An Exploration of Emotional Intelligence Leadership by Harnessing the Head and Heart for High-Impact Medical Governance in India

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Abstract

Purpose

The goal of the study was to investigate the impact of emotional leadership on good medical governance. The study aimed to see if there was a link between nurse staff's emotional intelligence and their leadership effectiveness, as measured by the Bar-On Emotional Intelligence Inventory and the Kouzes and Posner Leadership Practices Inventory (LPI) for Self. The aim of the present paper was to explore the relationship between Emotional Intelligence and effective leadership to measure the tendency of emotional control of the working class both males and females at a managerial level in a private and public sector of India, namely, the medical sector.

Design/Methodology/Approach

The primary objective of this study was to examine the impact of various factors on effective leadership and emotional intelligence. A maximum of 750 participants were included in this original statistical sample. The study's instrument was responded to using the convenience sampling technique. The statistical analyses were performed using SPSS version 23.0 software employing descriptive statistics such as mean, standard deviation, and percentage. The validity and reliability of the research were assessed using a questionnaire. A structural equation model was used to evaluate the research hypothesis. According to the findings, Emotional Intelligence has a significant and substantial impact on management corporate governance effectiveness.

Results: The findings revealed a statistically significant link between emotional intelligence and leadership effectiveness (practices) among nurses. "Average - acceptable emotional capacity" was demonstrated by research administrators. Furthermore, the study discovered that total emotional intelligence and eight other components of emotional intelligence are substantially connected with Leadership Practices. This demonstrates that additional emotional intelligence training during the

course of a nursing education programme can be helpful when combined with extensive practical experience in health care.

Academic Discipline and Sub-disciplines: Business Management, Human Resource Management.

Subject Classification: Emotional Intelligence Leadership

Keywords

Emotional intelligence leadership, Effective governance, Self-awareness, Empathy, and Social skill.

1. Introduction

Nurses are now more than ever confronted with numerous, more tough challenges within the framework of their everyday work procedures in the COVID-19 epoch, among mutating viruses such as omicron as well as demilltron. Emotional Intelligence is a modern technique of effective management (Gilar et. al., 2019) that strives to enhance a leader's cognitive (Katsaros, 2015), emotional, and physical resources, and enables individuals to manage a wide range of employees who are frequently executing a diverse set of tasks. Additionally, emotion mining (Razali et. al, 2021) and personal competencies (Alfonso et. al, 2016) are two major determinants that have been established to be positively linked to job performance, making emotional intelligence identification and analysis essential for good transformation and the advancement of the organization's cultural capital. With tighter budgets, escalating expenditures, and increased competition.

Leadership (Sistad, 2020) with Emotional Intelligence is a vital contribution to human social capital. It elevates and alters the leader's and followers' human conduct and ethical aspirations (Allen & Meyer, 1990). Leaders pay such close attention to the emotional signals (O'Connor et. al., 2019) of the Emotional Intelligence constituency that they take deliberate action. Decision-making is arbitrary when it is not imbued with the wisdom of emotions, contrary to the classical approach (Goleman, 1995). Emotional Intelligence is a distinct essential characteristic that distinguishes ordinary management leadership from exceptional leadership (Ashkanasy & Daus, 2002). Emotions are cognitive inputs that people use as a guidance for logical decision-making. Many emotions are the result of evolutionary knowledge (Gardner, 2002), and they are closely linked to all forms of cognition. Leadership is important in the workplace.

Although reform encompasses two primary factors: Change and People, leadership plays an important role in its implementation. Leadership manifests itself through interpersonal ties and relationships, particularly in the medical field, where pleasant, appealing, gentle demeanor may work miracles in the treatment of unwell patients, particularly cancer patients. Patients can be motivated to think optimistically by good leaders. Despite the fact that medicine is an emotionally demanding profession and medical education is an emotional process, emotional experience has traditionally been regarded as a corollary of the fundamental task of acquiring and deploying practical skills. However, self-efficacy (Debeş, 2021) and sentiments are transforming. Knowledge and skills are more valuable when they can be applied in emotionally sensitive ways, as per neuroscience research.

