship between Distributive Justice and OCB with the value of 0.622, Interpersonal Justice and OCB with the value of 0.552 and Informational Justice and OCB with the value of 0.586 at 0.01 significance level. But the results shows low positive correlation between Procedural Justice (PJ) and OCB with the value of 0.480 at 0.01 significance level .This explains that all dimensions of Organizational Justice have strong and statistical significant relationship with OCB. Justice in the organization in terms of workload, assignment of work duties (night/day shift), distribution of resources motivates employees to perform their tasks effectively and also motivates them to them to voluntarily ask for extra work that are not part of their main job but which will help in improving the reputation of the hospital, thus enhancing Organization Citizenship Behavior. The results show that the Hypotheses is accepted. These findings are in line with the study that includes Nandan and Azim (2015) who found that fairness in the workplace motivates employees to give their all and go beyond and above to complete their tasks effectively that is beneficial for the organization. Fairness in allocation of compensation according to the employees work inputs helps in reciprocating positive behaviors which helps in enhancing Organization Citizenship Behavior.

H<sub>3b</sub> is accepted.

**Hypotheses 3c:**

**Table 4.33 Correlation - OJ dimensions and TP**

Variables	TP	DJ	PJ	IPJ	IFJ
TP	1				
DJ	.453	1			
PJ	.407	.874	1		
IPJ	.456	.815	.656	1	
IFJ	.546	.654	.438	.602	1

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

TP – Task Performance

OJ-Organizational Justice

DJ - Distributive Justice

PJ - Procedural Justice

IFJ - Informational Justice

IPJ - Interpersonal Justice

Table 4.33 shows low correlation between Distributive Justice and Task Performance with a value of 0.453, Procedural Justice and Task Performance with a value of 0.407, and Interpersonal Justice and Task Performance with a value of 0.456 at a significance level of 0.01. It shows a great relationship. However, the results show that there is a fairly strong and important link between Informational Justice and Task Performance, with a value of 0.546 at a significance level of 0.01. The above table shows that all aspects of Emotional Intelligence are positively correlated with Task Performance. The results show that the Hypotheses was accepted. The studies supporting the study include Devonish and Greenidge (2010), who found that Procedural, Distributive, and Interactive (Interpersonal and Informational) Justice were positively and significantly associated with Task achievement. Organizational Justice motivates employees to perform tasks efficiently and take risks in emergencies, thereby improving Task Performance.

H<sub>3c</sub> is accepted.

**Hypotheses 3d:**

**Table 4.34 Correlation - OJ dimensions and CP**

Variables	CP	DJ	PJ	IPJ	IFJ
CP	1				
DJ	.658	1			
PJ	.542	.874	1		
IPJ	.652	.815	.656	1	
IFJ	.748	.654	.438	.602	1

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

CP – Contextual Performance  
 OJ-Organizational Justice  
 DJ - Distributive Justice  
 PJ - Procedural Justice  
 IFJ - Informational Justice  
 IPJ - Interpersonal Justice

Table 4.34 shows moderate positive correlation between Distributive Justice and Contextual Performance with a score of 0.658, Interpersonal Justice and Contextual Performance with a score of 0.652, and Procedural Justice and Contextual Performance with a significance level of 0.01 of 0.542. It shows a positive and significant association. However, the results show that there is a high correlation between Informational Justice and Contextual Performance, with a significance level of 0.01 and a score of 0.748. This shows all that aspects of Organizational Justice are positively correlated with Contextual Performance (CP). The results show that the Hypotheses was accepted. The findings of the study are supported by study which include Devonish and Greenidge (2010), found that Organizational Justice motivates employees to take voluntarily work and accept part-time jobs outside their employment contracts thus enhancing Contextual Performance.

H<sub>3d</sub> is accepted.

**Hypotheses 3e:**

**Table 4.35 Correlation - OJ dimensions and CWB**

Variables	CWB	DJ	PJ	IPJ	IFJ
<b>CWB</b>	1				
<b>DJ</b>	-.31	1			
<b>PJ</b>	-.204	.874	1		
<b>IPJ</b>	-.298	.815	.656	1	
<b>IFJ</b>	-.4	.654	.438	.602	1

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

CWB-Counterproductive Work Behavior

OJ-Organizational Justice

DJ - Distributive Justice

PJ - Procedural Justice

IFJ - Informational Justice

IPJ - Interpersonal Justice

Table 4.35 show a moderate negative correlation between Distributive Justice (DJ) and CWB with a score of 0.310, and a score of Informational Justice and Counterproductive Work Behavior of 0.400 with a significance level of 0.01.

However, the results show a weak correlation between Interpersonal Justice and Counterproductive Work Behavior (value of 0.298) and Procedural Justice and Counterproductive Work Behavior (value of 0.204) at a significance level of 0.01. This explains why the justice aspect of an organization is negatively but significantly associated with Counterproductive Work Behavior. The results show that the Hypotheses was accepted. The results of this study found that Procedural, Distributive, and Interactive (Interpersonal and Informational) Justice were negatively and significantly associated with Counterproductive Work Behavior, which is supported by Devonish and Greenidge (2010). Organizational Justice helps employees avoid negative behaviors such as Counterproductive Work Behaviors (fraud, withdrawal, absence, theft) while helps in improving patient satisfaction, patient care, hospital performance.

H<sub>3e</sub> is accepted.

For better results we have applied Regression Analysis.

**Table 4.36 Model Summary-Organizational Justice on Job Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.843	.710	.709	8.9859

Table 4.36 shows a linear regression analysis between explanatory variable (Organizational Justice) and outcome variable (Job Performance). The R square value is 0.710 which explains that 71% of variance in the outcome variable (Job Performance) is explained by explanatory variable (Organizational Justice).

Table 4.37 details the meaning of the independent variables.

**Table 4.37 ANOVA**

Model		Sum of Square	df	Mean square	F	Sig
1	Regression	110296.183	1	110296.183	1365.952	.000
	Residual	45056.701	558	80.747		
	Total	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), Organizational Justice



Table 4.37 ANOVA shows the statistical significance of the F ratio in the regression model, i.e. the higher the F-number, better the model. The F value=1365.952,p value=0.000 shows that the model is significant and therefore Hypotheses is accepted. The results in the above table explain that Organizational Justice has a significant impact on Job Performance.

Table 4.38 details the meaning of the independent variables.

**Table 4.38 Coefficient- Organizational Justice on Job Performance**

Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	38.106	6.263		6.084	.000
	Organizational Justice	4.792	.130	.843	36.959	.000

Dependent Variable: Job Performance

Table 4.38 explains that there is a significant relationship of justice in an organization on Job Performance. Justice in the hospital and equal distribution of duties (night shift /day shift) and benefits helps in motivating and influencing the behavior and attitudes of healthcare professionals. It also encourages them to perform their assigned duties effectively, timely and with best quality. Thus, leading to fast recovery of patients, improve patient satisfaction, patient quality care and also performance of the hospital. Pracha et al. (2017) supported the current study that Organizational Justice has a significant impact on Job Performance of employees of Pakistan's public sector organizations. Fair feedback from managers, equal distribution of resources has great influence on employee's performance. When employees deliver good quality work it leads to greater production which helps in increasing the organizations performance.

**Table 4.39 Model Summary-OJ dimension on Job Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.878	.770	.769	8.0186

OJ-Organizational Justice

Table 4.39 shows a linear regression analysis between explanatory variable

(Organizational Justice (dimensions)) and outcome variable (Job Performance). The R square value is 0.770 which explains that 77% of variance in the outcome variable (Job Performance) is explained by explanatory variable (Organizational Justice (dimensions)).

The next table is ANOVA Table which represents how well the regression equation fits the data

**Table 4.40 ANOVA**

<b>Model</b>		<b>Sum of Square</b>	<b>Df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig</b>
<b>1</b>	<b>Regression</b>	119667.714	4	29916.928	465.288	.000
	<b>Residual</b>	35685.170	555	64.298		
	<b>Total</b>	155352.884	559			

Dependent Variable: Job Performance

Predictor (Constant), Informational Justice, Procedural Justice, Interpersonal Justice, Distributive Justice

Table 4.40 ANOVA shows the statistical significance of the F ratio in the regression model. The higher the F-number, the better the model. The F value=465.288, p value=0.000 shows that the model is significant and therefore Hypotheses is accepted. The results in the above table explain that Organizational Justice (dimensions) has a significant impact on Job Performance.

Table 4.41 details the meaning of the independent variables.

**Table 4.41 Coefficient- OJ dimensions on Job Performance**

<b>Model</b>		<b>B-value</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>
<b>1</b>	<b>DJ</b>	-.399	-.017	-.271	.787
	<b>PJ</b>	3.931	.236	5.188	.000
	<b>IPJ</b>	5.355	.238	6.620	.000
	<b>IFJ</b>	10.209	.573	19.765	.000

Dependent Variable: Job Performance

OJ-Organizational Justice

DJ - Distributive Justice

PJ - Procedural Justice

IFJ - Informational Justice

## IPJ - Interpersonal Justice

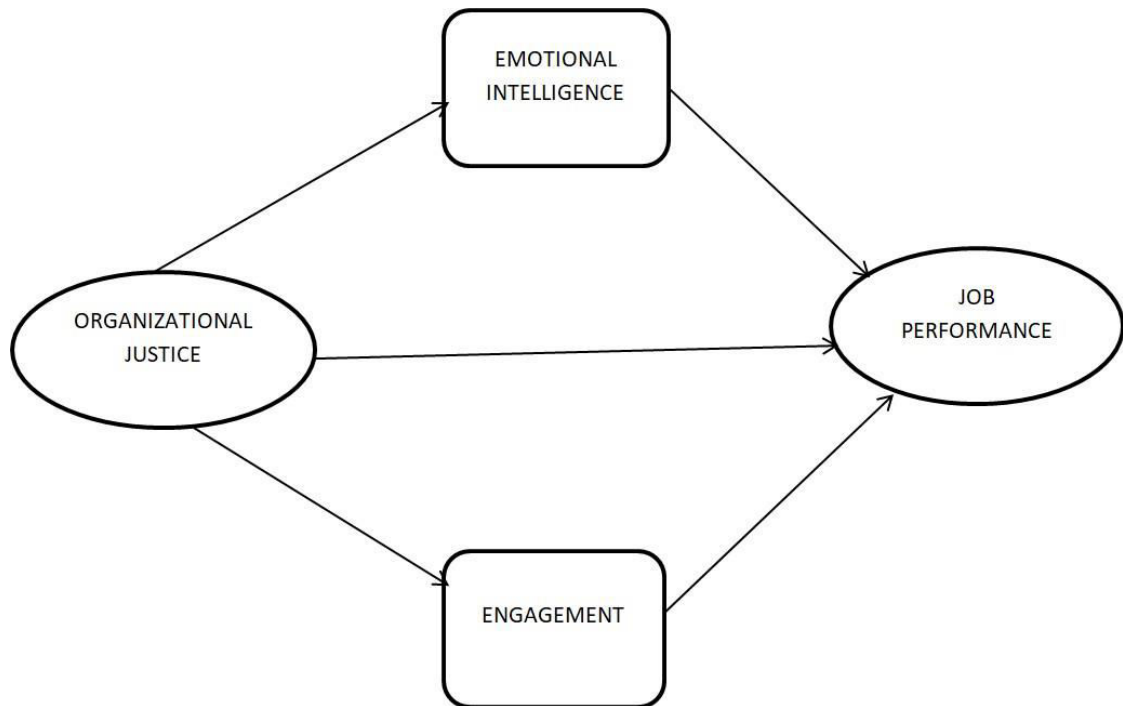
Table 4.41 shows that there is significant relationship of Justice (dimensions) on Job Performance (JP). Further it shows that, Informational Justice (IFJ) has shown more profound effect on Job Performance followed by Interpersonal Justice, Procedural Justice. The results are in line with other studies which include (Ali, 2016; Xiaojun and Wenhua, 2009; Mohamed, 2014). When hospital staff is provided with fair information regarding resource allocation in form of salaries, bonuses, promotions, etc., and decisions on how these resources shall be allocated among them gives motivation to healthcare professionals to perform their duties effectively and passionately with proper sincerity and quality. Thus improving patient satisfaction, patient quality care and hospital efficiency and performance. According to the results of the above table Distributive Justice (DJ) has shown non-significant impact on Job Performance rest all the Justice dimensions (PJ, IFJ, and IPJ) have shown significant impact on Job performance. Demirkiran et al. (2016) also supports our findings showing that except Distributive Justice remaining all Justice Dimensions (PJ, IPJ and IFJ) have significant effect on Job Performance. The results explains that employees working in the organization are dissatisfied with the distribution policy of the organization they feel that distribution of resources in terms of wages, promotions and benefits are not done with fairness. They feel that the resources they received were not commensurate with the effort they had put into their work, leading to high turnover rates, absenteeism, low productivity and low performance. Therefore, managers should re-implement their old policies/practices and use fair practices during distribution of resources and also allow involvement of employees during formulation of decision regarding allocation of resources that encourage them to stay connected with their organization and put efforts to improve productivity and performance of the organization.

### **4.5.4 Relationship among employee's Engagement, Emotional Intelligence, Organizational Justice and Job Performance.**

Based on the literature reviews the study model has been developed and the model includes one explanatory variable (Organizational Justice), two mediator variables (Emotional Intelligence and Engagement) and one outcome variable (Job

Performance).

The proposed model consists of a direct link between Organizational Justice (OJ) and Job Performance (JP). It analyzes the relationship between Organizational Justice (OJ)(explanatory variable) and Job Performance (JP) (outcome variable) and uses Engagement (EG) and Emotional Intelligence (EI) as a mediator variable.



**Figure 4.1 Proposed Model**

#### 4.5.4.1 Mediating Role of Engagement

**Hypotheses 4a:**

**Table 4.42 Coefficient of Determination**

	<b>AVE</b>	<b>Composite Reliability</b>	<b>R Square</b>	<b>Cronbach's Alpha</b>
<b>Engagement</b>	.8016	.973	-	.9691
<b>Job Performance</b>	.5055	.941	.725	.9322
<b>Organizational Justice</b>	.6032	.935	-	.9181

Table 4.42 shows that R Square value of Job Performance is 0.725 which indicates

72.5% of variance in Job Performance (JP) is explained by Engagement (EG) and Organizational Justice (OJ).

**Table 4.43 Path Coefficients and Mediation Analysis**

Relationship	Coefficient	t-value	VAF	Mediation Type Observed
EG -> JP	.474	3.4555	.47	Partial Mediation
OJ -> EG	.793	17.5437		
OJ -> JP	.413	3.0323		

EG – Engagement

OJ – Organizational Justice

JP – Job Performance

Formulae to calculate VAF is:

$$VAF = (P_{IM} * P_{MD}) / (P_{IM} * P_{MD} + P_{ID})$$

Where;

$P_{IM}$  = Path coefficient for Independent variable and Mediator,

$P_{MD}$  = Path coefficient for Mediator and Dependent variable,

$P_{ID}$  = Path coefficient for Independent variable and Dependent variable.

**Table 4.44 VAF Values**

S.No.	VAF	Mediation
1	VAF>80%	Full Mediation
2	VAF<20%	No Mediation
3	20%≤VAF≤80%	Partial Mediation

**Source: Hair et al. (2014)**

The results in Table 4.43 above show t-values. The t-value of the direct effect between the Organizational Justice (OJ) and Job Performance (JP) is (t-value = 3.0323) which exceeds the threshold value of 1.96, indicating a significant association. The t-values of indirect effect from Organizational Justice (OJ) to Job Performance (JP) through Engagement (EG) is significant as t-value of Organizational Justice (OJ) to Engagement (EG) is (t-value=17.54) and from Engagement to Job Performance (t-value=3.46) is above the threshold value of 1.96. The above table also shows the direct impact between an Organization's Justice and Job Performance is

significant ( $\beta = 0.843$ ). The direct effect after adding Engagement (EG) as an intermediary between Organizational Justice (OJ) and Job Performance (JP) is significant and the value is ( $\beta = 0.413$ ). We can conclude from the results of the tables that the effect of Organizational Justice (OJ) has diminished, but it was still remained important. From this, we can say that Engagement (EG) act as a mediator between Organizational Justice (OJ) and Job Performance (JP). Employee Engagement improves the relationship between Organizational Justice and Job Performance. The indirect effects of "Organizational Justice to Engagement" and "Engagement to Job Performance" was also found to be significant ( $\beta = 0.376$ , significant). Since the indirect value turned out to be significant, the considered variance is then calculated. According to Table 4.43 and Table 4.44, the variance considered is 47%. From this, we conclude that there is partial mediation. In other words, Engagement partially mediates the relationship between an Organization's Justice and Job Performance. Don et al. (2020) also discovered that Engagement acts as a partial intermediary between Organizational Justice and Job Performance. Organizational Justice (OJ) helps in creating an environment of trust, respect and confidence among healthcare workers which improves their wellbeing and efficiency. It also helps employees in enhancing the citizenship behavior which contributes to higher level of engagement.

#### 4.5.4.2 Mediating Role of Emotional Intelligence

##### Hypotheses 4b:

**Table 4.45 Coefficient of Determination**

	<b>AVE</b>	<b>Composite Reliability</b>	<b>R Square</b>	<b>Cronbach's Alp IQha</b>
<b>Emotional Intelligence</b>	.5705	.943	-	.9324
<b>Job Performance</b>	.5057	.941	.789	.9322
<b>Organizational Justice</b>	.5984	.935	-	.9181

From the results of table 4.45 it has been found that the R square value is 0.789 which means 78.9% of variance in Job Performance is explained by Emotional Intelligence and Organizational Justice.

**Table 4.46 Path Coefficients and Mediation Analysis**

Relationship	Coefficient	t-value	VAF	Mediation Type Observed
<b>EI -&gt; JP</b>	.563	5.6591	.49	Partial Mediation
<b>OJ -&gt; EI</b>	.696	19.2915		
<b>OJ -&gt; JP</b>	.413	3.881		

Source: Smart PLS Output

OJ - Organizational Justice

EI - Emotional Intelligence

JP - Job Performance

Formulae to calculate VAF is:

$$VAF = (P_{IM} * P_{MD}) / (P_{IM} * P_{MD} + P_{ID})$$

Where;

$P_{IM}$  = Path coefficient for Independent variable and Mediator,

$P_{MD}$  = Path coefficient for Mediator and Dependent variable,

$P_{ID}$  = Path coefficient for Independent variable and Dependent variable.