Emotions impact how health professional learners identify, perceive, understand, and act on information, according to cognitive science. Medical students' academic performance has been found to be influenced by achievement feelings. Medical students' emotional highs and lows have been connected to their formation of a doctor's identity. Concerns about health care providers' unprofessional behaviour are fueling the professionalism movement, which emphasises the need for compassionate as well as safe, and effective care. EI appears to supply exactly what medical courses require on the basis that healthcare practitioners who communicate better and display higher degrees of professionalism are more emotionally intelligent. There's still some debate over whether it's independent of personality and fleeting emotional states, and if it can be assessed without being influenced by social desirability bias and students' desire to succeed. Commercial exploitation has made EI expensive to measure, despite the fact that competing theories and measurements describe the concept in diverse ways. Furthermore, there is presently no agreed-upon technique of assessing EI in a way that is connected to medical school achievement or patient outcomes, and such consensus appears less and less likely to develop as measurement methodologies diverge in the study literature. Emotional intelligence showed a distinct and substantial variation in the prediction of several health-related quality-of-life characteristics.

The potential utility of incorporating emotional intelligence into effective governance to supplement current psychoeducational techniques targeted at preserving or increasing the health-related quality of life of cancer patients. Emotional intelligence abilities can assist patients in dealing with life's ups and downs. Even if the patients have an awareness of emotional intelligence, they may lack the capacity to deal with the pain, resulting in physical and mental

anguish. Anxiety and despair levels among patients are likely to rise in this situation (Wechsler & Arbatani 2012). Emotional Intelligence leadership is about letting go of stifling energy and gaining abilities that help health leaders understand, motivate, and manage their people.

The emotional intelligence competency of the leader has a significant influence on the organization's real culture. Coping organisations are basically about altering people's behaviour, thus organisations undergoing transformation require leadership. Leaders who spread optimism throughout a company can help distribute and sustain new ideals relevant to public and private sector changes. In today's rapidly changing medical field, the capacity to rebuild relationships is largely required for leadership. It provides management and executives with a competitive advantage in managing their staff creatively and productively.

The trend to revitalise joints effort in health services necessitates mutual understanding and open communication, which may be encouraged when medical specialists and patients have a strong relationship. Cancer is incredibly taxing, both psychologically and physically, and normalcy is a time-consuming process. When medical workers or family members fail to communicate clearly about their sickness, cancer patients frequently experience disappointment and significant levels of worry (Payne, 1983). To be persuasive in this setting, doctors and their professional leaders must strive to improve their knowledge and use of emotional intelligence abilities. Unfortunately, the medical care profession has paid little attention to this subject when picking leaders. There is no medical research on Indian content.

2. Review of the Literature

The relevant literature review focused on four key areas: the theoretical rationale for studying emotional intelligence, the relationship between emotional intelligence and leadership effectiveness, effective leadership practices in the medical sector, and implications for emotional intelligence leadership. Emotional Intelligence facilitates and manages emotions efficiently by developing a mix of mental talents and personality qualities, where emotions pave the way for numerous dispositions for relevant functioning of optimism and empathy. There is a link between psychological suffering, maladaptive behaviour, and physical morbidity.

Analysis of Emotional Intelligence is very important because it enables individuals to react properly in complex instances. It acted as a defensive ability to examine one's own and others' feelings and emotions in order to differentiate them and utilise the information to influence one's thinking and actions (Solovey and Mayer 1990). Emotional Intelligence is an individual's ability to distinguish

and sculpt emotions in oneself, as well as perceive and then alter feelings in others (Goleman 1995). It has evolved over time as a complement to intellect and social intelligence, among other things. It consists of innate characteristics, personality traits, emotional, and sane capacities (Mayer and Solovey 1990). The many intelligences doctrine (Wechsler, 1940) separates emotional intelligence from intelligence intelligence and bestows a distinct personality. However, its face value is enhanced when it is performed in conjunction with leadership and the strengthening of particular groups and teams. However, its face value is enhanced when it is applied with leadership and improvement of individual groups, teams, and merely in the efficacy of the organisation (Tunnell 1980).

Given the competitive and dynamic corporate environment in which they operate, modern enterprises throughout the world are quickly adopting the emotional intelligence idea. Because effective leadership has been redefined to include an awareness of emotions and the talents associated with emotional intelligence, new expectations are being made on leadership training programmes to identify and develop emotional intelligence capabilities (Cooper and Sawaf, 1997; Goleman, 1998). As a result, emotional intelligence (Sosik and Megerian, 1999; Dulewicz, Young, and Dulewicz, 2005) may be a potential underlying feature of effective leadership.

Leadership has been defined as a highly valued trait in most businesses (Meindl, Ehrlich, and Dukerrich, 1987), and it is thought to decide whether or not an organisation will succeed. Burns (1978; Rollinson, 2005) defines a leader as someone who fulfills a job that requires them to follow a set of behavioural standards and expectations in exchange for a degree of authority that allows them to affect the behaviours of their followers. Leadership, according to Armstrong (2009), is "the process of motivating and convincing followers to attain desired goals." encouraging individuals and groups to put up their best efforts in order to achieve a desired result.

Barron and Greenberg (1990) define leadership as "the process by which one individual motivates other group members to attain defined group or organisational goals." These definitions imply that leadership entails more than simply taking a stance; it also entails engaging with others, organising supporters, and contributing productively to a common objective. The primary goal of leadership is to complete tasks (Bass, 1985).

According to Humphrey (2002), leadership is fundamentally an emotional process in which leaders identify their followers' emotional states, aim to elicit emotions in them, and then endeavour to regulate their emotional states appropriately. Emotional intelligence, according to Mayer, Salovey, and Caruso

(2000), is a crucial factor of effective leadership, and emotionally intelligent leaders have the power to encourage effectiveness at all levels of companies.

Among the various leadership styles, transformational leadership unquestionably encompasses modern leadership qualities. It is said that it improves subordinates' dedication, contentment, and trust in leadership, resulting in favourable outcomes (Hater and Bass, 1988; Bass and Avolio, 1994; Leban and Zaulaf, 2004). It also seeks for new methods of working (Senge, 1990), new possibilities, and promotes workplace effectiveness (Lowe and Kroeck, 1996). These characteristics suggest a link between transformative leadership and emotional intelligence.

Carulli (2003) used a sample of 160 managers in a global firm to perform a study on emotional intelligence and organisational leadership in Asia. They identified a positive and significant association between emotional intelligence components, transformational leadership style, and effective leadership outcomes, and Kelloway (2000) suggests that emotional intelligence may predispose leaders to utilise transformational behaviours. They claim that leaders with a high level of emotional intelligence are more likely to engage in transformative actions, regulate their emotions and act as role models for their followers, a signal of inspiration that improves followers' trust and admiration for their leaders would aid leaders in understanding their followers' expectations, empathising with employees, and efficiently managing relationships.

Ashkanasy and Tse (2000) identified leadership literature as a significant factor of good leadership (George, 2000). According to George (2000), emotionally savvy leaders may increase organisational performance at all levels. A leader's emotional intelligence also has a significant impact on the quality and efficacy of social interactions with others (House and Aditya, 1996; Alston, Dastor, and Sosa-Fey, 2010; Batool, 2013).

The emotional intelligence construct has been accepted by the business sector as a tool for organisational success and competitive advantage (Sparrow, Brewster, and Harris, 1994). Many businesses are realising that technical and intellectual abilities are only one half of the puzzle. They also believe that people's ability to recognise and control their emotions increases their performance, cooperation with coworkers, and customer contact.

There is mounting evidence that there is a link between emotional intelligence and work performance, with various research supporting this assumption. Nel (2001) investigated the connection between emotional intelligence and job performance among contact centre agents at a major life insurance firm in the Western Cape, South Africa. Several emotional intelligence abilities, notably in customer service and administration, were found to be linked to performance.