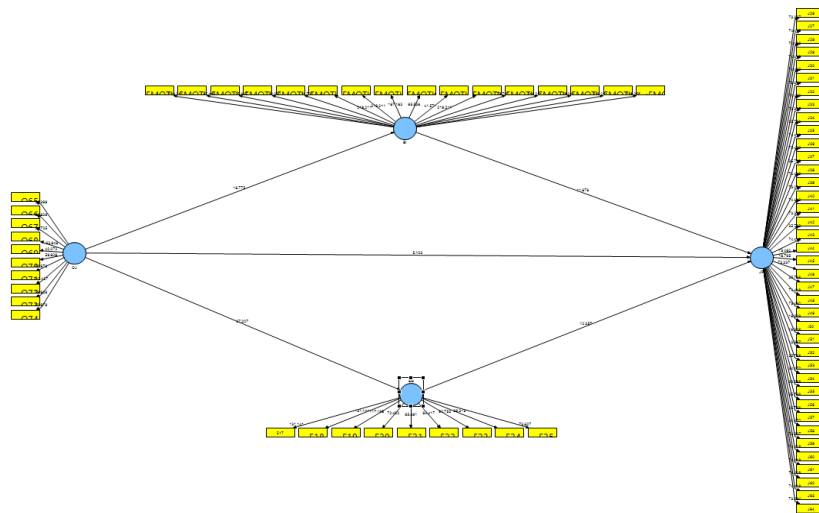
**Table 4.47 VAF Values**

S.No.	VAF	Mediation
<b>1</b>	<b>VAF&gt;80%</b>	<b>Full Mediation</b>
<b>2</b>	<b>VAF&lt;20%</b>	<b>No Mediation</b>
<b>3</b>	<b>20%≤VAF≤80%</b>	<b>Partial Mediation</b>

**Source: Hair et al. (2014)**

Results of the above table 4.46 show the t-values. The t-value of direct effect from Organizational Justice (OJ) to Job Performance (JP) is (t-value=3.881) which was above the threshold value 1.96, the relationship was found to be significant. The t-values of indirect effect from Organizational Justice to Job Performance through Emotional Intelligence is significant as t-value of Organizational Justice to Emotional Intelligence is (t-value=19.29) and from Emotional Intelligence to Job Performance is (t-value=5.66) which is above the threshold value of 1.96. The table also shows the  $\beta$  value of direct effect (Organizational Justice and Job Performance) is ( $\beta = 0.843$ , significant). The direct effect after adding Emotional Intelligence as an intermediary between Organizational Justice (OJ) and Job Performance (JP) is ( $\beta = 0.413$ ,

significant). The results show that the effect of OJ has reduced, but it still remained significant. So, we can conclude that Emotional Intelligence acts as a mediator Organizational Justice and Job Performance. The employee's Emotional Intelligence improves the relationship between Organizational Justice (OJ) and Job Performance (JP). The indirect effects of "Organizational Justice to Emotional Intelligence" and "Emotional Intelligence to Job Performance" were significant ( $\beta = 0.392$ , significant). Since the indirect value turned out to be significant, then the Variance accounted for is calculated. According to Tables 4.46 and 4.47, the variance accounted for came to be 49%. Thus we conclude that there is a partial mediation. In other words Emotional Intelligence partially mediates the relationship between Organizational Justice (OJ) and Job Performance (JP). Cropanzano et al. (2005) found that Emotional Intelligence acts a mediator the between Organizational Justice (OJ) and Job Performance (JP). Fairness in the organization can influence an individual's behavior, emotions and attitude which further influence performance. Injustice and unfairness in the organization leads to negative emotions such as anger, sadness which further leads to Counterproductive Work Behavior (abuse, production deviance and withdrawal).



(Source: Author's Calculations)

**Figure: 4.2 Mediation Analysis**



## **CHAPTER-5**

### **SUMMARY,DISCUSSION AND CONCLUSION**

This chapter includes Summary, key discoveries, Discussions, Recommendation and degree for future specialists. The First segment of this part explores the structure of the study. The second section is the discussion part of the study. The third section discusses the conclusion part followed by suggestions for future research.

#### **5.1 SUMMARY**

The healthcare profession involves a culture where stress and burnout are very common. Healthcare professionals who are working in culture should have better stress managing skills, have high tolerance and they should be flexible in their work. They should have high control over their emotions and not get attached easily with patient's emotions and feeling rather they should give a rational decision which will help in fast recovery of patients. So, in order to cater to patient's basic needs and requirements these professional needs to be emotionally stable. Here, Emotional Intelligence (EI) is necessary for Healthcare professionals working in a culture where stress and burnout is very common. Employees having high level of Emotional Intelligence can achieve both personal and professional interests and help improve performance. They are also a good listener and know when to relate and when to keep their distance from unnecessary emotions, thus, they are able to connect with the patients' needs, their problems and hence finding long term solutions. However, it has been observed recently that Stress and Burnout are one of the most common syndromes found among healthcare professionals. This may be due to advancements in the technology, medical knowledge or due to strict policies/practices followed in the hospital which have made them to be more stressful and less engaged in their work. This becomes imperative to lay more emphasis on employee Engagement and making a more conducive environment for work. Engagement is considered to be a positive aspect and outcome in the organization which is achieved by employees' willingness to commit and focus on their job (Snuff, 2008). Kahn (1990) defined Engagement as an important variable for organizations success and where employees are fully dedicated and absorbed in their work and they are trying every possible ways to complete their goals in time. Recent studies have also put light on the importance

of Engagement among Healthcare professionals as these are the ones who are closer and have more contact with the patients. So, when these Healthcare professionals are more absorbed in their work the quality of patient care also improves. It also reduces the number of patient deaths according to a report by Gallup. As a result, it becomes important to identify the potential facilitators of engagement among Healthcare professionals as they are dealing with the lives of the person. An employee to be fully engaged in their work, the most important and necessary requirement is that they are fairly treated in their workplace (Macey et al. 2009). Individual characteristics have a great influence on Organizational Justice. According to a recent report, there is a critical shortage of healthcare providers in India. The main reason is the unfairness given to them in the organization as a result; they are quitting their job which is affecting the hospital's performance. Not only the performance of the hospital, but also the patients getting treatment in the hospital is also affected due to shortage of staff; they have to wait for long hours to get their treatment. Here Organizational Justice becomes an important tool for hospitals smooth functioning and for increasing performance. The main aim of the study is to study the relationship between Emotional Intelligence (EI), Organizational Justice (OJ), Engagement (EG) and Job Performance (JP) among Healthcare professionals in select hospitals of North India in order to understand how we can improve employee development, earn higher profits and improve patient quality care, performance and efficiency of the hospital.

## **5.2 DISCUSSIONS**

### **OBJECTIVE 1:-**

Over the years, one of the biggest challenges an organization facing is disengagement among employees which is leading to poor performance. The first objective of our study is to study the relationship between Engagement and Job Performance. There are few studies demonstrating that high level of Engagement in the workplace is linked with better Job Performance (Tims et al., 2015; Zhong et al. 2016) which is also in line with the findings of our study. The results of our study showed that Engagement and Job Performance both are positively correlated with each other. This was seen healthcare professionals continuously monitoring the patient's health, clarifying patients all questions related to treatment and medication and providing them with right course of treatment leading to a better healthcare professional and

patient relationship resulting in fast recovery of patients. It is proved by the fact that as we put all our efforts and energy in performing our duties it has helped in increasing patient satisfaction, quality of care, and hospital performance. Mishra (2014) endorsed our finding that there is a positive link between Tanzania's health care worker Engagement (EG) and Job Performance (JP). More enthusiastic employees are more likely to work with available resources, set new standards and willing to use all their energy and effort to get the job done on time, and improve employee performance even in difficult times. We also found that all aspects of engagement are positively associated with job performance. Within the Engagement Vigor aspect, showed a high correlation with job performance. This was seen employees putting their high energy levels, mental resilience and concentration in treating their patients, their persistence to work for long hours even in the difficult situations and their enthusiasm and passion towards patient care helped in increasing hospitals performance. High Vigor level motivates the employees to perform their tasks effectively, encourage them to take risks, face challenges, thereby improving the hospitals performance and its efficiency. Sittar (2020) supports the findings that Vigor dimension shows maximum correlation with Job Performance among university teachers in Central Punjab. Teachers not only listen but also mentor and coach their students. They are responsible in shaping the student's academic goals. So, teachers have to put their all energy level to get their students to achieve these academic goals and also help in improving their performance.

The results also show that all dimensions of Engagement are strongly associated with Task Performance (TP), OCB and Contextual Performance (dimensions of Job Performance) and are negatively and significantly related to CWB (one of the dimension of Job Performance). The findings of our study are supported by Ariani (2013) which confirmed that positive correlation among Employee Engagement and Organization Citizenship Behavior and negative correlation among Counterproductive Work Behavior. Bilal et al. (2015) also confirmed that an engaged employee are willing to do extra work which is not part of their main job but which will helping in improving the organizations competitive advantage and thus, help in enhancing its contextual performance(CP). Bakker et al. (2012) found that employees who are dedicated and absorbed in their work are well aware of their job so they perform their

tasks effectively and with best quality and are also ready to take extra job so as to increase organizations efficiency and also helps in enhancing Task Performance and Contextual Performance. Engagement is a vital predictor in enhancing the Job Performance while being absolutely committed and absorbed in their work, thereby avoiding bad behaviors like Counterproductive Work Behaviors (abuse, fraud, anger, sad) and apply voluntary behaviors like Organization Citizenship Behaviors in motivating personnel to take more jobs which aren't part of their own contract but which is beneficial for overall performance of the organization.

To better explain the results, we applied regression analysis in order to employee Engagement effect on Job Performance and found that Job Performance is significantly impacted by employee Engagement. The analysis show that engaged employees are more enthusiastic, do their best to get the job done, and are emotionally, physically and mentally connected to the job. The literature also confirms that the success of the organization is achieved when there are more engaged employees whose only motive is to accomplish their goals. Health professionals are the ones who have more contact with the patients during their stay at the hospitals. High level of Engagement and involvement of Healthcare professionals improves patient satisfaction, patient quality care and performance of the hospital. Engaged employees are able to create a safer environment for the patients and are more thorough and responsive in their care. Bakirtzis and Myloni (2020) support the findings that high Engagement levels significantly affect Job Performance. Engagement is an important predictor which encourages employees to actively participate in achieving organizations success. It also motivates them to go extra mile to complete their task even during difficult times. Vigor (one of the dimension of Engagement) was found to have more profound effect on Job Performance which is lined with the studies (Kartal 2018; Bakirtzis and Myloni,2020;Bhardwaj et al.,2020 Nas,2020).This was seen employees treating patients with full energy and were enthusiastic and passionate in patient care. Their perseverance to work in both normal and difficult circumstances helped them to achieve better outcomes in terms of performance and satisfaction from both ends from patient's side as well as employee's side. Bhardwaj and Kalia (2020) also found that employees who were more energetic and happily involved in their tasks were most likely showing high Job Performance.

Employees applying full energy and effort in their work are able to set new standards at work, increased patient safety, higher patient satisfaction rates. It also helped them to deal with different patients with different problems. Thus, making them more satisfied, passionate and enthusiastic in their work. Absorption also showed influence on Job Performance among Healthcare professionals. This was seen employees seriously performing their tasks given to them and were continuously monitoring the patients' health and their only motive was to improve the patient's life and how to get better results. Bhardwaj and Kalia (2020) support the findings that high levels of Absorption among employees helps in improving both patient's health as well as hospital performance. Dedication among employees showed least effect on Job Performance. This was seen employees were not feeling proud of their job they are doing and the job was not inspiring the employees to take new tasks. It means that in order to provide high quality care we need highly engaged employees that are more focused and dedicated in their work, passionate in treating the patients, satisfied with their job and open to new experiences and challenges which will motivate them to do extra work that are not part of their main job but which will help in benefitting the organization. Employee Engagement leads to good patient quality care, low patient mortality rate and medical accidents and improve clinical and patient care and staff wellbeing rate Employee Engagement also helps in enhancing hospitals success by increasing employee's morale, retention rate, patient satisfaction and overall hospital's performance.

#### **OBJECTIVE 2:-**

Many organizations recognize that the health and well-being of their employees is a key determinant to their success. Healthcare sector follow a culture where stress and burnout is very common and in order to be able to work in this stressful environment, employees need to be both physically and mentally healthy. This means they need to be able to handle difficult situations calmly and efficiently. Recently, emotional intelligence (EI) has become a popular topic in the medical field. The second goal of the study is to study the relationship between emotional intelligence and job performance. According to the literature few studies have shown insignificant connection between emotional intelligence and job performance, such as the study by Fredrick M. Nafukho (2009) found that employees in the organization were not able

to handle their emotions resulting in poor work quality, low productivity and poor performance. However, there are some studies that agree with our study, such as (Dhani and Sharma, 2017), showing that Emotional Intelligence is positively correlated with Job Performance. Carmeli (2003) upheld the finding that Emotional Intelligence motivates employees to achieve organizational success, thereby improving net income and organizational performance. Employees with high Emotional Intelligence can adjust negative emotions, learn from past mistakes, and use positive emotions when dealing with patient distress. They are able to adapt to new changes and advancements and ready to increase their knowledge and learn about new technologies, procedures and ways to improve patient's health thus improving hospitals performance. Zaman et al. (2021) also found that employees with high EQ have positive attitude towards their, have better problem-solving and conflict management skills. All Emotional Intelligence (EI) dimensions were positively correlated with Job Performance (JP). Awareness of own Emotions (one of the dimension of Emotional Intelligence) is more actively associated with Job Performance. Okpara and Edwin (2015) support the findings that self-awareness is positively related with organization performance. Self-aware employees have better capability in handling their emotions as compared to those who are not self-aware. They are able to avoid negative emotions and its consequences and apply positive emotions for the retentions of their customers. Self-awareness is an important predictor for achieving organization's success as they are able to take decision and work effectively under difficult situations, thereby improving the organizations net profit and performance.

The study also found the association between Emotional Intelligence (different aspects) and Job Performance (different aspects) .The results found that all the aspects of Emotional Intelligence are positively and significantly associated with Contextual Performance (CP), Task Performance (TP) and OCB. The results are in line with the studies by (Bozionelos and Singh, 2017; VabdeWaa and Turnispeed, 2012). But all dimensions of Emotional Intelligence are negatively and significantly related to the CWB. Employees with low level of EI easily burst out in stressful situations resulting in poor quality of work, delay in every work they are doing and also generating negative behaviors (CWB) which are considered to be harmful for the organizations

legitimate interests (Miao et al. 2017; Greenidge et al., 2014) and these findings support the findings of our study. Emotional Intelligence is an important medicine as understanding and controlling one's own emotions and in others is an important skill for health professionals. It can help healthcare professional to deliver better services while achieving better outcomes in terms physician and patient relationship, commitment, healthcare professional career satisfaction.

To better explain the results, we applied regression analysis to study the impact of Emotional Intelligence on Job Performance. The results show that Emotional Intelligence influences Job Performance. Our results are consistent with studies performed by most previous researchers (Cote and Miners, 2006; Lopes et al., 2006). Emotional Intelligence has recently attracted the attention of many researchers. Researchers are trying to study the impact of Emotional Intelligence on Job Performance across different cultures and groups. Emotional Intelligence helps employees manage their work in stressful environments, control their emotions, and enable them to act reasonably as they complete their tasks. Employees with high Emotional Intelligence are able positive emotions when dealing with patient suffering. They are able to adapt to new changes and advancements and ready to increase their knowledge and learn about new technologies, procedures and ways to improve patient's health. Emotional Intelligence has an impact on patient satisfaction, professionalism and is able to pull success and performance among healthcare providers. So, Health management should organize special program and camps for employees to know their current status and help them by improving their lack of experience by giving them proper training. AOE (one of the dimension of Emotional Intelligence) has shown more impact on Job Performance. The results are in line with the studies by (Okpara and Edwin 2015; Olannye 2014; Jimoh, Raji, & Oyeniran 2012) which means that employees who are self-aware can easily recognize their own emotions, able to manage and apply the right emotions at the right time. They are able to face challenging situations and provide best care to the patients. Self-awareness helps in generating confidence among healthcare professionals and helps them to modify their emotions as per situations demands. It also has a major role in improving healthcare professional-patient relationship and provide therapeutic environment which helps in fast recovery process of patients. Scheick (2011) claims that

Healthcare professionals are not only providing care to the wounded patients but sometimes dealing with their own unresolved stress. Without self-awareness, health professional's unresolved emotions arise putting threat to the life of the patients. Okpara and Edwin (2015) support the findings that self-awareness is an important determinant in achieving organization success. They are able to avoid negative emotions and their associated cost and consequences and apply positive emotions in retention of their customers. Employees having high level of self-awareness are best performers from average ones (Goleman, 2001). Managing others emotions has an impact on Job Performance. This was seen Healthcare professionals calmly listening to the problems of the patients, using reflective statements in order to decrease their negative emotional reactions, asking questions to know the hidden meaning behind their emotions and helping them to move from emotional state of mind to logical rational state of mind. When Healthcare professionals were able to manage the emotions in others and get to know with what problems the patients has actually come to them with then this make easier for Healthcare professionals to give proper treatment to the patient improving both patients' health and hospitals performance. Awareness of others Emotions has an impact on Job Performance. This was seen Healthcare professionals connecting with the patients and trying to understand their perspectives, worries and in which emotional state they are in and accordingly treating the patients thus, improving the patients' health and ultimately improving the performance of the hospitals. Understanding others emotions also helps in generating better outcomes in terms of performance, patient satisfaction and quality care. Moudatsou et al. (2020) supported the findings that EI is considered very beneficial for Healthcare professionals working in a hospital culture that involves stress and burnout. So, controlling and understanding emotions of the patients are very necessary condition to maintain a good healthcare professional-patient relationship which will make the treatment process a lot easier leading to fast recovery of patients and improving hospitals Job Performance.. Management of own Emotions has shown least impact on Job Performance. This was seen employees showing but not able to properly alter their emotional expressions to align with the expectations of the surroundings. They were not properly able to manage their emotions in emotionally charged situations. But there is a need to manage one's own emotions in a place like a



hospital where someone's life is at stake. If an employee fails in managing their own emotions medical accidents can happen which will make the patient's life in danger. Management of own emotions helps Healthcare professionals to sustain emotionally charged situations and helps in improving organization productivity, social interactions and performance. Healthcare management can help in organizing interactive sessions, counseling which can help employees to manage their emotions while treating patients who further help in fast recovery of patients and increasing Job Performance.

### **OBJECTIVE 3:-**

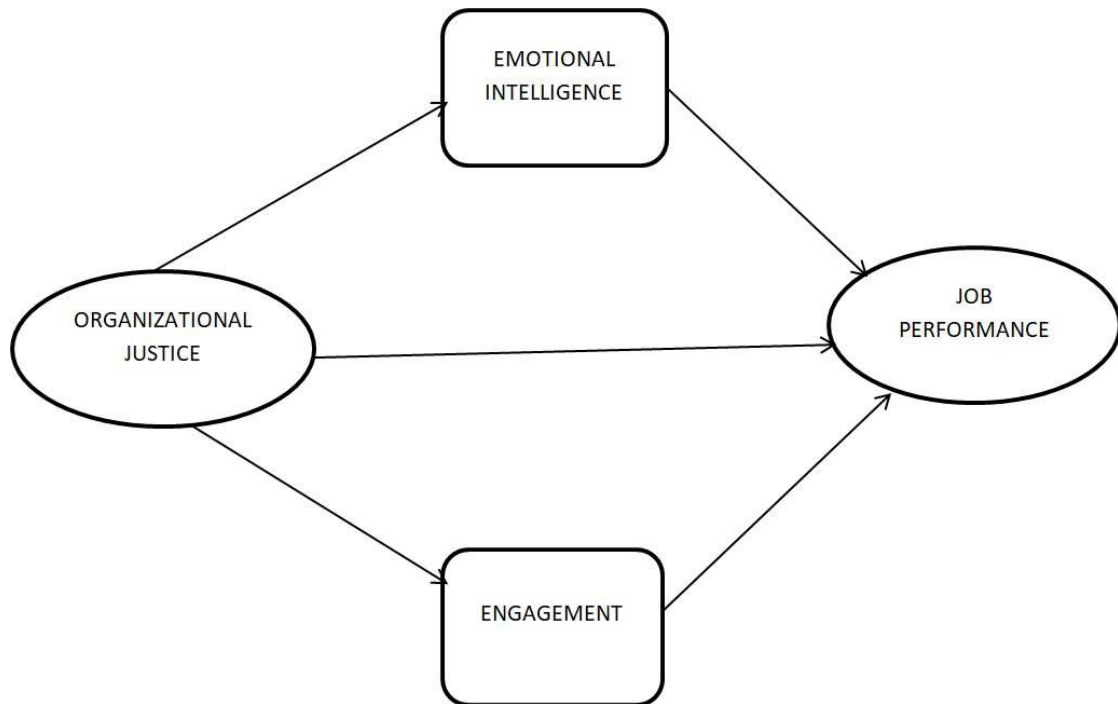
Organizational Justice is considered to be one of the most important aspects, both for the patients' health as well as for improving the hospitals performance and reputation. The third aim of the study is to study the relationship between Organizational Justice (OJ) and Job Performance (JP). The literature demonstrates that Organizational Justice is positively and significantly associated with Job Performance. This study found a strong association between justice in the Organization and Job Performance (JP). Fairness in an organization helps staff to perform their tasks and duties more efficiently and helps them to promote positive behavior related to organizations such as improved performance (Walumbwa et al., 2009), organization's behavior in citizenship (Gurbuz et Al., 2016; Tziner and Sharni, 2014). The results also shows that Organizational Justice (dimensions) are positively related to Job Performance (JP). In terms of Organizational Justice, Informational Justice has shown more positive and important relationship to Job Performance. Ali (2016) supports the finding that Informational Justice is significantly associated with the external performance of Malaysian academic staff. This can be seen employees were performing better and efficiently when they were provided with fair information regarding allocation of resources in terms of pays, bonuses, promotions, career benefits and decisions and how these resources are being allocated. A strong relationship is found between dimensions of Organizational Justice and aspects of Job Performance. The results are supported by previous studies showing positive relation between on different dimensions of Organizational Justice and Job Performance predictors (Task Performance, Organizational Citizenship Behavior and Contextual Performance) the studies include (Devonish and Greenidge, 2010; Suliman and Kathairi, 2012). But

Organizational Justice predictor is negatively and significantly associated with Job Performance predictors (Counterproductive Work Behavior). The results are supported by previous studies include (Devonish and Greenidge, 2010; Jones and Martens, 2009). Informational Justice (one of the dimension of Organizational Justice) has shown more positive association with Job Performance (JP) which is also supported by (Aryee et al., 2002; Mohamed, 2014). The findings of our study explains that Healthcare Professionals in healthcare sectors gives more weightage to fair information received regarding procedures and decision outcomes. Fair and Transparent information are important predictors of attracting talented and satisfied employees. Arab and Atan (2017) support the study that most employees agree that fair information is important predictor for attracting talented employees.

To better explain the results, we used regression analysis to study the impact of Organizational Justice (OJ) on Job Performance (JP). The results show that justice in an organization has a significant impact on Job Performance (JP). Pracha et al. (2017) supported this study that justice in the organization motivates the employees of Pakistan's public sector organizations to perform their duties effectively without taking any leave of absence. Fair feedback from managers and equal distribution of assets guide the attitudes and behavior of employees within the organization, thereby helping them and the organization improve their ability to perform their duties. Information Justice (one of the dimension of Organizational Justice) has shown a greater impact on Job Performance (JP). The results are consistent with other studies including (Ali, 2016; Xiaojun and Wenhua, 2009; Mohamed, 2014). Informational Justice enhances the sense of group standing and self-worth among employees. Employee's holds positive attitude towards fair information communicated to them regarding the decision outcomes and allocation of resources in terms of pay, bonuses, promotions etc. So, they exhibit greater performance as such by doing their duties and never taking any leave of absence from their work and treating patients with proper sincerity. Liu et al. (2012) support the findings that Informational Justice has strongest effect on behaviors and buyer and supplier relationship performance. Colquitt (2001) also support the findings that fair information given regarding decision outcomes and justifications for decisions helps employees to realize that they are an important part in the organization which further helps in improving Job Performance. Procedural

Justice (PJ) has also shown significant impact on Job Performance (JP) among Healthcare professionals. The employees holds positive attitude towards how the decisions about distribution of outcomes were made. Interpersonal Justice has also shown impact on Job Performance. The employees holds positive attitude regarding Interpersonal Justice. Interpersonal Justice signifies a good and fair communication between employees and management and management and their employees with dignity, respect, honesty and involving them during decision making process. This was seen employees being happy doing their job under the guidance of their management and management showing respect to the employees by taking their views and ideas during decision making process, making them realize that they are an important part of the organization thus,improving the performance. Distributive Justice does not have an impact on Job Performance. This was seen employees were not happy with the distribution of resources as they feel that the output in terms of pays, promotions, bonuses and career benefits were not given to them according to the hard work and efforts they have put in. Demirkiran et al. (2016) supports the findings which show that Distributive Justice does not have an impact on Job Performance. Employees perform better when there is fair distribution of resources based on their hard work and efforts and they are given equal opportunities to grow and have advancements in their career. They also perform better when they are given fair information regarding opportunities and career benefits they will receive if they perform their tasks effectively. So, health management should follow fair practices regarding distribution of resources in terms of pays, bonuses and career benefits to the employee's, distribution of responsibilities on the merit basis so that every employee's gets fair distribution of tasks and are appraised accordingly and thereby increasing the stability of the employees. They should also pay attention towards their subordinates, while taking decisions, allocation of assets, dispersion of obligations, implementation of association strategies like prizes and acknowledgments which will further help in improving Job Performance (JP) of the employees and will help in increasing the overall productivity and performance of the hospitals.

#### OBJECTIVE 4:-



**Figure: 5.1 Study Model**

#### OBJECTIVE 4a:-

In first part of the objective we analyzed the role of Engagement as a mediator between Organizational Justice (OJ) and Job Performance (JP). First, we tested the direct effect on Organization's justice and Job Performance. Statistics showed both are strongly correlated with each other and the value is ( $B = 0.843$ , significant). The results were consistent with the studies that include (Paracha et al., 2020; Greenberg, 1987). The results show that when healthcare professionals are treated fairly in the hospital, they work more intensively and patients recover quickly, improving hospital performance and overall reputation. Then the mediator Engagement is added in order to test the significance path from Organizational Justice to Engagement and Engagement to Job Performance. The statistics reveal that the significance path from Organizational Justice to Engagement ( $\beta = 0.794$ , significant) and Engagement to Job Performance ( $\beta = 0.474$ , significant) is significant- reveals the indirect effect is also significant.

The findings are supported by the study by (Aggarwal, n2014). Engagement is a tool for developing more focused and enthusiastic employees who provide a competitive level of performance in the organization in which they work. There is a strong relationship between Engagement and Job Performance. The results are consistent with the results of previous studies, including (Karatepe, 2013). Engaged employees are able to deliver timely treatment to the patients leading to increased patient satisfaction, patient safety and quality thus, improving Job Performance. The results also reveal a strong relationship between Organizational Justice (OJ) and Engagement (EG). The results of this study are consistent with previous studies (Ghosh et al. 2014; Park et al., 2016). Ozer et al. (2017) supports the finding that Organizational Justice is a key factor which encourages employees to work effectively and passionately to achieve their goals. Fairness affects employee's trust and engagement level in the organization. Fair distribution of resources and decision outcomes motivates employees to complete their jobs effectively and also encourage them to go extra mile to accomplish their organizational goals even in difficult situations thus, improving the organization's efficiency and performance. The R-squared value is 0.725, indicating that 72.5% of the variance in Job Performance is explained by Organizational Justice (OJ) and Engagement (EG). The results also show t-value after adding Engagement as an intermediary between the organization's justice and job performance. The t-value of the direct effect (Organizational Justice and Job Performance) is (t-value = 3.0323) showing it exceeds the threshold value of 1.96, indicating a significant association. The t-values of indirect relation from Organizational Justice to Job Performance through Engagement is significant as t-value of Organizational Justice to Engagement (t-value=17.54) and from Engagement to Job Performance (t-value=3.46) is above the threshold value of 1.96. The direct effect between an Organizational Justice and Job Performance is significant ( $\beta = 0.843$ , important). The direct effect after add on of Engagement (EG) as a mediator between Organizational Justice and Job Performance is significant ( $\beta = 0.417$ , significant). We can conclude that the effect of Organizational Justice has diminished, but it still remained significant. From this, we can conclude that Engagement (EG) mediates the relationship between

Organizational Justice (OJ) and Job Performance (JP). Employee Engagement improves the relationship between Organizational Justice (OJ) and Job Performance (JP). The indirect effects of "Organizational Justice to Engagement" and "Engagement to Job Performance" are also significant ( $\beta = 0.376$ , significant). Since the indirect value turned out to be significant, the variance accounted for is calculated. According to the results, the variance accounted for came to be 47%. From this, we conclude that there is partial mediation. In other words, Engagement partially mediates the relationship between Organizational Justice (OJ) and Job Performance (JP) and the results of this study are in line with previous studies which include (Rahman and Karim, 2022; Schmeider et al., 2009; Bakker et al., 2004; Suifan et al., 2020; Yanthi and Rahyuda, 2019; Hassan et al., 2014; Jabeen et al., 2021; Karatepe, 2013; Syaebani and Sobri, 2011; Dong et al., 2019; Aggarwal and Mittal, 2021; Sun and Wang, 2012). Justice in an organization motivates employees to show more positive behavior (ability to perform their duties) as they are enthusiastic about their work. According to Karatepe (2013), Engagement acts as a full-fledged intermediary between organizational fairness and Job Performance, with highly procedural fairness employees becoming more active in their work and engaging with the organization. It turns out to show both positive attitude and behavior. Dong et al. (2020) also discovered that fairness in the Organization helps in creating an environment of trust, respect and confidence among healthcare workers which improves their wellbeing and efficiency. Fairness in the organisation helps employees in enhancing the citizenship behaviour which contributes to higher level of engagement. Therefore the results confirm that both Organizational Justice and Engagement are important predictors for increasing Job Performance. So, management should follow fair practices that will help in increasing the morale of the employees, motivate them to work with full Dedication and passion in achieving organizational goals, higher profits and performance which will further upgrade the reputation of the organization they are working for. The present study has revealed that Engagement mediates the relationship between Organizational Justice and Job Performance in healthcare sector.

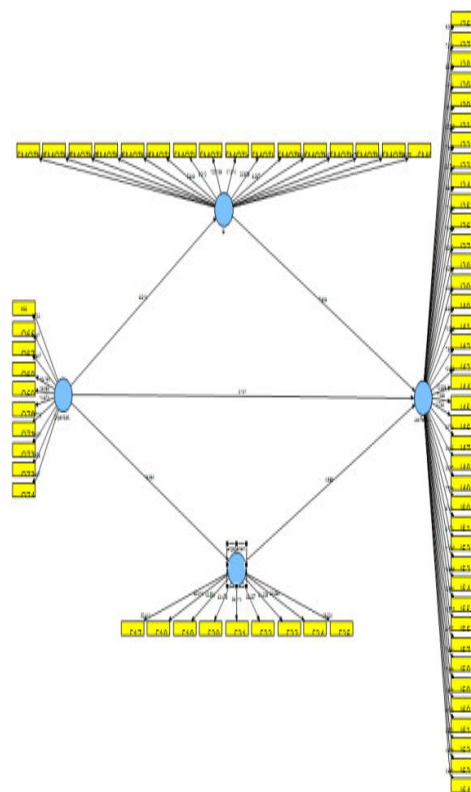
**OBJECTIVE 4b:-**

In this second part of the fourth objective, we analyzed the role of Emotional Intelligence as a mediator between Organizational Justice (OJ) and Job Performance (JP). First, we tested the direct effect between Organizational Justice and Job Performance. Statistics show that there is strong correlation between them and the value is ( $\beta = 0.843$ , significant). The results show that when hospital professionals are treated fairly in the hospital, they focus on their work and patients recover faster. This improves the efficiency and overall image of the hospital. The results were consistent with a study by (Pracha et al., 2017; Greenberg, 1987). After add on of mediator's Emotional Intelligence the significance path from Organizational Justice to Emotional Intelligence is ( $\beta = 0.696$ , significant) is significant and Emotional Intelligence to Job Performance ( $\beta = 0.563$ , significant) is significant- reveals the indirect effect is also significant. The results reveal that there is a significant effect of Organizational Justice (OJ) on Emotional Intelligence (EI). For the past three decades Organizational Justice has become one of the most visible constructs in social sciences (Colquitt, 2001). Many researchers are drawing their attention towards the theoretical development of Organizational Justice and an appraisal model of emotions. The literature has shown interaction between procedural and interactional justice while predicting a variety of emotions (Barclay et al. 2005) which results in favorable outcomes (i.e. Performance). Unfair decisions and procedures related to pay raise predicts negative emotions. According to previous research individuals may react differently either through anger or sadness while suffering losses thus showing a close link between two emotions. According to Folger, Cropanzano & Goldman (2005), anger is considered to be the most important emotion caused in response to injustice. Therefore, these emotions play an important role in the organization and further impact performance. Our results also show that there is a significant relationship between Emotional Intelligence (EI) and Job Performance (JP). This has been confirmed in a previous study by (Dhani and Sharma, 2017). Today, everyone strives to provide patient-centric care. Patient-centric care is just a relationship between healthcare professionals and patients and every healthcare professional have to deal with various patients that are coming with different problems. They have to listen to the problems of patients and for these healthcare

professionals should have stable emotions so that they are not carried away by the patient's emotions rather they rationally take right decision which is benefit for the health of the patient. As hospitals can be a place of great stress, emotions can run high. There employees having high level of Emotional Intelligence are required that have capability in managing and controlling their emotions, handling all the responsibilities without burning out and work together to achieve hospital goals. Emotional Intelligence helps in maintaining good physician and patient relationship, creating a safer environment for patients and improving the hospitals performance. Coefficient of determination R square after add on of Emotional Intelligence as a mediator came to be 78.9% which mean 78.9% of variance in Job Performance is explained by Emotional Intelligence and Organizational Justice. The results also shows the t-values after add on of Emotional Intelligence as a mediator between Organizational Justice and Job Performance. The t-value between the direct effect (Organizational Justice (OJ) and Job Performance (JP)) is (t-value=3.881) was above the threshold value 1.96, the relationship was found to be significant. The t-values of indirect effect from Organizational Justice to Job Performance through Emotional Intelligence is significant as t-value of Organizational Justice to Emotional Intelligence(t-value=19.29) and from Emotional Intelligence to Job Performance(t-value=5.66) is above the threshold value of 1.96. The table also shows the direct effect between Organizational Justice and Job Performance ( $\beta = 0.843$ , significant). The direct effect after on EI as an intermediary between them ( $\beta = 0.366$ , significant). Kannsein concludes that after add on EI the effect of Organizational Justice has diminished, but it still remained significant. From this we conclude that EI mediates the relationship between Organizational Justice and Job Performance. It improves the relationship between Organizational Justice and Job Performance. The indirect effects of "Organizational Justice to Emotional Intelligence" and "Emotional Intelligence to Job Performance" were significant ( $\beta = 0.392$ , significant). Since the indirect value turned out to be important, the variance accounted for is calculated. According to the results, the variance accounted for came to be 49%. From this we conclude that this is a partial mediation. In other words, EI acts as a partial mediator between Organizational Justice (OJ) and Job



Performance (JP). These results are in line with (Pracha et al., 2017; Khan et al. 2013; Bilal et al., 2021). Russell Crowezano et al. (2001) found the same results that fairness in the organization can influence an individual’s behavior; emotions and attitude which further influence performance. Injustice and unfairness in the organization leads to negative emotions such as anger, sadness which further leads to Counterproductive Work Behavior(abuse, production deviance, withdrawal)(Khan et al.,2013). Pratcha et al. (2017) have discovered that fairness can help in generating positive behaviors and emotions and helps in avoiding negative emotions which helps in boosting performance and satisfaction both to the employee as well to the customer/client. The results reveal that that both Organizational Justice and Emotional Intelligence are important for increasing Job Performance.