Salovey (2006) evaluated 44 analysts and administrators from a Fortune 400 insurance firm and discovered that emotional intelligence had a favourable impact on job performance as measured by a set of competencies. According to Bachman (1988), the most effective leaders in the US Navy are warmer, outgoing, emotionally expressive, and friendly. Higgs (2004) studied the relationship between emotional intelligence and performance in United Kingdom call centers and obtained data from two hundred and nine (209) respondents from three (3) organizations; the study showed a strong relationship between emotional intelligence and individual performance. Kumar (2014) also believes that emotional intelligence is important in obtaining job success.

Leaders who are emotionally knowledgeable are regarded to perform better in the workplace (Goleman, 1998), are happier, and show more dedication to their employers (Abraham, 2000), Instill a sense of belonging, enthusiasm, trust, and cooperation in employees through interpersonal relations (Miller, 1999), use positive emotions to envision improvements in the organization's functioning, and use positive emotions to envision improvements in the organization's functioning (Miller, 1999); George (2000) claimed that there is a correlation between emotional intelligence and workplace performance.

Emotional intelligence enables leaders to engage and relate with employees on both an intellectual and emotional level. Many powerful sentiments that may be expressed during times of organisational transition can be addressed in an appropriate manner by an emotionally savvy leader (Viewpoint, 2004). It's also crucial for tasks like decision-making, dispute resolution, and negotiation (Leban and Zaulauf, 2004). Paying attention to one's own and others' emotions saves time, opens up new possibilities, and directs energy into performance (Johnson and Indvik, 1999).

However, not all management experts think that emotional intelligence is a feature that may help firms become more productive. Antonakis (2003) challenges whether emotional intelligence is necessary for effective leadership. According to him, emotional intelligence is more of a part of regular psychological functioning than a distinct entity. He warns against becoming too excited about the application of emotional intelligence in the workplace. Emotional intelligence, according to Woodruffe (2001), is an untested idea that contributes nothing to the equation.

An effective approach is used to assess people's worry, irritation, stranded behaviour, melancholy, and boredom. It usually instills real habits in leaders and determines their leadership effectiveness in critical situations. Effective leaders utilise emotional intelligence to deal with themselves and to successfully deal

with and prepare the way for others in the organisation. Emotional intelligence is the ability to recognise and understand your own and others' emotions, as well as the messages that emotions send about relationships. It also includes the ability to control your own and others' emotions. It does not necessarily include characteristics like optimism, initiative, and self-confidence that some conventional definitions ascribe to it. Not only is it critical to categorise what exactly constitutes Emotional Intelligence, but it's also important since people's emotional intelligence is so important in leadership.

Due to its recent economic prosperity, India has not lagged behind in adopting new medical discoveries and technologies. However, in most regions of the nation, particularly in rural India, there has been a continual demand-supply mismatch of medical personnel and health care resources due to overpopulation and a high illness load, as well as inadequate resources and legislation. To explain why some people are better than others at absorbing emotional information and using it to guide their behaviour, Salovey and Mayer presented a social interaction model of EI.

2.1 Need of the Study

There is mounting evidence that psychological dimensions such as emotional intelligence, as well as leadership behaviour, play a key role in organisations. Emotional intelligence and leadership behaviour have emerged as study tools, rather than speculative notions, affecting many organisational parameters such as work satisfaction, employee effectiveness, organisational performance, pay satisfaction, and so on. The current study sought to investigate the relationship between emotional intelligence and leadership behaviour among nurses in government and commercial hospitals. Emotional intelligence is a critical component in enhancing leadership behaviour.

2.2 Scope of Research

By identifying the present knowledge gap concerning Emotional Intelligence leadership behavior in effective governance, the research analysis can underline the significance related to Emotional Intelligence which is associated with leadership behavior in the field of medical sector. This research can be helpful in ways viz., Emotional Intelligence leadership behavior and effective governance.

2.3 Significance of the Study

Emotional intelligence traits such as emotion observation and control, as well as assessment of negative and good emotions, can increase employee loyalty

to the firm. Expanding emotional intelligence among employees may thus be beneficial to the firm. The current study looked into the possible links between emotional intelligence and leadership behaviour among hospital nurses. The findings of this study may contribute to a better understanding of emotion-related characteristics that influence work procedures in order to improve service quality.

2.4 Relevance of the Study

To attain service excellence and delight consumers, a new patient-centered care model must be devised, which demands hospitals to be more transparent and accountable. To meet the difficulties of today's healthcare environment, the business needs emotionally aware leaders that are capable of more than simply traditional management abilities. Patient and family distress, emerging evidence-based practises and treatments, and regulatory difficulties all influence healthcare personnel. Employee unhappiness might, however, be caused by obsolete management techniques. When individuals are dissatisfied with their jobs, for example, burnout and work-related stress can worsen an already strained healthcare system (Mosadeghrad, Ferlie, Rosenberg, 2008). Workers who are stressed due to a lack of emotional support from management may become low achievers who lack the necessary empathy and caring attributes (Mosadeghrad et al., 2008). Emotional intelligence (EI)-rich leaders may be crucial to the performance of all members of the healthcare team, from caregivers to CEOs.

3. Objectives of the Study

Emotions have a role in the medical care process in three ways: (i) both physicians and patients have emotions, and their emotions are impacted by their past experiences; (ii) they experience in their current relationship with each other; and (iii) emotions they anticipate having in the future. Emotions have a significant impact on experiences, cognition, and behaviour, such as prosocial behaviours, recollection, decision-making, persuasion, information processing, and interpersonal attitudes. The following are the goals of this study article, as stated below:

- To examine the phenomena associated with Emotional Intelligence leadership among leadership in the public and private health sectors of India for effective governance.
- To study the awareness related to Emotional Intelligence and effective governance in the medical sector in India.

- To probe the extent of Emotional Intelligence factors required in developing leadership behavior.
- To evaluate the impact of different Emotional Intelligence dimensions on leadership behavior for effective governance empirically.

3.1 Hypotheses

In this research paper two hypotheses were developed to determine the impact of Emotional Intelligence with respect to leadership behavior in effective governance in the medical sector in India.

- Hypothesis H_0: Emotional Intelligence is positively associated with developing leadership for effective governance.
- Hypothesis H_a: Emotional Intelligence has an impact of independent variables on dependent variables.

4. Research Methodology

Both primary and secondary data were collected in this investigation. Questionnaires were sent out to 750 people from two institutions in the medical sector (one public, AIIMS, Delhi, and one private, Medanta, Gurugram), primarily nurses, managers, and physicians in the cancer section, but only 739 people responded. To answer the study's instrument, a convenience sample approach is employed. It's employed because of the researcher's close proximity and easy accessibility. Each hospital received a total of 750 surveys. The remaining eleven questionnaires were filled out incorrectly and were thus rejected and excluded from the study. A normal scale is used to describe the respondent's demographic profile, while a Likert scale is used to assess the impact of leadership behaviour on governance in India's medical sector. As a result, the questionnaire's dependability was deemed adequate. The sample size for this research study was 739. To examine the influence of Emotional Intelligence on leadership behaviour for successful governance, descriptive statistics, Pearson's correlation, and regression analysis were used with SPSS software version 23.0.

4.1. Sampling Technique

The sample study participants are chosen by convenience sampling technique the criteria chosen for selection of the sample is (1) each manager or doctor or nurse having an experience of 3 years or more (2) whereas demographic evidence is collected, related to gender, age, experience, marital status, and qualification.

4.2. Instrument Selection

This study has used different questionnaires that were already developed. Emotional Intelligence is measured by 6 emotional and social competency inventory- version 3.0 (the Hay Group) which was developed by Dr. Daniel Goleman (2007) in collaboration with the Hay Group. This instrument is paired on the 5 Likert scale. The Goleman scale is divided into two parts i.e., social competencies and personal competencies. (Two variables: empathy and social skills) (self-awareness, self-regulation, and motivation).

5. Data Analysis and Findings

5.1 Demographic Profile

The total respondents for this study were 739 on the basis of gender, age, experience and marital status. As illustrated in Table 1.