**Figure: 5.2 Mediation Analysis**

### 5.3 HYPOTHESES AND CONCLUSIONS

**Table 5.1 Hypotheses**

S No.	HYPOTHESIS	SIGNIFICANT/ INSIGNIFICANT	ACCEPTANCE/ REJECTION
1	There is a significant relationship between Employee Engagement and Job Performance	Significant	Accepted
2.	There is a significant relationship between Employee's Engagement dimensions and the Job Performance	Significant	Accepted
3	There is a significant relationship between Employee's Engagement dimensions and Organization Citizenship Behavior	Significant	Accepted
4	There is a significant relationship between employee's Engagement Dimensions and Task Performance.	Significant	Accepted
5	There is a significant relationship between employee's Engagement Dimensions and Contextual Performance.	Significant	Accepted
6	There is a significant relationship between employee's Engagement Dimensions and Counterproductive Work Behaviour.	Significant	Accepted
7	There is a significant relationship between employee's Emotional Intelligence and Job Performance.	Significant	Accepted
8	There is a significant relationship between employee's Emotional Intelligence Dimensions and Job Performance.	Significant	Accepted
9	There is a significant relationship between employee's Emotional Intelligence Dimensions and Organization	Significant	Accepted

	<b>Citizenship Behaviour.</b>		
10	<b>There is a significant relationship between employee's Emotional Intelligence Dimensions and Task Performance.</b>	Significant	Accepted
11	<b>There is a significant relationship between employee's Emotional Intelligence Dimensions and Contextual Performance.</b>	Significant	Accepted
12	<b>There is a significant relationship between employee's Emotional Intelligence Dimensions and Counterproductive Work Behaviour.</b>	Significant	Accepted
13	<b>There is a significant relationship between employee's organizational justice and Job Performance.</b>	Significant	Accepted
14	<b>There is a significant relationship between employee's organizational justice dimensions and Job Performance.</b>	Significant	Accepted
15	<b>There is a significant relationship between employee's Organizational Justice Dimensions and Organization Citizenship Behaviour.</b>	Significant	Accepted
16	<b>There is a significant relationship between employee's Organizational Justice Dimensions and Task Performance.</b>	Significant	Accepted
17	<b>There is a significant relationship between employee's Organizational Justice Dimensions and Contextual Performance.</b>	Significant	Accepted
18	<b>There is a significant relationship between employee's Organizational Justice Dimensions and Counterproductive Work Behaviour.</b>	Significant	Accepted

<b>19</b>	<b>Engagement mediates the relationship between Organizational Justice and Job Performance</b>	<b>Significant</b>	<b>Accepted</b>
<b>20</b>	<b>Engagement mediates the relationship between Organizational Justice and Job Performance</b>	<b>Significant</b>	<b>Accepted</b>

#### **5.4 KEY RECOMMENDATIONS**

By reviewing previous studies and the results of the current study the following key recommendations are made for the health administrators in the hospitals:

1. In order to improve Engagement, managers need to comprehend their representative's assumptions and necessities.
2. Employers should design the jobs so that the meaning and purpose is good described and defined. Organizations can promote Employee Engagement by providing Health professionals with full access to information and resources and also providing them with growth and development opportunities.
3. To Engagement level in the organization, the organization must have good inline management and effective communication, and identify the needs of employee development and engaged managers at all levels of the organization.
4. Engagement dimension, Vigor is considered as one of the most important dimensions which help Healthcare professionals to work with full energy level, even during difficult situations and allow them to take extra work which is not part of their job but which helps in benefitting the organization.
5. Emotional Intelligence is one of the most important criteria which propose a vision on how to manage and regulate one's own emotion, thus making a path for managing job emotional requirements among healthcare professionals.
6. Emotional Intelligence, Self-awareness is an important tool of Emotional

Intelligence that can help in recognizing one weakness and strengths of Healthcare professionals and help them to become defensive against obstacles they are facing.

7. Health departments should adopt Emotional Intelligence practices and implement strategies in order to figure out client relations and motivate people around them.
8. Organizational Justice is found to positively influence Job Performance. Health departments should formulate procedural, moral and conditions to improve Job Performance.
9. Organizational Justice, Informational Justice dimensions is an important tool that makes Healthcare professionals more sincere towards their work and more focused on the tasks given which further improves patient care.
10. The study shows lack of communication and non-involvement of Healthcare professionals in decision making process which are considered to be major issues contributing to the dissatisfaction and low Job Performance among healthcare workers.
11. Job Performance is an important outcome of the hospital
12. Training will help Healthcare professionals to learn about new modern practices and techniques about their job. Health departments should organize such training camps for employees, which can further help in improving employee's performance.
13. By properly addressing employees can enhance emotional capabilities of Healthcare professionals, which can lead towards competitive advantage.
14. Interview the Exit employees in order to access reasons that lead to Turnover Intentions among Healthcare professionals.
15. Association between Engagement, Emotional Intelligence, Organizational Justice and Job Performance must be studied at higher ends so that more positive results could be traced out among Healthcare professionals.

## **5.5 Implications**

The present research shows that all the variables taken in the study Organizational Justice, Engagement and Emotional Intelligence positively effects the Job Performance.

The results also depicts that after add on of Engagement and Emotional Intelligence the effect of Organizational Justice has diminished but it still remained significant. The research suggests that management should make efforts to enhance emotional Intelligence and engagement within the healthcare sector through implementing practices that helps in enhancing engagement and emotional Intelligence (Training, practices of mindfulness to enhance self-awareness, Engagement surveys etc.).

The research also depicts that both Engagement and Emotional intelligence mediates the relationship between Organizational Justice and Job Performance. In other words, the current research gives detail regarding how fairness in the hospitals acts as a motivational tool. Fairness leads to more engaged healthcare professionals who are more focused in their work with better control over their emotions. Such professionals can help in attaining increased patient satisfaction, quality patient care and improved hospitals performance and efficiency. Hospitals are recommended to develop and maintain policies, strategies and procedures to promote justice. Health administrators should encourage fair practices like seeking views of employee's, installing suggestion boxes, quality circles and other think tank practices in order to involve every employee in the policy making thus improving the organizational performance.

## **5.6 CONCLUSION**

In Indian economy Healthcare sector has become one of the largest sectors. It is also estimated to grow 16% in terms of employment from 2020-2030. Healthcare sector is basically a patient oriented profession and everyone is striving in providing a patient centered care. Patient centered care is just a relationship between healthcare professionals and patients while catering to the needs of the patient's basic requirements. So, we can say Healthcare professionals are the most important assets of the hospitals. They are responsible for improving the overall functioning, efficiency and performance of the hospitals. Every patient's that visit hospitals require different services based on their treatment so hospital staff has to be well prepared and trained to provide those services to the patients. They should be emotionally stable and must know how to tackle situations in stressful environment .They should be fully aware of their duties and responsibilities and provide their best quality patient care. In order to cater to the needs and requirements of the patients and provide them with best

services employees needs to be fully involved and attached to their job and is ready to go beyond their job levels to provide best care to the patients. Research also shows that Healthcare professionals are the ones who are closer and have more contact with the patients. When these Healthcare professionals are more engaged in their work it reflects in the quality of patient care and it also reduces number of patient's deaths according to a report by Gallup. For them to be engaged in their work and emotionally stable the one of the most important contributor is of Organizational Justice which means how employees are treated in the organization. It is evident enough in the recent researches that there is high turnover rates among hospital staffs and the main reason for the employees to quit their jobs is unfairness in the organization, which further hampers the performance of the hospitals. Therefore Emotional Intelligence, Engagement and Organizational Justice all together become important for improving hospitals performance.

The present study examines the role of employees Emotional Intelligence, Organizational Justice and Engagement on Job Performance in select hospitals of North India. It concluded that Healthcare professionals Job Performance can be improved with the help of Emotional Intelligence (EI), Engagement (EG) and Organizational Justice (OJ). If healthcare professionals feels that hospital administration is transparent in assigning their duties, shifts (night/day), giving them fair rewards on the basis of their merits, showing them respect by involving them in decision making process and taking their ideas in consideration while making decisions motivates them to become more emotionally, physically and mentally committed and attached to their job without taking any leave of absence. Thus, creating a safer environment for the patients. This result in increasing health professionals loyalty with the hospital, reduce turnover rate, increase patient satisfaction, quality and as well as hospitals performance. The study also found that Engagement and Emotional Intelligence being mediators improved the relationship between Organizational Justice and Job Performance. So in conclusion if we have to improve Job Performance hospital administrators should treat employees fairly with dignity and respect, provide fair information and involve them during decision making process. When employees feels that there is fairness in hospitals, transparent reward system is followed then they will feel a sense of motivation to work for long

hours even in the difficult situations and apply positive emotions to retain patients. This will not only improve performance but will reduce the number of medical accidents, increase safety, security and quality care of patients.

The study found a strong and significant association and significant impact between Engagement and Job Performance. This can be seen Healthcare professionals continuously monitoring the health of the patients, clearing all their and their family members' queries, answering their every question related to their treatment and medications and giving their full energy and efforts in improving the patients' health without paying attention to what is happening in the surroundings. They were applying their all energy levels to complete their duties, helping their co-workers in their work and willingly volunteering to do extra shifts in case of emergency situations thus, improving the hospitals efficiency and performance. Among Engagement dimensions, Vigor dimension showed more profound effect on Job Performance which was witnessed when employees were willing to work for long hours and their resent less commitment in treating patients even in difficult and stressful situations. Their attitude and willingness to work even in odd hours helped in increasing their Job Performance.

The study also showed a strong and significant association and significant impact between Emotional Intelligence (EI) and Job Performance (JP). This can be seen employees properly controlling and managing their emotions while catering to the needs of the patients and not allowing their own emotions to become a barrier while performing their duties. They were able to understand the patient's emotional state of mind and were able to manage patient's emotions by providing answers to their all questions and consoling them with motivating words and actions like they will get better. Thus, leading to improved patients satisfaction, quality and safety and hospitals overall performance. Among the dimensions of Emotional Intelligence Awareness of own Emotions showed more profound effect on Job Performance. This can be seen employees were easily able to recognize their own emotions, avoid negative emotions and thus apply positive emotions in order to retain their patients. They were able to understand the needs of their patients and use different ways and techniques for fast recovery of patients thus, improving their and hospitals performance.

The study also found a positive association and significant impact between



Organizational Justice (OJ) and Job Performance (JP). This can be seen Fairness in the organization helps employees to perform their tasks and duties in more efficient way and helps them in showing positive behaviors related to organizations such as voluntary behavior like (OCB). Informational Justice (one of the dimension of Organizational Justice) showed more profound impact on Job Performance. This can be seen when hospital staffs were provided with fair information regarding the standards on which their performance will be marked and further rewards (career benefits, pays, promotions) will be distributed among them motivated them to perform their duties more efficiently, fairly, sincerely and never taking any leave of absence. Thus, increasing hospitals overall performance and efficiency.

The study also concluded that the Healthcare professionals are the important assets in the hospitals. They are responsible for improving or decreasing the hospitals performance. Staff is needed to be maintained to improve hospital performance. This can be achieved by providing employees with fair and equal compensation, salaries, and benefits based on performance and also allowing them to participate and share their views and ideas in the decision-making process. Thus, the employees will get a sense of motivation that they are fairly and equally treated which will help them in avoiding negative emotions and make them more focused and engaged in their work. When employees are more engaged, emotionally stable and are fairly treated then there is improvement in the nature of patient consideration, medical clinics notoriety and execution of the hospitals.

Improving Job Performance is one of the most important goals not only in hospitals, but also in other organizations as well. Job performance in the healthcare industry is very important as it is involved in saving and improving patients' lives. When healthcare professionals are performing properly it improves the patient care which is ultimately one of the most important goals for all the healthcare professionals working in any healthcare organization to achieve. When healthcare professionals are performing better it will reduce the no medical accidents and patients feel that they are secure, safe and in the right hands. They feel a sense of confirmation that they will get better if they receive treatment in a particular hospital. In this context, improving Job Performance is one of the hospital's most important outcomes to achieve for survival of hospital in this competitive phase. Thus ignoring the problem

of Emotional Intelligence, Organizational Justice, Engagement and Job Performance can have a destructive outcome for any hospital.

### **5.7 SCOPE FOR FUTURE RESEARCH**

Current studies show findings based on investigating the role of employee's Organizational Justice (OJ), Engagement (EG), Emotional Intelligence (EI) and Job Performance (JP) in hospitals in North India. The study suggests following research directions which can be further explored in the future. The present study emphasized to find the relationship between Engagement, Emotional Intelligence, Organizational Justice and Job Performance is carried out only in select Hospitals of North India. In future researcher could consider other parts of India (i.e. South, East and West). Similar type of study can be opted for different industrial sector with same scope and nature. The study only focuses on three predictors of Engagement, four predictors of Organizational Justice, four predictors of Emotional Intelligence and 4 predictors of Job Performance. More dimensions could be included by researchers in the future for further investigations. A Comparative study considering female and male health workers could be initiated using all these variables. It could evaluate the effect of these variables in terms of gender. Longitudinal studies can also be conducted to understand the variables studied over a period of time. This study focuses on the relationship between Engagement (EG), Emotional Intelligence (EI), Organizational Justice (OJ), and Job Performance (JP) in the context in India. There are few studies in the literature that show a link between these variables taken in the study. Further research can be done using other variables that may contribute to Job Performance (JP) in the Indian context.

## REFERENCES

- Ababneh, O. M. A., & Macky, K. (2015). The meaning and measurement of employee engagement: A review of the literature. *New Zealand Journal of Human Resources Management*, 15(1),1-35.
- Adhikari, P. (2020). Relationship between emotional intelligence and counterproductive work behaviors among teachers of Kathmandu. *Journal of Cognitive-Behavioral Psychotherapy and Research*, 9(3),221-2261.
- Aggarwal, A., & Mittal, A. (2021). Modeling the Effect of Organizational Justice on Employee's Well-Being, Organizational Citizenship Behavior and Turnover Intentions through Employee Engagement. *The Open Psychology Journal*, 14(1),238-248. <https://doi.org/10.2174/1874350102114010238>.
- Aggarwal, U. (2014). Linking justice, trust, and innovative work behavior to work engagement, *Personnel Review*, 43(1),41–73. <https://doi.org/10.1108/PR-02-2012-0019>.
- Ahmad, A. R., & Jameel, A. S. (2021). Effect of organizational justice dimensions on performance of academic staff in developing countries. *Annals of the Romanian Society for Cell Biology*, 25(3),259-270.
- Ahmed, U., Shah, S. A., Qureshi, M. A., Shah, M. H., & Khuwaja, F. M. (2018). Nurturing Innovation Performance through Corporate Entrepreneurship: The Moderation of Employee Engagement. *Studies in Business & Economics*, 13(2),20-30. <https://doi.org/10.2478/sbe-2018-0017>.
- Akhtar,W., Ghufuran,H., Husnain,M., & Shahid,A. (2017).The Effect of Emotional Intelligence on Employee’s Job Performance: the Moderating Role of Perceived Organizational Support. *Journal of Accounting & Marketing*, 6(3), 1-8. <https://doi.org/10.4172/2168-9601.1000243>.
- Al Hamdan, Z., Oweidat, I. A., Al-Faouri, I., & Codier, E. (2017). Correlating Emotional intelligence and job performance among Jordanian hospital’s registered nurses. In *Nursing forum*, 52(1),12-20. <https://doi.org/10.1111/nuf.12160>.
- Ali, S. H. B. (2016). The impact of organizational justice on employee intrinsic and extrinsic performance: A Case study in Kota Kinabalu Polytechnic,

- Malaysia. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 5(11),1-12.
- Alonazi, W. B. (2020). The impact of emotional intelligence on job performance during COVID-19 crisis: A cross-sectional analysis. *Psychology Research and Behavior Management*, 13,749-757.
- Ambrose, M., Hess, R.L. & Ganesan, S. (2007). The Relationship between Justice and Attitudes: An examination of Justice effects on Event and System-Related Attitudes. *Organizational Behavior and Human Decision Processes*, 103(1),21–36. <https://doi.org/10.1016/j.obhdp.2007.01.001>
- Arab, H. R., & Atan, T. (2018). Organizational justice and work outcomes in the Kurdistan Region of Iraq. *Management Decision*, 56(4),808-827. <https://doi.org/10.1108/MD-04-2017-0405>
- Area, C. H. O. Community Health Care Organization, Dublin South, Kildare West Wicklow, CHO 7 Operational Plan 2018.
- Ariani, D. W. (2013). The relationship between employee engagement, organizational citizenship behavior, and counterproductive work behavior. *International Journal of Business Administration*, 4(2),46-56. <https://doi.org/10.5430/ijba.v4n2p46>
- Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(3),267-285. <https://doi.org/10.1002/job.138>
- Aryee, S., Chen, Z. X., & Budhwar, P. S. (2004). Exchange fairness and employee performance: An examination of the relationship between organizational politics and procedural justice. *Organizational behavior and human decision processes*, 94(1),1-14. <https://doi.org/10.1016/j.obhdp.2004.03.002>
- Asiamah, N. (2017). The nexus between health workers' emotional intelligence and job performance. *Journal of Global Responsibility*, 8(1),10-33. <https://doi.org/10.1108/JGR-08-2016-0024>
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of*

- Management Reviews*, 19(1),31-53. <https://doi.org/10.1111/ijmr.12077>
- Bajpai, N. (2011). *Business research methods*. Pearson Education India.
- Baker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career developmentinternational*,13(3),209223.<https://doi.org/10.1108/13620430810870476>
- Baker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(1), 83-104. <https://doi.org/10.1002/hrm.20004>
- Bakertzis, E., & Myloni, B. (2020). Profession as a major drive of work engagement and its effects on job performance among healthcare employees in Greece: A comparative analysis among doctors, nurses and administrative staff. *Health Services Management Research*,34(2),80-91. <https://doi.org/10.1177/0951484820943592>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human relations*, 65(10), 1359-1378. <https://doi.org/10.1177/00187267124534>
- Bano, B., & Talib, P. (2012). Police personality: Need for a new approach. *International Journal of Green Computing*, 3(1), 33-42. <https://doi.org/10.4018/jgc.2012010103>
- Bansal, G., Wu, T., Zhou, J., Fok, R., Nushi, B., Kamar, E. & Weld, D. (2021). Does the whole exceed its parts? the effect of AI explanations on complementary team performance. In *Proceedings of the 2021 CHI Conference on Human Factors in Computing Systems*,1-16. <https://doi.org/10.1145/3411764.3445717>
- Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90(4), 629–643. <https://doi.org/10.1037/0021-9010.90.4.629>
- Baron, R., Tranel, D., Denburg, N. L., & Bechara, A. (2004). Emotional and social intelligence. *Social neuroscience: key readings*, 223, 52.