Table1:- Demographic Profile of Respondents

Demographics	Description	Number of Participants	Percentage
Age	20-30 years	307	41.54
	30-40 years	236	31.93
	40-55 years	196	26.52
Gender	Male	230	31.12
	Female	509	68.87
Experience	Less than 3 years	356	48.17
	3 to 5 years	140	18.94
	5 years and more	243	32.88
Marital status	Single	384	51.96
	Married	355	48.03

Source:- Author's compilation

5.2 Descriptive Analysis

All factors of Emotional Intelligence and successful governance are subjected to descriptive analysis. All of the factors have a favourable mean value, but social skills has the greatest mean and standard deviation of 4.48 and .463, respectively. From strongly disagree to strongly agree, the likert scale is divided into five groups. The minimum number in this study is three, which denotes a neutral association, while the maximum value is five, which denotes a highly agreed relationship.

Table 2:- Descriptive Analysis

Particulars	N	Minimum	Maximum	Mean	Std. Deviation
Self-awareness	739	3.40	5.00	4.4088	.40800
Self-regulation	739	3.50	5.00	4.4955	.43969
Empathy	739	3.60	5.00	4.3798	.41317
Self-motivation	739	3.50	5.00	4.3731	.39651
Social skills	739	3.50	5.00	4.4883	.46311
Effective governance	739	3.20	5.00	4.4026	.38233

Source:- Author's compilation

5.3. Reliability

A reliability test is performed to ensure that the variables are consistent. These variables have an overall reliability of 0.814. Cronbach's Alpha was used to test the questionnaire's reliability. The reliability of emotional intelligence and effective governance variables was determined to be 0.814, which was higher than 0.7, indicating that it was good.

Table 3:- Reliability Statistics for Emotional Intelligence Leadership and Effective Governance

Variables	Number of Items	Cronbach's Alpha
Emotional Intelligence Leadership plus Effective Governance	30	0.814

Source:- Author's compilation

Table 4:- Reliability

Constructs	Cronbach's Alpha	No. of items
Self-awareness	0.716	5
Self-regulation	0.780	4
Empathy	0.700	5
Self-motivation	0.707	4
Social skill	0.781	4

Source:- Author's compilation

5.4. Correlation

Pearson Product Correlation was used to test the strength of the linear relationship between the variables (Saunders et al., 2009). The correlation value is indicated by the letter r, and it ranges between +1 and -1. When the correlation between the variables is larger, it is regarded as significant, implying that the link is stronger. The lesser the p-value, the more significant the result. Pearson's correlation test is used to discover the high, moderate, and weak connection among the variables in order to assess the link between all of the dimensions of emotional intelligence and successful governance. Emotional intelligence and successful governance have a positive relationship. Correlation analysis is used to assess the link between total emotional intelligence and good governance. Pearson's correlation test is used to discover the high, moderate, and weak connection among the variables in order to assess the link between all of the dimensions of emotional intelligence and successful governance. Emotional intelligence and successful governance have a positive relationship. Correlation analysis is used to assess the link between total emotional intelligence and good governance. The result reveals that there is a positive association between the two variables and the correlation is significant at the significance level of 0.01 i.e. r = 0.599, (p<0.01). This shows a positive and moderate relation between the two variables (Refer Table No. 5).

Table 5:- Correlation Analysis

		Emotional Intelligence	**Effective Governance**
Emotional Intelligence	Pearson correlation	1	.599
	Sig. (2-tailed)		.000
	N	739	739
Effective Governance	Pearson correlation	.599	1
	Sig.(2-tailed)	.000	
	N	739	739

Source:- Author's compilation

5.5. Regression Analysis

The coefficient of determination is as essential as the correlation coefficient. It determines the strength of association among the dependent and independent variables. The value for the coefficient of determination must lie in a range of +1 and -1. It justifies casual relationship among the constructs as well as the variance. The study is done on 5 independent variables and 1 dependent variable which means that multiple regression models are used to check the regression of this data.