- Barron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychology research: Conceptual, strategic, and statistical consideration. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Bates, S. (2004), Getting engaged, *HR Magazine*, 49(2),44-51.
- Bedarkar, M., & Pandita, D. (2014). A study of the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115. <https://doi.org/10.1016/j.sbspro.2014.04.174>
- Beldoch, M.,1964. Sensitivity to expression of emotional meaning in three modes of communication, in J.R. Davitz et al., *The Communication of Emotional Meaning*, McGraw-Hill,31-42.
- Berman, E. M., Bowman, J. S., West, J. P., & Wart, M. R. V. (2010). Motivation: Possible, Probable or Impossible? *Human Resource Management in Public Service: Paradoxes, Processes, and Problems. California: SAGE Publications*,180.
- Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Vilakshan-XIMB Journal of Management*,18(2),187-201. <https://doi.org/10.1108/XJM-08-2020-0089>
- Bhardwaj, G., Singh, S. V., & Kumar, V. (2020). An empirical study of artificial intelligence and its impact on human resource functions. In *2020 International Conference on Computation, Automation and Knowledge Management*,47-51. <https://doi.org/10.1109/ICCAKM46823.2020.9051544>
- Bias, R. J., & Moag, J. S. (1986). Instructional communication criteria of fairness. *Research in organizational behavior*, 9, 289-319.
- Bilal, H., Ali, S., Ali, N., & Rukh, L. (2021). The Mediating Role of the Emotional Intelligence in the Organizational Justice and Contextual Performance Relationship of Administrative Staff in Pakistan. *South Asian Journal of Management Sciences*, 15(1),17-28. <https://doi.org/10.21621/sajms.2021151.02>
- Bilal, H., Shah, B., Yasir, M., & Mateen, A. (2015). Employee engagement and contextual performance of teaching faculty of private universities. *Journal of*

*Managerial Sciences*,9(1),82-88.

- Bisji, J. S., Ogbole, A. J., & Umar, S. J. (2019). Emotional intelligence among Nigerian adolescents: the role of training. *J Psychol Clin Psychiatry*, 10(5), 191-195. <https://doi.org/10.15406/jpcpy.2019.10.00652>
- Boerrigter, C. M. M. (2017). *What makes employees highly engaged and performing?: Leader's emotional intelligence, service climate and psychological capital* (Master's thesis, University of Twente).
- Bohrer, V. C. (2007). A study of the relationships between leader emotional intelligence (EI) ability and demographic, performance, job satisfaction measures, and MBTI type in the United States (US) intelligence community. Webster University.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations*, 71–98.
- Bozionelos, N., & Singh, S. K. (2017). The relationship of emotional intelligence with task and contextual performance: More than it meets the linear eye. *Personality and Individual Differences*, 116,206-211. <https://doi.org/10.1016/j.paid.2017.04.059>
- Bradberry, T. (2017). Why you need emotional intelligence. In *World economic forum. Recuperado de <https://www.weforum.org/agenda/2017/02/why-you-need-emotional-intelligence>.*
- Bresnik, P. A. (2004). Promoting leadership and profitable growth: Would the measurement and development of emotional intelligence represent value to public accountancy firm X. *Unpublished Masters Thesis*. Oxford Brookes University.
- Brod, M., Tesler, L. E., & Christensen, T. L. (2009). Qualitative research and content validity: developing best practices based on science and experience. *Quality of life research*, 18(9), 1263-1278. <https://doi.org/10.1007/s11136-009-9540-9>
- Brooks, J. K. (2002). *Emotional competencies of leaders: A comparison of managers in a financial organization by performance level*. North Carolina State University.

- Broyles, R. (2017). *How to engage disengaged employees: The effectiveness of leaders as coaches in healthcare organizations*. Lulu. com.
- Brundin, E., Patzelt, H., & Shepherd, D. A. (2008). Managers' emotional displays and employees' willingness to act entrepreneurially. *Journal of Business Venturing*, 23(2), pp. 221-243.
- BT (2008), Employee Engagement, [www.btplc.com/Societyandenvironment/Ourapproach/Sustainabilityreport/section.aspx?Sectioned=29A70D7A-BD69-4A24-BA54-C1BBA56CE841](http://www.btplc.com/Societyandenvironment/Ourapproach/Sustainabilityreport/section.aspx?Sectioned=29A70D7A-BD69-4A24-BA54-C1BBA56CE841)
- Bullock, H. E., Harlow, L. L., & Mulaik, S. A. (1994). Causation issues in structural equation modeling research. *Structural Equation Modeling: A Multidisciplinary Journal*, 1(3), pp.253-267.
- Caddy, I., Mortimer, D., & Tannous, K. (2010). Linking long-term unemployment and the theory of disengagement: A preliminary investigation using Australian Bureau of Statistics labor force data. *Employment Relations Record*, 10(2), 1-19. <https://doi.org/10.3316/informit.110581979841303>
- Cadman, C., & Brewer, J. (2001). Emotional intelligence: a vital prerequisite for recruitment in nursing. *Journal of nursing management*, 9(6), 321-324. <https://doi.org/10.1046/j.0966-0429.2001.00261.x>
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. Dunnette and L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, 1(2), 687-731.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of managerial Psychology*, 18(8), 788-813. <https://doi.org/10.1108/02683940310511881>
- Carmeli, A., & Josman, Z. E. (2006). The relationship between emotional intelligence, task performance, and organizational citizenship behaviors. *Human performance*, 19(4), 403-419. [https://doi.org/10.1207/s15327043hup1904\\_5](https://doi.org/10.1207/s15327043hup1904_5)
- Catteeuw F, Flynn E, Vonderhorst J (2007), 'Employee engagement: boosting productivity in turbulent times', *Organization Development Journal*, 25 (2), 151– 157
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative



review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1), 89-136.

<https://doi.org/10.1111/j.1744-6570.2010.01203.x>

- Codier, E., Kooker, B. M., & Shoultz, J. (2008). Measuring the emotional intelligence of clinical staff nurses: an approach for improving the clinical care environment. *Nursing administration quarterly*, 32(1), 8-14. <https://doi.org/10.1097/01.NAQ.0000305942.38816.3b>
- Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human resource management review*, 10(1), 25-44. [https://doi.org/10.1016/S1053-4822\(99\)00037-6](https://doi.org/10.1016/S1053-4822(99)00037-6)
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386–400.
- Colquitt, J. A. (2008). Two decades of organizational justice: Findings, controversies, and future directions. *The Sage handbook of organizational behavior*, 1, 73-88.
- Colquitt, J. A., & Chertkoff, J. M. (2002). Explaining injustice: The interactive effect of explanation and outcome on fairness perceptions and task motivation. *Journal of Management*, 28 (5), 591–610. <https://doi.org/10.1177/014920630202800502>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Colquitt, J. A., Greenberg, J., & Zapata-Phelan, C. P. (2005). What is organizational justice? A historical overview. *Handbook of organizational justice*, 3–56.
- Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training, motivation: a meta-analytic path analysis of 20 years of research. *Journal of applied psychology*, 85(5), 678-707. <https://doi.org/10.1037/0021-9010.85.5.678>
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect based perspectives. *Journal of Applied Psychology*, 98(2), 199–236 <https://doi.org/10.1037/a0031757>.

- Colquitt, J.A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400.
- Colquitt, J.A., Scott, B.A., Judge, T.A., & Shaw, J.C. (2006). Justice and personality: Using integrative theories to derive moderators of justice effects. *Organizational Behavior and Human Decision Processes*, 100(1), 110-127. <https://doi.org/10.1016/j.obhdp.2005.09.001>
- Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, 17(6), 411-2.
- Conte, J. M. (2005). A review and critique of emotional intelligence measures. *Journal of organizational behavior*, 26(4), 433-440. <https://doi.org/10.1002/job.319>
- Cote, S., & Miners, C. T. (2006). Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly*, 51(1), 1-28. <https://doi.org/10.2189/asqu.51.1.1>
- Cronbach, L. J. (1971). Test Validation. RL Thorndike. *Educational measurement*, 2.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *The Academy of Management Perspectives*, 21(4), 34–48. <https://doi.org/10.5465/amp.2007.27895338>
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164-209. <https://doi.org/10.1006/jvbe.2001.1791>
- Cropanzano, R., Goldman, B. M., & Benson III, L. (2005). Organizational justice. *Handbook of work stress*, 6, 63-87.
- Culbertson, S. S., & Mills, M. J. (2011). Negative implications for the inclusion of citizenship performance ratings. *Human Resource Development International*, 14(1), 23-38. <https://doi.org/10.1080/13678868.2011.542896>
- Dailey, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations*, 45(3), 305–317. <https://doi.org/10.1177/001872679204500306>
- Dajani, M. A. Z. (2015). The impact of employee engagement job performance and organizational commitment in the Egyptian banking sector. *Journal of Business and Management Sciences*, 3(5), 138-147.

<https://doi.org/10.12691/jbms-3-5-1>.

- Das, S. C., & Wasif, A. (2015). Impact of Leaders 'emotional intelligence on employee engagement: Experiences from banking companies in India. *V idyasagar University Journal of Commerce*,20, 111-123.
- De Clercq, D., Bouckenoghe, D., Raja, U., & Matsyborska, G. (2014). Unpacking the goal congruence–organizational deviance relationship: The roles of work engagement and emotional intelligence. *Journal of Business Ethics*, 124(4), 695-711. <https://doi.org/10.1007/s10551-013-1902-0>
- Deeba, F., Khan, H. K., & Abiodullah, M. (2021). University Teachers' Contextual Performance: A Quantitative Analysis of Demographic Variables. *Pakistan Social Sciences Review*,5(1),870-886.
- Deepak, S., & Perwez, S. K. Measurement of Organization Justice Scale and its Dimensions on White Collared Professionals–An Empirical Analysis. *International Journal of Creative Research Thoughts*,6(1),543-557.
- Demerouti, E., Cropanzano, R., Bakker, A., & Leiter, M. (2010). From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, 65, 147-163.
- Demirkiran, M., Taskaya, S., & Dinc, M. (2016). A study on the relationship between organizational justice and organizational Citizenship Behavior in Hospitals. *International Journal of Business Management and Economics Research (IJBMER)*, 7(2), 547-554.
- Devi, S. (2016). Impact of spirituality and emotional intelligence on employee engagement. *International Journal of Applied Research*, 2(4), 321-325.
- Devonish, D. (2016). Emotional intelligence and job performance: the role of psychological well-being. *International Journal of Workplace Health Management*, 9(4), 428-442. <https://doi.org/10.1108/IJWHM-04-2016-0031>
- Devonish, D., & Greenidge, D. (2010). The effect of organizational justice on contextual performance, counterproductive work behaviors, and task performance: Investigating the moderating role of ability-based emotional intelligence. *International Journal of Selection and Assessment*, 18(1), 75-86. <https://doi.org/10.1111/j.1468-2389.2010.00490.x>
- Dhani, P., & Sharma, T. (2017). Effect of Emotional Intelligence on Job Performance

- of IT employees: A gender study. *Proceed computer science*, 122, 180-185.  
<https://doi.org/10.1016/j.procs.2017.11.358>
- Dhani, P., Sehwat, A., & Sharma, T. (2016). Relationship between emotional intelligence and job performance: A study in Indian context. *Indian Journal of Science and Technology*, 9(47), 1-1 <https://doi.org/10.17485/ijst/2016/v9i47/103064>
- Di Fabio, A., & Palazzeschi, L. (2012). Organizational justice: Personality traits or emotional intelligence? An empirical study in an Italian hospital context. *Journal of Employment Counseling*, 49(1), 31-42. <https://doi.org/10.1002/j.2161-1920.2012.00004.x>
- Dong, X., Lu, H., Wang, L., Zhang, Y., Chen, J., Li, B., & Shang, S. (2020). The effects of job characteristics, organizational justice and work engagement on nursing care quality in China: A mediated effects analysis. *Journal of nursing management*, 28(3), 559-566.  
<https://doi.org/10.1111/jonm.12957>
- Dulewicz, V., & Higgs, M. (2000). Emotional intelligence—A review and evaluation study. *Journal of managerial Psychology*, 15(4), 341-372.  
<https://doi.org/10.1108/02683940010330993>
- Edwards, J. R., & Lambert, L. S. (2007). Methods for integrating moderation and mediation: a general analytical framework using moderated path analysis. *Psychological methods*, 12(1), 1-22. <https://doi.org/10.1037/1082-989X.12.1.1>
- Ekingen, E. (2021). The Effect of Organizational Justice on Job Performance and the Mediating Role of Job Satisfaction: A Study on Nurses. *Hospital Topics*, 1-10.  
<https://doi.org/10.1080/00185868.2021.1969874>
- Elovainio, M., Heponiemi, T., Kuusio, H., Sinervo, T., Hintsala, T., & Aalto, A. M. (2010). Developing a short measure of organizational justice: a multisample health professionals study. *Journal of Occupational and Environmental Medicine*, 52(11), 1068-1074. <https://www.jstor.org/stable/44998893>
- Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5). <https://dx.doi.org/10.22161/ijebm.6.5.3>
- Folger, R. G., & Cropanzano, R. (1998). *Organizational justice and human resource management* (Vol. 7). Sage.

- Folger, R., Cropanzano, R., & Goldman, B. (2005). What is the relationship between justice and morality. *Handbook of organizational justice*, 215-246.
- Folger, R., Rosenfield, D. D., & Robinson, T. (1983). Relative deprivation and procedural justifications. *Journal of Personality and Social Psychology*, 45(2), 268–273. <https://doi.org/10.1037/0022-3514.45.2.268>
- Fujino, Y., Tanaka, M., Yonemitsu, Y., & Kawamoto, R. (2015). The relationship between characteristics of nursing performance and years of experience in nurses with high emotional intelligence. *International journal of nursing practice*, 21(6), 876-881. <https://doi.org/10.1111/ijn.12311>
- Gallup (2013). Engagement at Work: Its Effect On Performance Continues In Tough Economic Times: Key Findings From Gallup’s Q12 Meta-Analysis Of 1.4 Million Employees
- Gallup, I., (2022). *State of the Global Workplace*. [online] Gallup.com. Available at: < <https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx>>.
- Gefen, D., Straub, D., & Boudreau, M. C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the association for information systems*, 4(1), 2-77. <https://doi.org/10.17705/1CAIS.00407>
- George, O. J., Okon, S. E., & Akaighe, G. (2021). Emotional intelligence and work engagement: a serial mediation model. *Journal of Organizational Effectiveness: People and Performance*, 9(2), 193-211. <https://doi.org/10.1108/JOEPP-02-2021-0025>
- Ghadiok, R. (2012). Healthcare in North India growing at rapid pace. *Business Standard*, 2 May.
- Ghosh, N., & Tabassum, F. (2021). Is Psychological Contract Relevant in the Healthcare Sector?. In Encyclopedia of Organizational Knowledge, Administration, and Technology (pp. 2676-2692). IGI Global.125  
<https://dx.doi.org/10.4018/978-1-7998-3473-1.ch185>
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*, 43(4), 628–652. <https://doi.org/10.1108/PR-08-2013-0148>
- Gilaninia, S. & Abdesonboli, R. (2011). Organizational Justice and Organizational

- Citizenship Behaviors Case Study: Rasht Public Hospitals. *International Journal of Business Administration*, 2(4), 42-49
- Gillet, N., Colombat, P., Michinov, E., Pronost, A. M., & Fouquereau, E. (2013). Procedural justice, supervisor autonomy support, work satisfaction, organizational identification and job performance: The mediating role of need satisfaction and perceived organizational support. *Journal of Advanced Nursing*, 69(11), 2560-2571. <https://doi.org/10.1111/jan.12144>
- Goh, E., & Kim, H. J. (2021). Emotional intelligence as a predictor of academic performance in hospitality higher education. *Journal of Hospitality & Tourism Education*, 33(2), 140-146. <https://doi.org/10.1080/10963758.2020.1791140>
- Goleman, D. (1995). *Emotional Intelligence*, New York, NY, England.
- Goleman, D. (1998). *Working with emotional intelligence*. New York, NY: Bantam Books.
- Goleman, D. (2001). Emotional intelligence: Issues in paradigm building. *The emotionally intelligent workplace*, 26,1-13.
- Goleman, D., Boyatzis, R., & McKee, A. (2002). The emotional reality of teams. *Journal of Organizational Excellence*, 21(2), 55-65. <https://doi.org/10.1002/npr.10020>
- Gordon, H. J., Demerouti, E., Bipp, T., & Le Blanc, P. M. (2015). The job demands and resources decision making (JD-R-DM) model. *European Journal of Work and Organizational Psychology*, 24(1), 44-58. <https://doi.org/10.1080/1359432X.2013.842901>
- Gou, L., Wang, G., Feng, L., & Zhang, Y. (2021). A multilevel analysis of the impact of group organizational citizenship behavior on nurse–patient relationship: The mediating effect of work engagement and the moderating effect of emotional intelligence. *Journal of Nursing Management*, 29(2), 342-350. <https://doi.org/10.1111/jonm.13159>
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management review*, 12(1), 9-22. <https://doi.org/10.5465/amr.1987.4306437>
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, 16(2), 399-432. <https://doi.org/10.1177/014920639001600208>
- Greenberg, J. (1993). Justice and organizational citizenship: A commentary on the state of the science. *Employee Responsibilities and Rights Journal*, 6(3), 249-256. <https://doi.org/10.1007/BF01419448>

- Greenberg, J. (1993). The intellectual adolescence of organizational justice: You've come a long way, maybe. *Social Justice Research*, 6(1), 135-148. <https://doi.org/10.1007/BF01048736>
- Greenberg, J., & Baron, R. A. (2003). *Behavior in organizations: Understanding and managing the human side of work*. Pearson College Division.
- Greenidge, D., Devonish, D. & Alleyne, P. (2014). The relationship between ability-Based Emotional Intelligence and Contextual Performance and counterproductive work behaviors: A test of the mediating effects of job satisfaction. *Human Performance*, 27(3),225-242. <https://doi.org/10.1080/08959285.2014.913591>
- Grobelny, J., Radke, P., & Paniotova-Maczka, D. (2021). Emotional intelligence and job performance: a meta-analysis. *International Journal of Work Organisation and Emotion*, 12(1), 1-47. <https://doi.org/10.1504/IJWOE.2021.115620>
- Gupta, K. (2008). A Study of Employee Engagement with regard to Banking. *The Journal of Management Research*, 17(8), 7-26.
- Gupta, M., Acharya, A., & Gupta, R. (2015). Impact of work engagement on performance of Indian higher education system. *Rev. EUR. Stud.*, 7(3), 192.<https://dx.doi.org/10.5539/res.v7n3p192>
- Habeeb, S. (2019). A proposed instrument for assessing organizational citizenship behavior in BFSI companies in India. *Cogent Business & Management*, 6(1), 1625702. <https://doi.org/10.1080/23311975.2019.1625702>
- Haid, M., & Sims, J. (2009). Employee engagement: Maximizing organizational performance. *Leadership Insights*.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). *Multivariate data analysis (7. Bask1)*. Pearson. Hallahan, TA, Faff, RW, McKenzie, MD (2004). An empirical investigation of personal financial risk tolerance. *Financial Services Review-Greenwich*, 13(1), 57-78.
- Hair, J. R. JF, Sarstedt, M., Hopkins, L., & Kuppelwieser, VG (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool In Business Research. *European Business Review*, 26(2),106-121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hallahan, T. A., Faff, R. W., & McKenzie, M. D. (2004). An empirical investigation of personal financial risk tolerance. *Financial Services Review-greenwich*, 13(1), 57-78.