Table 6:- Regression Analysis

R square	**Adjusted R square**	**F**	**Sig.**
.647	.643	139.54	.000

Source:- Author's compilation

The above model captured 65 percent variation of Effective Governance which is supported by F statistic of 139.54 at P=.000

Table 7:- Regression Coefficients

Model	Beta coefficient	T	Sig.
(constant)	.844	4.716	.000
Self-awareness	.439	3.466	.001
Self-aegulation	.132	4.132	.000
Empathy	.658	9.146	.000
Motivation	.449	3.006	.003
Social Skills	.276	10.455	.000

Source:- Author's compilation

In this study all the constructs are having a positive impact on Effective Governance. This means that one percent in one construct of Emotional Intelligence will increase one percent in Effective Governance. In the case of social skill it has a value of 0.334 which is supported by a t-statistic of 10.45.

In the case of self-awareness and self-regulation, both have a moderate correlation of .43, a significant relationship. While, self-awareness has a strong correlation with empathy of .86, and self-regulation is a weak correlation with empathy having a value of .22. In the case of motivation, it has a strong relation with self-regulation and empathy at .96 and .91 respectively but a weak correlation with self-regulation of .34. A social skill is having a weak correlation with all the variables. In the case of Effective Governance, it has a moderate relation with self-awareness, self-regulation, empathy, and motivation. Empathy and Effective Governance have a significant relationship. The result of regression analysis in the case of empathy and Effective Governance has a value of .711 and is supported by a t-statistic of 9.14, which means that it is statistically significant. The higher the motivation, higher is the Effective Governance. The regression analysis is performed to check the strength among the two variables. The results reveal that it has a value of .499, and is supported by a t-statistic of 3.06 which means that it is statistically significant.

Table 8:- Correlation Analysis

	Self-awareness	Self-regulation	Empathy	Self-motivation	Social Skills	Effective Governance
Self-awareness Pearson correlation Sig. (2-tailed)	1					
Self-regulation Pearson correlation Sig. (2-tailed)	.430 .000	1				
Empathy Pearson correlation Sig. (2-tailed)	.866 .000	.220 .000	1 .000			
Self-motivation Pearson correlation Sig. (2-tailed)	.969 .000	.349 .000	.913 .000	1		
Social Skills Pearson correlation Sig. (2-tailed)	.181 .000	.271 .000	.301 .074	.132 .010	1	
Effective Governance Pearson correlation Sig. (2-tailed)	.595 .000	.506 .268	.728 .000	.653 .000	.335 .000	1

Source:- Author's compilation

6. Findings and Recommendations

The following section discusses summary of the research findings and conclusions drawn from the results:

6.1 High emotional intelligence among hospital nurses: The descriptive analysis results lead us to believe that the majority of nurses have a high degree of emotional intelligence. They are capable of overcoming unpleasant feelings such as stress, tension, and despair that they face on a regular basis.

6.2 Hospital nurses with high emotional intelligence: The descriptive analysis results lead us to conclude that the majority of nurses have a high level of emotional intelligence. They are capable of overcoming stressful, tense, and depressing sensations that they encounter on a daily basis.

6.3 High levels of leadership behaviour among hospital nurses: The descriptive analysis results also reveal high levels of leadership behaviour, which indicates individuals take the initiative to assist other employees with work-related issues and willingly participate in various activities that benefit others.

6.4 Organizational citizenship behaviour is influenced by emotional intelligence, as is leadership behaviour. Employees with greater degrees of emotional intelligence will also have higher levels of citizenship behaviour.

7. Conclusion

Emotional Intelligence is one of the important skills that may help a leader analyse people more clearly and carefully, as well as develop connections between individuals. It also fosters sensitivity, a sense of balance, and a diverse set of cognitive abilities (logical, conceptual, and creative thinking), as well as interpersonal skills (Interpersonal skills, influence skills, and communication skills). This research has made significant contributions to our knowledge of the link between Emotional Intelligence leadership and good governance. This study was established to explore the efficacy of emotional intelligence leadership for effective governance and also to check the relationship and correlation of emotional intelligence constructs with effective governance. The dictum of this study probes into the positive relationship between emotional intelligence leadership for effective governance. The significant values of these two variables show that if the emotional intelligence leadership increases then the levels of effective governance also increase. These variables have a direct relationship which shows that employees who have strong emotional intelligence are more

satisfied and deal with the patients as compared to those who are less emotionally intelligent.