- Heffernan, M., Quinn Griffin, M. T., McNulty, S. R., & Fitzpatrick, J. J. (2010). Self-compassion and emotional intelligence in nurses. *International journal of nursing practice*, 16(4),366-373. <https://doi.org/10.1111/j.1440-172X.2010.01853.x>
- Hewitt Associates (2004).Hewitt Associates study shows more engaged employees drive improved business performance and return, Press Release, May.
- Hoque, A. S. M. M., Awang, Z., Siddiqui, B. A., & Sabiu, M. S. (2018). Role of employee engagement on compensation system and employee performance, relationship between telecommunication service providers in Bangladesh. *International Journal of Human Resource Studies*, 8(3),19-37. <https://doi.org/10.5296/ijhrs.v8i3.13081>
- Jabeen, R., Khan, R., Ellahi, A., & Begum, S. (2021). Investigating the impact of performance appraisal justice on job performance and OCB of employees: path through work engagement. *Humanit. Soc. Sci. Rev*, 9, 315-325.
- Jackson, L. (2014). *The work engagement and job performance relationship: Exploring the mediating effect of trait emotional intelligence*. San José State University.
- Jameel, A. S., Ahmad, A. R., & Mousa, T. S. (2020). Organizational Justice and Job Performance of Academic Staff at Public Universities in Iraq. *Skyline Business Journal*,16(1),13-29. <https://ssrn.com/abstract=3745566>
- Janssen, O., Lam, C. K., & Huang, X. (2010). Emotional exhaustion and job performance: The moderating roles of distributive justice and positive affect. *Journal of Organizational Behavior*, 31(6),787-809. <https://doi.org/10.1002/job.614>
- Jaya, L. H. S., & Ariyanto, E. (2021). The Effect of Vigor, Dedication and Absorption on the Employee Performance of PT Garuda Indonesia Cargo. *European Journal of Business and Management Research*, 6(4),311-316. <https://doi.org/10.24018/ejbmr.2021.6.4.1006>
- Jeve, Y. B., Oppenheimer, C., & Konje, J. (2015). Employee engagement within the NHS: a cross-sectional study. *International journal of health policy and management*, 4(2), 85-90. <https://doi.org/10.15171/ijhpm.2015.12>
- Jilani, S. A., & Gilani, M. (2021). A Survey to Explore the Role of Organizational Justice on Organizational Citizenship Behavior among Irish Healthcare Employees. *DBS Business Review*, 4,47-67. <https://doi.org/10.22375/dbr.v4i0.73>



- Jiménez-Picón, N., Romero-Martín, M., Ponce-Blandón, J. A., Ramirez-Baena, L., Palomo-Lara, J. C., & Gómez-Salgado, J. (2021). The relationship between mindfulness and emotional intelligence as a protective factor for healthcare professionals: systematic review. *International Journal of Environmental Research and Public Health*, 18(10),5491. <https://doi.org/10.3390/ijerph18105491>
- Jimoh, Y. A., Olayide, R., & Saheed, O. (2012). Influence of Leadership Styles and Emotional Intelligence on Job Performance of Local Government Workers in Osun State, Nigeria. *Journal of alternative perspectives in the social sciences*, 3(4).
- Johnson, J. W. (2000). A heuristic method for estimating the relative weight of predictor variables in multiple regression. *Multivariate Behavioral Research*, 35(1), 1-19. [https://doi.org/10.1207/S15327906MBR3501\\_1](https://doi.org/10.1207/S15327906MBR3501_1)
- Jones, D. A., & Martens, M. L. (2009). The mediating role of overall fairness and the moderating role of trust, certainty in justice–criteria relationships: The formation and use of fairness heuristics in the workplace. *Journal of Organizational Behavior*, 30(8), 1025–1051. <https://doi.org/10.1002/job.577>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4),692-724. <https://doi.org/10.5465/256287>
- Kaliannan, M., & Adjovu, S. N. (2015). Effective employee engagement and organizational success: a case study. *Procedia-Social and Behavioral Sciences*, 172, 161-168. <https://doi.org/10.1016/j.sbspro.2015.01.350>
- Kang, M. (2014). Understanding public engagement: Conceptualizing and measuring its influence on supportive behavioral intentions. *Journal of Public Relation Research*, 26(5), 399-416. <https://doi.org/10.1080/1062726X.2014.956107>
- Karatepe, O. M. (2011). Procedural justice, work engagement, and job outcomes: Evidence from Nigeria. *Journal of Hospitality Marketing & Management*, 20(8),855-878. <https://doi.org/10.1080/19368623.2011.577688>
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32,132-140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
- Karatepe, O. M., & Olugbade, O. A. (2016). The mediating role of workers engaged

- in the relationship between high-performance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management*, 28(10), 2350-2371. <https://doi.org/10.1108/IJCHM-03-2015-0145>
- Karatepe, O.M., Aga, M. (2016). The effects of the organization's mission fulfillment and perceived organizational support on job performance: The mediating role of work engagement, *International Journal of Bank Marketing*. 34(3), 368–387. <https://doi.org/10.1108/IJBM-12-2014-0171>
- Karim, J. (2011). Emotional Intelligence, Leader-Member Exchange, Organizational Justice, and Outcome Variables: A Conceptual Model, *International Journal of Leadership Studies*, 6(3), 1554-3145
- Karimi, L., Leggat, S. G., Bartram, T., Afshari, L., Sarkeshik, S., & Verulava, T. (2021). Emotional intelligence: predictor of employees' wellbeing, quality of patient care, and psychological empowerment. *BMC psychology*, 9(1), 1-7. <https://doi.org/10.1186/s40359-021-00593-8>
- Kartal, N. (2018). Evaluating the relationship between work engagement, work alienation and work performance of healthcare professionals. *International Journal of Healthcare Management*, 11(3), 251-259. <https://doi.org/10.1080/20479700.2018.1453969>
- Kartono, K., & Hilmiana, H. (2018). Job burnout: A mediation between emotional intelligence and turnover intention. *Jurnal Bisnis dan Manajemen*, 19(2), 109-121.
- Kaur, S. (2014). Influence of emotional labour on burnout in selected hospitals of Punjab: a structural equation modelling approach. *Journal of Strategic Human Resource Management*, 3(2), 58-64.
- Kernan, M.C. and P.J. Hangs (2002). Survivor Reactions to Reorganization: Antecedents and Consequences of Procedural, Interpersonal, and Informational Justice, *Journal of Applied Psychology*, 87(5), 916-928. <https://doi.org/10.1037/0021-9010.87.5.916>
- Kessi, A. M. P., Suwardi, W. Z., Mukhtar, A., Asmawiyah, A., & AR, D. P. (2022). Islamic Leadership, Emotional Intelligence, and Spiritual Intelligence on Passion of Work and Performance. *Golden Ratio of Human Resource*

- Management*, 2(1),15-26.<https://doi.org/10.52970/grhrm.v2i1.87>
- Khan, A. K., Quratulain, S., & Crawshaw, J. R. (2013). The mediating role of discrete emotions in the relationship between injustice and counterproductive work behaviors: A study in Pakistan. *Journal of business and psychology*, 28(1), 49-61. <https://doi.org/10.1007/s10869-012-9269-2>
- Kim, J. S., Kaye, J., & Wright, L. K. (2001). Moderating and mediating effects in causal models. *Issues in mental health nursing*, 22(1),63-75. <https://doi.org/10.1080/01612840121087>
- Kim, M. S., & Koo, D. W. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. *International Journal of Contemporary Hospitality Management*,29(2),3044-3062. <https://doi.org/10.1108/IJCHM-06-2016- 0319>
- Kim, W., Kolb, J. A., & Kim, T. (2013). The relationship between work engagement and performance: A review of empirical literature and a proposed research agenda. *Human Resource Development Review*, 12(3),248-276. <https://doi.org/10.1177/1534484312461635>
- Koon, V. Y., & Chong, K. N. (2018). Workplace flexibility and organizational citizenship behavior: an investigation of the mediating role of engagement and moderating role of perceived fairness. *International Journal of Work Organization and Emotion*, 9(1),45-62. <https://doi.org/10.1504/IJWOE.2018.091336>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Van Buuren, S., Van der Beek, A. J., & De Vet, H. C. (2014). Improving the individual work performance questionnaire using rasch analysis. *Journal of applied measurement*, 15(2), 160-175. <http://dx.doi.org/10.1136/oemed-2013-101717.51>
- Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A. J., & de Vet, H. C. (2013). Development of an individual work performance questionnaire. *International journal of productivity and performance management*,62(1),6-28.. <https://doi.org/10.1108/17410401311285273>
- Krehbiel, P. J., & Cropanzano, R. (2000). Procedural justice, outcome favorability and emotion. *Social justice research*, 13(4),339-360. <https://doi.org/10.1023/A:1007670909889>
- Kumar, D. P., & Swetha, G. (2011). A prognostic examination of employee engagement from its historical roots. *International Journal of Trade*,

- Economics and Finance*, 2(3), 232-241.
- Lackmann, S., Léger, P. M., Charland, P., Aubé, C., & Talbot, J. (2021). The influence of video format on engagement and performance in online learning. *Brain Sciences*, 11(2),128. <https://doi.org/10.3390/brainsci11020128>
- Lai, Y. H. (2013). The moderating effect of organizational structure in knowledge management for international ports in Taiwan. *International journal of computer and information technology*, 2(2),240-246.
- Lambert, E. (2003). Justice in correlation: an exploratory study of the impact of organizational justice on correctional staff, *Journal of criminal justice*, 31(2),155-168. [https://doi.org/10.1016/S0047-2352\(02\)00222-2](https://doi.org/10.1016/S0047-2352(02)00222-2)
- Laschinger, H. K. S. (2004). Hospital nurses' perceptions of respect and organizational justice. *JONA: The Journal of Nursing Administration*, 34(7), 354-364.
- Lathabhavan, R., Balasubramanian, S.A., Natarajan, T. (2017). A psychometric analysis of the Utrecht Work Engagement Scale in Indian banking sector, *Industrial and Commercial Training*, 49(6),296–302. <https://doi.org/10.1108/ICT-04-2017-0031>
- Lather,A.S.,Kaur.S. (2017). Organizational Justice Perception: An Unconventional Strategy to Manage Diverse Workforce. Proceedings of International Conference on Strategies in Volatile and Uncertain Environment for Emerging Markets.
- Law, K. S., Wong, C. S., Huang, G. H., & Li, X. (2008), The effects of Emotional Intelligence on Job Performance and life satisfaction for the research and development scientist in China, *Asia Pacific Journal of Management*, 25, 51-59. <https://doi.org/10.1007/s10490-007-9062-3>
- Leuner, B.(1966). Emotional Intelligence and emancipation.*Prax Kinderpsychol Kinderpsychiatr*,15(6), 193-203.
- Lindebaum.D (2013), —Does Emotional Intelligence moderate the relationship between mental health and Job Performance? An exploratory study||, pp.1-11.
- Ling, J., Stephens, R., & M Heffernan, T. (2010). Cognitive and psychomotor performance during alcohol hangover. *Current drug abuse reviews*, 3(2), 80-87.
- Liu, Y., Huang, Y., Luo, Y., & Zhao, Y. (2012). How does justice matter in achieving

- buyer–supplier relationship performance?. *Journal of Operations Management*, 30(5),355-367. <https://doi.org/10.1016/j.jom.2012.03.003>
- Liu, Z. A. (2016). Study on the development of the structure model of engagement for knowledge employee. *Business management*, 11, 65-69.
- Lockwood, C. M., & MacKinnon, D. P. (1998). Bootstrapping the standard error of the mediated effect. In *Proceedings of the 23rd annual meeting of SAS Users Group International*,997-1002.
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage. *Society for Human Resource Management Research Quarterly*, 52(3),1-11.
- Loi, R., Ngo, H. Y. And Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: the mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1),101–120. <https://doi.org/10.1348/096317905X39657>
- Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema*,18,132-138. <https://reunido.uniovi.es/index.php/PST/article/view/8432>
- Lowe, G. (2012). How employee engagement matters for hospital performance. *Healthcare Quarterly*, 15(2),29-39.
- Lyons, J. B., & Schneider, T. R. (2005). The influence of emotional intelligence on performance. *Personality and individual differences*, 39(4),693-703. <https://doi.org/10.1016/j.paid.2005.02.018>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1),3-30.<https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009, 2011). Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage. *Wiley-Blackwell, Malden*, 50(5),5-13.
- Magasi, S., Ryan, G., Revicki, D., Lenderking, W., Hays, R. D., Brod, M.,& Cella, D. (2012). Content validity of patient-reported outcome measures: perspectives from a PROMIS meeting. *Quality of Life Research*, 21(5),739-746. <https://doi.org/10.1007/s11136-011-9990-8>

- Martín, A. B. B., del Carmen Pérez-Fuentes, M., Jurado, M. D. M. M., Martínez, Á. M., Márquez, M. D. M. S., Sisto, M., & Linares, J. J. G. (2021). Emotional Intelligence and Academic Engagement in Adolescents: The Mediating Role of Self-Esteem. *Psychology Research and Behavior Management*, *14*, 307-316. <https://doi.org/10.2147/PRBM.S302697?scroll=top&role=tab>
- May DR, Gilson RL, Harter LM (2004), 'The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work', *Journal of Occupational and Organizational Psychology*, *77*(1), 11-37. <https://doi.org/10.1348/096317904322915892>
- Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2003). Measuring emotional intelligence with the MSCEIT V2.0. *Emotion*, *3*(1),97–105. <https://doi.org/10.1037/1528-3542.3.1.97>
- Mayer, J.D. and Salovey, P. (1997), What is Emotional Intelligence? ¶, in Salovey, P. and Sluyter, D.J. (Eds), *Emotional Development and Emotional Intelligence, Basic Books, New York, NY*, 3-31.
- McFarlin, D. B. , & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, *35*(3), 626-636. <https://doi.org/10.5465/256489>
- McQueen, A. C. (2004). Emotional intelligence in nursing work. *Journal of advanced nursing*, *47*(1),101-108. <https://doi.org/10.1111/j.1365-2648.2004.03069.x>
- Meenakshi, R (2019). An empirical study on occupational stress among employees working in select private hospitals of Salem District.
- Meisler G (2013), Empirical exploration of the relationship between Emotional Intelligence, perceived Organizational Justice and turnover intentions¶, *Employee Relations*, *35*(4),441–455.<https://doi.org/10.1108/ER-05-2012-0041>
- Miao, C., Humphrey, R. H., & Qian, S. (2017). Are the emotionally intelligent good citizens or counterproductive? A meta-analysis of emotional intelligence and its relationships with organizational citizenship behavior and counterproductive work behavior. *Personality and Individual Differences*, *116*, 144-156. <https://doi.org/10.1016/j.paid.2017.04.015>
- Mishra, R. (2014). India-Vietnam: New waves of strategic engagement. *Indian*

*Council of World Affairs*,1-11.

- Mitala, U. (2019). *Organizational justice, emotional intelligence and employee wellbeing among public Servants in the Ministry of Internal Affairs, Uganda* (Doctoral dissertation, Makerere University). modeling (PLS-SEM): An emerging tool in business research. *European business review*. <http://hdl.handle.net/20.500.12281/6614>
- Mohamad, M., & Jais, J. (2016). Emotional intelligence and job performance: A study among Malaysian teacher, economics and business management: Proceedings of Economics and Finance 2015 Conference.
- Mohamed, S. A. (2014). The relationship between organizational justice and quality performance among healthcare workers: a pilot study. *The Scientific World Journal*,1-7. <https://doi.org/10.1155/2014/757425>
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?. *Journal of applied psychology*, 76(6),845-855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Mortimer, D. (2010). Employee engagement: 5 Factors that matter to employees. *Journal of Management Studies*, 47(7),1219-1247.
- Motyka, B. (2018). Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, 54(3),227-244.
- Moudatsou, M., Stavropoulou, A., Philalithis, A., & Koukouli, S. (2020, January). The role of empathy in health and social care professionals. In *Healthcare*,( 8(1),26. <https://doi.org/10.3390/healthcare8010026>
- Muizu, W. O. Z. (2017). The influence of personality on employee engagement and emotional intelligence (an empirical study on employees of rural banks in West Java, Indonesia). *South East Asia Journal of Contemporary Business, Economics and Law*, 12(2), 2289-1560.
- Mulang, H. (2022). Analysis of the Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention. *Golden Ratio of Human Resource Management*, 2(2),86-97. <https://doi.org/10.52970/grhrm.v2i2.169>
- Mwangi, C. I. (2014). Emotional intelligence influence on employee engagement, sustainability in Kenyan public universities. <http://hdl.handle.net/123456789/3649>

- Naeem, F., & Raghavendren, V. (2009). The Effectiveness of Spiritual Values and Emotional Intelligence in Enhancing the Employee's Performance. *Review of Professional Management*, 7(2),105-111.
- Nafukho, F. M. (2009). Emotional intelligence and performance: Need for additional empirical evidence. *Advances in Developing Human Resources*, 11(6),671-689. <https://doi.org/10.1177/1523422309360838>
- Nandan, T., & Azim, A. M. M. (2015). Organizational justice and organizational citizenship behavior: Mediating role of psychological capital. *American International Journal of Social Science*, 4(6),148-156.
- Nas, A. R.& Suriah,I. (2021). The effects of work engagement and job satisfaction on performance of nurses in Syekh Yusuf regional hospital of Gowa regency. *European Journal of Molecular & Clinical Medicine*, 7(8),4407-4418.
- Nasurdin, A. M., & Khuan, S. L. (2007). Organizational justice as an antecedent of job performance. *Gadjah Mada International Journal of Business*, 9(3),325-343.
- Nasurdin, A. M., & Khuan, S. L. (2007). Organizational justice as an antecedent of job performance. *Gadjah Mada International Journal of Business*, 9(3),325-343.
- Ng.T.W.H and Feldman.D.C (2008), The Relationship of Age to Ten Dimensions of Job Performance, *Journal of Applied Psychology*, 93(2),392–423
- NHS National Workforce Projects (2007).Maximizing Staff Engagement: planning for a 21st century workforce, NHS National Workforce Projects.
- Nwankwo, B.E., Obi, T.C., Sydney-Agbor, N., Agu, S.A. & Aboh, J.U. (2013). Relationship between Emotional Intelligence and Job Satisfaction among Health Workers, *Journal of Nursing and Health Science*, 2 (5),19-23.
- Okpara, A. (2015). Self awareness and organizational performance in the Nigerian banking sector. *European Journal of Research and Reflection in Management Sciences*, 3(1),53-70. <https://ssrn.com/abstract=3122403>
- Olannye, A. P. (2014). An assessment of the effect of emotional intelligence on leadership performance in local government administration. *Journal of Emerging Trends in Economics and Management Sciences*, 5(1),44-50.



<https://doi.org/10.10520/EJC150135>

- Organ, D. W. (1988), —Organizational citizenship behavior: The good soldier syndromel, *Lexington Books/D Heath & Com.*
- Organ, D. W. (1990), The motivational basis of organizational citizenship behavior. In B. M. Stow & L. L.Cummings (Eds.), *Research in organizational behavior*, 12(1), 43-72.
- Ouyang, Z., Sang, J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147-152.<https://doi.org/10.1016/j.paid.2014.12.004>
- Özer, Ö., Uğurluoğlu, Ö., & Saygili, M. (2017). Effect of organizational justice on work engagement in healthcare sector of Turkey. *Journal of Health Management*, 19(1), pp.73-83. <https://doi.org/10.1177/0972063416682562>
- Park, W. Y., & Yoon, S. H. (2009). The mediating role of organizational citizenship behavior between organizational justice and organizational effectiveness in nursing organizations. *Journal of Korean Academy of Nursing*, 39(2),229-236. <https://doi.org/10.4040/jkan.2009.39.2.229>
- Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: the mediating effect of self-leadership. *Leadership and Organization Development Journal*, 37(6),711–729. <https://doi.org/10.4040/jkan.2009.39.2.229>
- Pérez-Fuentes, M. D. C., Molero Jurado, M. D. M., Barragán Martín, A. B., & Gázquez Linares, J. J. (2019). Family functioning, emotional intelligence, and values: Analysis of the relationship with aggressive behavior in adolescents. *International journal of environmental research and public health*, 16(3),478. <https://doi.org/10.3390/ijerph16030478>
- Petrides, K. V., & Furnham, A. (2001). Trait emotional intelligence: Psychometric investigation with reference to established trait taxonomies. *European Journal of Personality*, 15(6),425-448. <https://doi.org/10.1002/per.416>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)

- Pracha, A. T., Malik, S., Azeem, M. F., & Yasmin, R. (2017). Impact of Organizational Justice on Employee Performance: Mediating Role of Emotional Intelligence: An Analysis of Public Sector Organizations of Pakistan. *Journal of Managerial Sciences*, 11(3),315– 334.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate behavioral research*, 42(1),185-227. <https://doi.org/10.1080/00273170701341316>
- Prentice-Hall, Englewood Cliffs, NJ.Ramirez-Asis, E., Chanrawang, N., Yslado-Mendez, R., Zarzosa-Marquez, E., Castillo-Picon, J., & Toledo-Quñones, R.(2021). Impact of the Covid-19 Pandemic on Organizational Performance. *Review of International Geographical Education Online*, 11(7).
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Heliyon*, 8(5), e09450. <https://doi.org/10.1016/j.heliyon.2022.e09450>
- Rana, S., Pant, D., & Chopra, P. (2019). Work engagement and individual work performance: Research findings and an agenda for employee relationships. *Journal of Emerging Technologies and Innovative Research*, 6(5),17-32.
- Rao, D. V. (2012). Nurse engagement in Indian health care industry. *Asian Journal of Research in Social Sciences and Humanities*, 2(6),139-145.
- Reknes, I., Glambek, M., & Einarsen, S. V. (2020). Injustice perceptions, workplace bullying, and intention to leave. *Employee Relations: The International Journal*, 43(1), 1-13.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>
- Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement: A review of current thinking*. Brighton: Institute for Employment Studies.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Institute for Employment Studies.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4),655-684.

<https://doi.org/10.2307/3094827>

- Sachan, R., Patel, M. L., & Nischal, A. (2012). Assessment of the knowledge, attitude and practices regarding biomedical waste management amongst the medical and paramedical staff in tertiary health care centre. *International Journal of Scientific and Research Publications*, 2(7),1-6.
- Saeid et al. (2013). On the relationship between emotional intelligence and demographic variables in nurses. *Journal Mil Med*, 15(1),87-94.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*,21(7),600-619. <https://doi.org/10.1108/02683940610690169>
- Salajeghe.S & Farahmand.R (2014). Explaining the Relationship between Emotional Intelligence and Organizational Citizenship Behavior, *International Journal of Economics, Management and Social Sciences*, 3,765-769
- Saleem, S., Tufail, M. S., & Habib, G. (2016). Effect of perceived organizational justice on individual and organizational performance: contribution of organizational citizenship behavior and power distance in the relationship. *Gomal University Journal of Research*, 32(2), pp.172-183.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3),185-211.
- Salovey, P., Mayer, J. D., Goldman, S. L., Turvey, C., & Palfai, T. P. (1995). Emotional attention, clarity, and repair: Exploring emotional intelligence using the Trait Meta-Mood Scale,125-154. <https://doi.org/10.1037/10182-006>
- Sanchez-Gomez, M., Sadovyy, M., & Bresó, 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. <https://doi.org/10.3390/jcm10184077>
- Şanlıöz, E., Sağbaşı, M., & Sürücü, L. (2022). The Mediating Role of Perceived Organizational Support in the Impact of Work Engagement on Job Performance. *HospitalTopics*,1-14.<https://doi.org/10.1080/00185868.2022.2049024>
- Sapkota, S. P. (2021). Impact of organizational justice on Job performance in Nepalese Quality Assurance Accredited (QAA) College. *Nepalese Journal of Management Research*, 1,63-69. <https://doi.org/10.3126/njmgtr.v1i0.37324>

- Saradha, H., & Patrick, H. A. (2011). Employee engagement in relation to organizational citizenship behavior in information technology organizations. *Journal of Marketing and Management*, 2(2),74-90.
- Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). With the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long range planning*, 47(3), 154-160.
- Sarwal, R., Prasad, U., Gopal, K. M., Kalal, S., Kaur, D., Kumar, A., ... & Sharma, J. (2021). Investment opportunities in India's healthcare sector.
- Sawant, M. A., & Mudalkar, P. K. Self Reliant India in Service Sector.
- Scanlan, T. K., Carpenter, P. J., Simons, J. P., Schmidt, G. W., & Keeler, B. (1993). An introduction to the sport commitment model. *Journal of sport and exercise psychology*, 15(1),1-15. <https://doi.org/10.1123/jsep.15.1.1>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3),293-315. <https://doi.org/10.1002/job.248>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2003). Utrecht work engagement scale-9. *Educational and Psychological Measurement*.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4),pp.701-716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee Engagement in Theory and Practice*. London: Routledge.
- Scheick, D. M. (2011). Developing self-aware mindfulness to manage countertransference in the nurse-client relationship: an evaluation and developmental study. *Journal of Professional Nursing*, 27(2),114-123. <https://doi.org/10.1016/j.profnurs.2010.10.005>
- Schmidt, H. G. (1993). Foundations of problem-based learning: Some explanatory notes. *Medical Education*, 27(5),422-432. <https://doi.org/10.1111/j.1365->

2923.1993.tb00296.x

- Schmitt, N., Ng, J. W. C., & Garras, J. (2011). The word associates format: Validation evidence. *Language Testing*, 28(1),105-126. <https://doi.org/10.1177/0265532210373605>
- Schneider, B., Macey, W.H., Barbera, K.M. & Martin, N. (2009).Driving customer satisfaction and financial success through employee engagement, *People and Strategy*,32(2), 22–27.
- Schutte, N. S., Schuettpelez, E., & Malouff, J. M. (2001). Emotional intelligence and task performance. *Imagination, Cognition and Personality*, 20(4),347-354. <https://doi.org/10.2190/J0X6-BHTG-KPV6-2UXX>
- Schwirian, P. M. (1978). Evaluating the performance of nurses: A multidimensional approach. *Nursing research*, 27(6),347-351.
- Scullen, S. E., Mount, M. K., & Goff, M. (2000). Understanding the latent structure of job performance ratings. *Journal of Applied Psychology*, 85(6),956.
- Shaffer, R. D., & Shaffer, M. A. (2005). Emotional Intelligence Abilities, Personality and Workplace Performance. In *Academy of Management Proceedings* (Vol. 2005, No. 1, pp. M1-M6). Briarcliff Manor, NY 10510: Academy of Management. <https://doi.org/10.5465/ambpp.2005.18778994>
- Shamsuddin, N., & Rahman, R. A. (2014). The relationship between emotional intelligence and job performance of call centre agents. *Procedia-Social and Behavioral Sciences*, 129, 75-81. <https://doi.org/10.1016/j.sbspro.2014.03.650>
- Shantz, A., Alfes, K., & Whiley, L. (2016). HRM in healthcare: the role of work engagement. *Personnel Review*, 45(2), 274-295. <https://doi.org/10.1108/PR-09-2014-0203>
- Sharma, A., & Sharma, A. (2021). Beyond Exchange Relationship: Exploring the Link Between Organizational Justice, Job Involvement, and Citizenship Behavior. *The Journal of Behavioral Science*, 16(3),123-135.
- Shooshtarian.Z, Ameli.F and Lari.M.A (2013),The Effect of Labours Emotional Intelligence on Their Job Satisfaction, Job Performance and Commitmentll, *Iranian Journal of Management Studies*, 6(1),27-43
- Shrestha, R. (2019). Employee Engagement and Organizational Performance of Public Enterprises in Nepal. *International Research Journal of Management Science*, 4,118-138. <https://doi.org/10.3126/irjms.v4i0.27889>

- Shuck, B., & Alborno, C. (2007). Below the Salary Line: Employee Engagement of Non-Salaried Employees. *Online Submission*.
- Shukla, S., Mohsin, F., & Singh, V. (2013). Relationship between emotional intelligence and employee engagement: a study of leading printing press in NCR. *Tecnia Journal of Management Studies*, 8(1), 43-50.
- Siers, B. (2007). Relationships between organizational justice perceptions, adjustment, and turnover of United States-based expatriates. *Applied Psychology: An International Review*, 56(3), 437-459. <https://doi.org/10.1111/j.14640597.2007.00269.x>
- Sigh, H & Susanto, E (2014). Conflict management styles, Emotional Intelligence, and Job Performance in public organizations, *International Journal of Conflict Management*, 21(2), 147-168. <https://doi.org/10.1108/10444061011037387>
- Simpson, P. A., & Kaminski, M. (2007). Gender, organizational justice perceptions, and union organizing. *Employee Responsibilities and Rights Journal*, 19(1), 57-72. <https://doi.org/10.1007/s10672-006-9032-9>
- Singh, A., & Rangnekar, S. (2020). Empowering leadership, commitment to managers and company and employee proactivity: A study of national accreditation board for hospitals and healthcare accredited hospitals. *Journal of Health Management*, 22(1), 41-56. <https://doi.org/10.1177/0972063420908377>
- Sittar, K. (2020). Relationship of Work Engagements and Job Performance of University Teachers. *Bulletin of Education and Research*, 42(1), 167-183.
- Snowden, A., Stenhouse, R., Young, J., Carver, H., Carver, F., & Brown, N. (2015). The relationship between emotional intelligence, previous caring experience and mindfulness in student nurses and midwives: a cross sectional analysis. *Nurse education today*, 35(1), 152-158. <https://doi.org/10.1016/j.nedt.2014.09.004>
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312. <https://doi.org/10.2307/270723>
- Söyük, S. (2007). *Search about the influence of the organizational justice on job satisfaction and about the nurses working in the private hospitals in Istanbul* (Doctoral dissertation, Doctoral Dissertation, İstanbul University Journal of Social Sciences Institute, İstanbul).
- Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the

- assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know?. *Journal of Applied Psychology*, 95(4), 781-790. <https://doi.org/10.1037/a0019477>
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal?. *Journal of vocational behavior*, 68(3), 446-460. <https://doi.org/10.1016/j.jvb.2005.10.005>
- Srivastava, U. R. (2015). Multiple dimensions of organizational justice and work-related outcomes among health-care professionals. *American Journal of Industrial and Business Management*, 5(11), 666-685. <https://doi.org/10.4236/ajibm.2015.511067>
- Stawicki, C., Krishnakumar, S., & Robinson, M. D. (2023). Working with emotions: emotional intelligence, performance and creativity in the knowledge-intensive workforce. *Journal of Knowledge Management*, 27(2), 285-301. <https://doi.org/10.1108/JKM-07-2021-0556>
- Stirpe, L., Profili, S., & Sammarra, A. (2022). Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health. *European Management Journal*, 40(2), 295-305. <https://doi.org/10.1016/j.emj.2021.06.003>
- Suehs, D. (2015). Emotional intelligence and employee engagement: A quantitative study to explore the relationship between the emotional intelligence of frontline managers and supervisors and the degree of employee engagement of their direct reports in a tertiary care health care setting.
- Suff, R. (2008). Vodafone's entertaining employee-engagement strategy. *IRS Employment Review*, 896, 18.
- Suganthi, M. (2021). Service sector employment in India-an overview. *Asian Journal of Research in Business Economics and Management*, 11(10), 45-50. <https://doi.org/10.5958/2249-7307.2021.00032.3>
- Suifan, T. S., Sweis, R. J., Alsayed, N. M., Kilani, B. A., & Juaid, M. M. (2021). Organisational justice and job engagement predicating work performance. *International Journal of Business Excellence*, 24(1), 1-23.

<https://doi.org/10.1504/IJBEX.2021.115376>

- Sujono, D., Tunas, B., & Sudiarditha, I. (2020). Vitality of work involved in mediation: The effect of organizational justice on organizational citizenship behavior. *Management Science Letters*, 10(5),1061-1068. <https://doi.org/10.5267/j.msl.2019.11.003>
- Suliman, A., & Al Kathairi, M. (2012). Organizational justice, commitment and performance in developing countries: The case of the UAE. *Employee Relations*, 35(1), 98-115. <https://doi.org/10.1108/01425451311279438>
- Sun, Y. P., & Wang, J. G. (2012). Relationship Research among Organizational Justice, Engagement and Work Performance of Water Industry Employee. In *Applied Mechanics and Materials*.209,1451-1454. <https://doi.org/10.4028/www.scientific.net/AMM.209-211.1451>
- Swarnalatha, C., & Prasanna, T. S. (2012). Increasing Organizational Commitment of Employees: By Correlation of Goal Setting, Employee Engagement and Optimism in the Organization. *International Journal of Advances in Management and Economics*, 1(6),40-44.
- SwSze, C.C., & Angeline, T. (2011). Engaging employees to their jobs: Role of exchange ideology as a moderator. *African Journal of Business Management*, 5(10),3986–3994. <https://doi.org/10.5897/AJBM11.215>
- Syaebani, M. I., & Sobri, R. R. (2013). Relationship between organizational justice perception and engagement in deviant workplace behavior. *The South East Asian Journal of Management*,5(1),37-50. <https://doi.org/10.21002/seam.v5i1.1795>
- Sze, C. C., & Angeline, T. (2011). Engaging employees to their jobs: Role of exchange ideology as a moderator. *African Journal of Business Management*, 5(10),3986-3994. <https://doi.org/10.5897/AJBM11.215>
- Tamta, V., & Rao, M. K. (2017). Linking emotional intelligence to knowledge sharing behavior: organizational justice and work engagement as mediators. *Global Business Review*, 18(6),1580-1596. <https://doi.org/10.1177/0972150917713087>
- Thompson, C. C., & Unachukwu, G. O. (2022). Organizational justice as a correlate of teachers' engagement in public secondary schools in anambra state. *IJER- International Journal of Educational Research*, 5(01),23-33.
- Tighe, J. (2015). *Emotional Intelligence in Healthcare workers in care centres in Ireland* (Doctoral dissertation, Dublin, National College of Ireland).