The Goleman theory of competence, which was applied in this study, combines emotional, social, and cognitive intelligence capabilities, resulting in a theoretically cohesive framework for assessing and developing talent in the workplace (Emmerling and Boyatzis 2012). It promotes the capacity to recognise, analyse, and develop awareness in the analysis of knowledge and settings by combining emotional intelligence, social intelligence competency, and cognitive intelligence (Goleman and Boyatzis 2008). The performance and EI in this model are driven by Goleman's (1995) theory, which is able to anticipate behavioural patterns in work and life, as well as the results that are produced from these patterns (Boyatzis 2001).

Employees that are self-regulated in terms of emotional intelligence are more content with their jobs, empathic toward patients, and ready to continue. This picture is also reflected in the outcomes. Similar results may be seen in other variables such as motivation, which has a direct link with effective governance, i.e., both variables are proportionate to each other. Results of self-regulation, motivation, empathy, self-awareness, and social skills have positive connections with effective governance, and these factors have an impact on effective governance, which is the study's dependent variable.

Emotional intelligence has emerged as a useful tool that enables a leader to judge people more vividly and closely, to build a bond between people, and to develop a sense of sensitivity, balanced feeling, and a strong mix of cognitive capacity (logical, conceptual, and creative thinking), people skills, and a sense of sensitivity, balanced feeling, and a strong mix of cognitive capacity (logical, conceptual, and creative thinking) (interpersonal skills, influence skill and communication skills). This study has taken some brave strides toward understanding emotional intelligence leadership for effective governance and highlighted the critical significance of affective elements in enhancing the quality of effective governance in organisations. Emotional intelligence has emerged as a useful tool that helps a leader judge people more vividly and closely, build a bond between people, and develops a sense of sensitivity, balanced feeling, and a strong mix of cognitive capacity (logical, conceptual, and creative thinking), people skills, and a sense of sensitivity, balanced feeling, and a strong mix of cognitive capacity (logical, conceptual, and creative thinking) (interpersonal skills, influence skill, and communication skills). This research has made some brave moves toward better understanding emotional intelligence leadership for

effective governance and highlighted the important role affective elements play in enhancing the quality of effective governance in organisations.

8. Limitations of the Study

In a quantitative investigation, simple random sampling would have been the chosen way of sampling. However, because the researcher was situated in New Delhi at the time of the study, he didn't have direct access to the new RNs, which may have resulted in lesser recruitment. In addition, the researcher was unable to identify suitable subjects, making recruiting even more challenging. Because of the study's geographic location, only one government and private healthcare sector was used. As a result, the findings are restricted to two hospitals in the Capital City and its environs and cannot be generalised. A few constraints may have influenced the findings and consequences of this investigation. Some of the constraints were identified throughout the design and organisation stages. This inclination was described by DeVaus (2002) as the proclivity to show respect rather than a true reaction to a specific interview or review topic. Study that isn't exhaustive: The employees in this research were solely employed by Indian banks. If the sample size is big, the results may differ. A larger number of people may have been considered. Due to time and budget restrictions, the sample size for the structured questionnaire was restricted to 190 people, limiting the generalizability of the results. In addition, the poll was not done based on the job title. Employees with various job titles have varying levels of emotional intelligence and organisational citizenship. Because it was a cross-sectional study, hence, completed in less time. By enabling individuals to be monitored at work, a longitudinal study needing a longer period may enhance or provide different results. Second, the researchers were unable to get the names of the five ministries, as well as the distribution of responses from each ministry, due to time restrictions and confidentiality. Finally, because the data was acquired by a questionnaire survey, respondents' replies may have been cautious or conservative.

Implications for Future Research

Finally, while this study takes into account particular aspects of EI based on Goleman et al. (2002)'s definition, it does not take into consideration features of EI highlighted by Bar-On (2012), Petrides and Furnham (2000, 2006), and other writers. The ability test, on the other hand, is a useful tool for research into attitudes such as work satisfaction and performance (O'Boyle et al. 2010; Miao et al. 2017), which might be a potential area for future research.

9. References

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