- Tims, M., Bakker, A. B., & Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology, 24*(6),914-928.
- Tims, M., Bakker, A.B. (2013). Job is crafted at the team and individual level: Implications for work engagement and performance, *Group & Organization Management,38*(4), 427–454. <https://doi.org/10.1177/1059601113492421>
- Titrek.O., Polatcan.M.,Güneş.D.Z., & Sezen.G. (2015).The Relationship Among Emotional Intelligence (EI), Organizational Justice, Organizational Citizenship, *Personality and Individual Differences, 76*,147-152.
- Turnipseed, D. L., & Vandewaa, E. A. (2012). Relationship between emotional intelligence and organizational citizenship behavior. *Psychological reports, 110*(3),899-914.
- Tziner, A., & Sharoni, G. (2014). Organizational citizenship behavior, organizational justice, job stress, and work family conflict: Examination of their interrelationships with respondents from a non-Western culture. *Revista de Psicología del Trabajo y de las Organizaciones, 30*(1),35-42. <https://doi.org/10.5093/tr2014a5>
- University of York (2008).Employee Engagement, [www.york.ac.uk/admin/hr/about7th/r/strategy/employee\\_engagement.html](http://www.york.ac.uk/admin/hr/about7th/r/strategy/employee_engagement.html)
- Vahidi, M., Namdar Areshtanab, H., & Arshadi Bostanabad, M. (2016). The relationship between emotional intelligence and perception of job performance among nurses in northwest of Iran. *Scientific,1-5*. <https://doi.org/10.1155/2016/9547038>
- Vaishnavi.P & Ramkumar.S (2018). Impact of Employee Engagement on Nurses in Coimbatore District.*International Journal for Research in Engineering Application and Management,4*(5),7-13.
- Vakola, M., Tsaousis, I., & Nikolaou, I. (2004). The role of emotional intelligence and personality variables on attitudes toward organisational change. *Journal of managerial psychology, 19*(2), 88-110. <https://doi.org/10.1108/02683940410526082>
- Van Dorssen-Boog, P., De Jong, J., Veld, M., & Van Vuuren, T. (2020). Self-leadership among healthcare workers: A mediator for the effects of job autonomy on work engagement and health. *Frontiers in Psychology, 11*,

1420. <https://doi.org/10.3389/fpsyg.2020.01420>

- Van Rooy, D. L., & Viswesvaran, C. (2004). Emotional intelligence: A meta-analytic investigation of predictive validity and nomological net. *Journal of Vocational Behavior*, 65(1),71-95. [https://doi.org/10.1016/S0001-8791\(03\)00076-9](https://doi.org/10.1016/S0001-8791(03)00076-9)
- VandeWaa, E., & Turnipseed, D. (2012). Emotional Intelligence and Organizational Citizenship Behavior of University Professors. *International Journal of Interdisciplinary Social Sciences*, 6(7),1-12.
- Walumbwa.F.O, Cropanzano.R & Hartnell.C.A (2009).Organization Justice, Voluntary Learning Behavior and Job Performance: A Test of the mediating effects of identification and Leader Member Exchangel, *Journal of Organizational Behavior*, 30(8),1103–1126. <https://doi.org/10.1002/job.611>
- Wang, H. J., Lu, C. Q., & Siu, O. L. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100(4), 1249-1258. <https://doi.org/10.1037/a0038330>
- Wang.X, Liao.J, Xia..D, and Chang.T (2010).The impact of Organizational Justice on work performance Mediating effects of organizational commitment and leader-member exchangel, *International Journal of Manpower*,31(6), 660-677. <https://doi.org/10.1108/01437721011073364>
- Williams, L.J. & Anderson, S.E. (1991).Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors, *Journal of Management*, 17(3),601–617. <https://doi.org/10.1177/014920639101700305>
- Wilson, J.Q (1993), *The Moral Sense*, New York: The Free Press.
- Wong, C. –S & Law, K.S. (2002).The Effects of Leader and Follower Emotional Intelligence for Performance and Attitude: An exploratory study, *The Leadership Quarterly*, 13(3),243–274.[https://doi.org/10.1016/S1048-9843\(02\)00099-1](https://doi.org/10.1016/S1048-9843(02)00099-1)
- Wu, M. F., Yang, Y. W., Lin, W. Y., Chang, C. Y., Soon, M. S., & Liu, C. E. (2012). Varicella zoster virus infection among healthcare workers in Taiwan: seroprevalence and predictive value of history of varicella infection. *Journal of Hospital Infection*, 80(2),162-167. <https://doi.org/10.1016/j.jhin.2011.11.011>

- Xanthopoulou, D., Baker, A. B., Heuven, E., Demerouti, E., & Schaufeli, W. B. (2008). Working in the sky: a diary study on work engagement among flight attendants. *Journal of occupational health psychology, 13*(4),345-356. <https://doi.org/10.1037/1076-8998.13.4.345>
- Xiao, M. L., & Duan, L. (2014). Job engagement of employees in state-owned enterprises: Construct clarification and scale development. *Organizational management, 1*,35-41.
- Xiaojun, L., & Wenhua, Y. (2009). Effects of Organizational Justice on Job Performance. *The Journal of Shanghai Administration Institute, 01*,75.
- Yanthi & Rahyuda (2019). The role of employee engagement in mediating relationship of organizational justice and organizational citizenship behavior of nurses in public hospital in Bali, Indonesia, *International journal of economics, commerce and management, 7*(8),427-439.
- Yoke, L. B., & Panatik, S. A. (2015). Emotional intelligence and job performance among school teachers. *Asian Social Science, 11* (13), 227-234.
- Yu, J. F., Ding, Y. M., Jia, R. Y., Liang, D. D., Wu, Z., Lu, G. L., & Chen, C. R. (2022). Professional identity and emotional labour affect the relationship between perceived organisational justice and job performance among Chinese hospital nurses. *Journal of Nursing Management, 30*(5), 1252-1262. <https://doi.org/10.1111/jonm.13608>
- 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. <https://doi.org/10.22543/7674.82.P245251>
- Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. (2009). Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational behavior and human decision processes, 108*(1),93-105.<https://doi.org/10.1016/j.obhdp.2008.08.001>  
[Get rights and content](#)
- Zechmeister, E. B., Shaughnessy, J. J., & Zechmeister, J. S. (1997). *A practical introduction to research methods in psychology*. McGraw-Hill Humanities, Social Sciences & World Languages.

- Zehir, C., Üzmez, A., Köle, M., & Yildiz, H. (2017). Relationship between job engagement and organizational performance; Moderator effect of emotional intelligence,34,295-307. <https://doi.org/10.15405/epsbs.2017.12.02.25>
- Zeidner, M., Roberts, R. D., & Matthews, G. (2002). Can emotional intelligence be schooled? A critical review. *Educational psychologist*, 37(4), 215-231. [https://doi.org/10.1207/S15326985EP3704\\_2](https://doi.org/10.1207/S15326985EP3704_2)
- Zhang, Y., LePine, J. A., Buckman, B. R., & Wei, F. (2014). It's not fair... or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of management journal*, 57(3), 675-697. <https://doi.org/10.5465/amj.2011.1110>
- Zhoc, K. C., King, R. B., Chung, T. S., Chen, J., & Yang, M. (2021). Emotional intelligence promotes optimal learning, engagement, and achievement: A mixed-methods study. *Current Psychology*,,1-16. <https://doi.org/10.1007/s12144-021-02294-2>
- Zhong, L., Wayne, S. J., & Liden, R. C. (2016). Job engagement, perceived organizational support, high-performance human resource practices, and cultural value orientations: A cross-level investigation. *Journal of Organizational Behavior*, 37(6), 823-844. <https://doi.org/10.1002/job.2076>
- Zhu. Y, Liu.C, Guo.B, Zhao.L & Lou.F (2015). The impact of Emotional Intelligence on work engagement of registered nurses: the mediating role of Organizational Justice, *Journal of Clinical Nursing*, 24(15), 2115–2124. <https://doi.org/10.1111/jocn.12807>

# **ANNEXURE**

**EMPLOYEES' EMOTIONAL INTELLIGENCE,  
ENGAGEMENT, ORGANIZATIONAL JUSTICE AND  
JOB PERFORMANCE IN SELECT HOSPITALS OF  
NORTH INDIA**

Dear Sir/Madam,

I am conducting a survey among the employees of service sector in North India, as a part of Ph.D. from Lovely Professional University. Please spare some time from your busy schedule to respond to this questionnaire. It is assured that the information is sought anonymously and will be kept confidential, to be used for academic purposes only.

---

**OBJECTIVES**

1. To study the relationship between employee's Engagement and Job Performance in Select Hospitals in North India.
2. To study the relationship between employee's Emotional Intelligence and Job Performance in Select Hospitals in North India.
3. To study the relationship between Employees organizational justice and Job Performance in Select Hospitals in North India.
4. To formulate a comprehensive model describing the relationship between Employee engagement, Emotional intelligence, Organizational Justice and Job Performance.

**Part I: This part contains some statements regarding your current job, current organization and yourself. Please indicate how far you agree or disagree with the given statements on the following scale (evaluate the Emotional Intelligence among employees).**

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
<p><b>EMOTIONAL INTELLIGENCE</b> is the capability of individuals to recognize their own emotions and those of others discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goals.</p>						
<b>Awareness of own emotions</b>						
1.	I can explain the emotions I feel for my team members.					
2.	I can discuss the emotions I feel with other team members.					
3.	If I feel down, I can tell my team members what will make me feel better.					
4.	I can talk to other members of my team about the emotions I experience.					
<b>Management of own emotions</b>						
5.	I respect the opinion of my team members when they think I am wrong.					
6.	When I am frustrated with my fellow team members, I can overcome my frustration.					

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
7.	When deciding on a dispute, I try to see all sides of a disagreement rationally before I come to a conclusion.					
8.	I give a fair hearing to fellow team member's ideas.					
<b>Awareness of others emotions</b>						
9.	I can read fellow team members 'true' feelings, even if they try to hide them.					
10.	I am able to describe accurately the way others in my team are feeling.					
11.	When I talk to my team members I can identify their true feelings from their body language.					
12.	I can tell when my team members don't mean what they are saying.					
<b>Management of others' emotions</b>						
13.	My enthusiasm can be contagious for members of my team.					
14.	I am able to cheer my team members up when they are feeling down.					
15.	I can get fellow team members to share my keenness for a project.					
16.	I can provide a 'spark' to get fellow team members enthusiastic.					



**Part II: This part contains some statements to which you are requested to respond in view of your current job. Please indicate how far you agree or disagree with the given statements on the following scale (evaluate the Engagement among employees).**

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
<b>EMPLOYEE ENGAGEMENT</b> is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.						
17.	At my job, I feel bursting with energy.					
18.	At my job, I feel strong and vigorous.					
19.	I am enthusiastic about my job.					
20.	My job inspires me.					
21.	When I get up in the morning, I feel like going to work.					
22.	I feel happy when I am working intensely.					
23.	I am proud of the work that I do.					
24.	I am immersed in my work.					
25.	I get carried away when I'm working.					
33.	I meet my tasks earlier than is required					
34.	I return requests for information promptly					
35.	Help orient new employees even though is not required					
36.	I willingly give my time to others					
37.	I am always ready to lend a helping hand to those around me					

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
<b>TASK PERFORMANCE</b> the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services.						
38.	I am able to manage to plan my work so that it completes on time.					
39.	I am able to plan optimally.					
40.	I kept in mind that results that I intend to achieve in my work.					
41.	I am able to separate main issues from side issues at work.					
42.	I know how to set the right priorities.					
43.	I am able to perform my work well with minimal time and effort.					
44.	I feel Collaboration with others is productive.					
<b>CONTEXTUAL PERFORMANCE</b> the activities that contribute to the social and psychological core of the organization						
45.	I tend to take extra responsibilities.					
46.	I take new tasks of my own, when allotted tasks finishes.					
47.	I am willing to opt challengeable work when available.					
48.	I work at keeping my job knowledge up-to-date.					
49.	I work at keeping my job skills up-to-date.					
50.	I would come up with creative solutions to new problems.					
51.	I keep looking for new challenges in my job.					
52.	I would do more than what is expected from me.					
53.	I actively participate in work meetings.					

**Part IV - This part contains statements to which you are expected to respond in view of your current job. Please indicate how far you agree or disagree with the given statements on the following scale of Organizational Justice among employees.**

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
<b>ORGANIZATIONAL JUSTICE</b> refers to employee perceptions of fairness in the workplace.						
65.	I have a say in the development of procedure and process for making decisions.					
66.	I am able to appeal against the decisions of the hospital.					
67.	In arriving at decisions the procedures followed by the hospital are consistent.					
68.	The benefits I receive reflect my effort towards work.					
69.	The benefits I receive are equal and fair as compared to my working colleagues.					
70.	The hospital treats me with dignity and respect.					
71.	I receive cordial working relationship from my supervisor and colleagues.					
72.	The hospital is transparent and honest in communicating its regulations in details to employees.					
73.	The hospital management explains its decisions to its employees in order to bring transparency in their system.					
74.	The hospital clearly links the individual needs with the hospitals mission and vision.					

S No.	Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
54.	I actively look for ways to improve my performance at work.					
55.	I tend to grasp opportunities whenever they appear.					
56.	I am able to handle difficult situations and setbacks quickly.					
<b>COUNTERPRODUCTIVE WORK BEHAVIOR</b> is employee behavior that goes against the legitimate interests of an organization.						
57.	Sometimes I intentionally tell people outside the job what a lousy place I work for.					
58.	Sometimes I intentionally come to work late without permission.					
59.	Sometimes I intentionally stay at home from work and inform that I am sick but actually I am not.					
60.	Sometimes I intentionally insult someone about their job performance.					
61.	Sometimes I intentionally make fun of someone's personal life.					
62.	Intentionally sometimes I ignore someone at work place.					
63.	Sometimes I intentionally start an argument with someone at work.					
64.	Sometimes I intentionally Insults or make fun of someone at work.					

**Part V: Please tick the relevant option**

**Name of present Hospital** \_\_\_\_\_

**Gender**

Male

Female

**Age (in years)**

Up to 25 years

>25 up to 35 years

>35 up to 45 years

>45 up to 55 years

More than 55 years

**Your designation in current Hospital** \_\_\_\_\_

**State of Origin** \_\_\_\_\_

**Town of Origin** \_\_\_\_\_

**Qualification at the time of joining employment**

10th/Matriculation

10+2

under Graduate

Post Graduate

PhD/Doctorate

\_\_\_\_\_ other

**Experience in this Hospitals (in years)**

1 years  2 years  3 years

4 years  5 Years  More than 20 years

## ITEMS RELIABILITY

ITEM CODE	CROMBACH ALPHA
S1	0.944
S2	0.946
S3	0.945
S4	0.947
S5	0.946
S6	0.946
S7	0.946
S8	0.945
S9	0.947
S10	0.946
S11	0.944
S12	0.945
S13	0.945
S14	0.946
S15	0.946
S16	0.946
S17	0.945
S18	0.945
S19	0.945
S20	0.945
S21	0.946
S22	0.945
S23	0.945
S24	0.946
S25	0.946
S26	0.949
S27	0.948
S28	0.948
S29	0.947
S30	0.945
S31	0.944
S32	0.946
S33	0.944
S35	0.946
S36	0.944
S37	0.946
S38	0.946
S39	0.946
S40	0.946
S41	0.946
S42	0.946
S43	0.944
S44	0.945
S45	0.945
S46	0.947
S47	0.947
S48	0.947
S49	0.946
S50	0.945

S51	0.946
S52	0.946
S53	0.945
S54	0.945
S55	0.945
S56	0.944
S57	0.948
S58	0.948
S59	0.949
S60	0.949
S61	0.949
S62	0.948
S63	0.948
S64	0.948
S65	0.946
S66	0.946
S67	0.945
S68	0.945
S69	0.945
S70	0.945
S71	0.945
S72	0.945
S73	0.946
S74	0.945

## LIST OF PUBLICATIONS

<b>SNO.</b>	<b>TITLE OF PAPER WITH AUTHOR NAMES</b>	<b>NAME OF JOURNAL / BOOK CHAPTER</b>	<b>PUBLISHED DATE</b>
1.	The Relationship between Emotional Intelligence and Job Performance: A study of Hospitals Employees	International Journal of Scientific & Technology Research	Jan 2020
2.	The Exchange Rate Exposure of Indian Companies	International Journal Of Economic Research	2016
3.	A review on the relation between Emotional Intelligence and Job Performance	Five Golden Rules by Kevin Lane Keller E.B.Osborn Professor of Marketing Business Agility in Volatile Times.Excel Books Private Limited	2019



## **LIST OF CONFERENCES**

<b>SNO.</b>	<b>TITLE OF PAPER PRESENTED</b>	<b>CONFERENCES</b>	<b>DATE OF CONFERENCE HELD ON</b>
1.	Women's Emotional Intelligence and Leadership: Friends or foes?	Golden Jubilee International Conference on Empowering women through Transformative Education	3-4 October 2018
2.	The Relationship between Emotional Intelligence and Organizational Citizenship Behavior among Employees of Hospitals	International Conference on Business Agility in Volatile Times	7-9 November 2019
3.	Social Networking Sites Usage, Socialization and Academic Performance of Students	International Conference on Re-Envisioning Education: Challenges and Opportunities	27-28 April 2018
4.	Fundamental Analysis Of Public Sector Banks And Private Sector	International Conference on strategies for Global Competitiveness and Economic Growth	17-18 March 2017

## LIST OF WORKSHOPS

<b>SNO.</b>	<b>WORKSHOP</b>	<b>ORGANIZED</b>	<b>DATE OF WORKSHOP HELD ON</b>
1.	Short Term Course on Data Analysis Techniques using Smart PLS	Lovely Professional University	10-16 December 2018
2.	FDP on Smart PLS based Structure Equation Modelling	Data Analtix Pvt.Ltd	15- 20 June 2020