



INTERNATIONAL RESEARCH JOURNAL OF HUMANITIES AND INTERDISCIPLINARY STUDIES

(Peer-reviewed, Refereed, Indexed & Open Access Journal)

DOI : 03.2021-11278686

ISSN : 2582-8568

IMPACT FACTOR : 5.828 (SJIF 2022)

Job Performance & Emotional Intelligence among Female Health Workers: A Study in Jammu Division

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DOI No. **03.2021-11278686** DOI Link :: <https://doi-ds.org/doi/10.2022-99693779/IRJHIS2204013>

Abstract:

The premise of Emotional Intelligence undertakes to forecast and modify existence proficiency of people. The supporters of Emotional Intelligence theory believe in the assumption that quality of life lies in better understanding, evaluating and directing emotions of self and others. The present study attempts to investigate the role of emotional intelligence in job satisfaction among the female health workers of Jammu Division. The samples were collected from different health institutions of Jammu with due consideration of sample size of 120 respondents. The mix of systematic and purposive sampling was employed to elicit the responses by using structured questionnaire consisting of 24 items measuring EI and Job satisfaction. Emotional Intelligence is found to have constructive association with societal associations and connections, compassion, self-sensitivity and people with high Emotional Intelligence are able to effectively cope up with antagonism and crisis. Moreover high level of Emotional Intelligence leads them towards better performance at work, satisfaction and low level of uncertainty and dejection.

Keywords: Emotional intelligence, Job satisfaction, Jammu Division, Performance.

1. INTRODUCTION

Human body has the tendency to feel external primary and secondary objects and stimuli through its five senses. A person feels more confident on taking certain decisions which are not only based on external sources but are also analyzed using internal sources (Fuimano, 2004). The selection of any appropriate research field or topic is not merely based on ability to understand a particular field or

having knowledge of certain dimensions but also on certain optimistic and pessimistic emotions linked to it. Emotions based on optimistic mechanism contribute in better understanding and assessment of any research problem while emotions based on pessimism brings hurdles and inefficiency. Emotional Intelligence is one of the most useful tools that have the capability to analyze sensory impressions and other emotional aspects in order to bring out positive thinking, assessment of a particular attitude and behaviour and ways to mend them so that they can be appraised well in the external environment. Mostly it has been seen that people are able to solve their technical issues in a much easier way than issues they have to face in their social as well as professional life (Mayer et al, 2006). Research on analyzing association between Emotional Intelligence and Job Performance appears to be very noteworthy and momentous as today organizations are up to a greater extent implementing Emotional Intelligence practices while going for selecting new staff to get accurate figure of Emotional Intelligence skills possessed by them (Brewer, 2001). Occupational distinctiveness and uniqueness is up to a greater extent responsible for making a blue print of all activities linked to a job and through which value chain of activities could be formulated that increases workers performance at job, brings enthusiasm and contentment, reduces malingering activities, anxiety and level of Turnover Intentions through occupation fortification (Oldham & Hackman, 1975). Firms offering services have to face much more challenges than firms offering different type of products in the market. These challenges come in front due to difficulty in understanding of services mix by final customers and consumers. Moreover evaluation of any service is almost impossible before adopting some part of a particular service. One more reason why services are more difficult to understand is that the utility drawn at different times even from the same service is also in variation. Such dynamic characteristics of services force all service providing employees to become more advanced and equipped with modern tools for handling customer requests directly which are always in different varieties. So service firms need to adopt is that type of strategy that helps them in acquiring rational and coherent employees with which firms become capable of fulfilling diversified needs and wants of customers (McShane et al, 2005). Oginska et al (2005), concluded from their research that assimilation of questionnaires based on Emotional Intelligence amid a series of tests that are used for enrollment and staffing courses of actions are a very useful contrivance. Carmeli (2003),

Gharetepeh et al. (2015), tried to analyze the association between Emotional Intelligence and academic achievement. The study depicted that the students that possessed average level score and high academic achievement confirmed higher Emotional Intelligence level than those students that have low academic achievement.

Snowden A. (2015), assessed the association between Emotional Intelligence, mindfulness and caring experience among nursing students and midwives. Findings revealed that women are

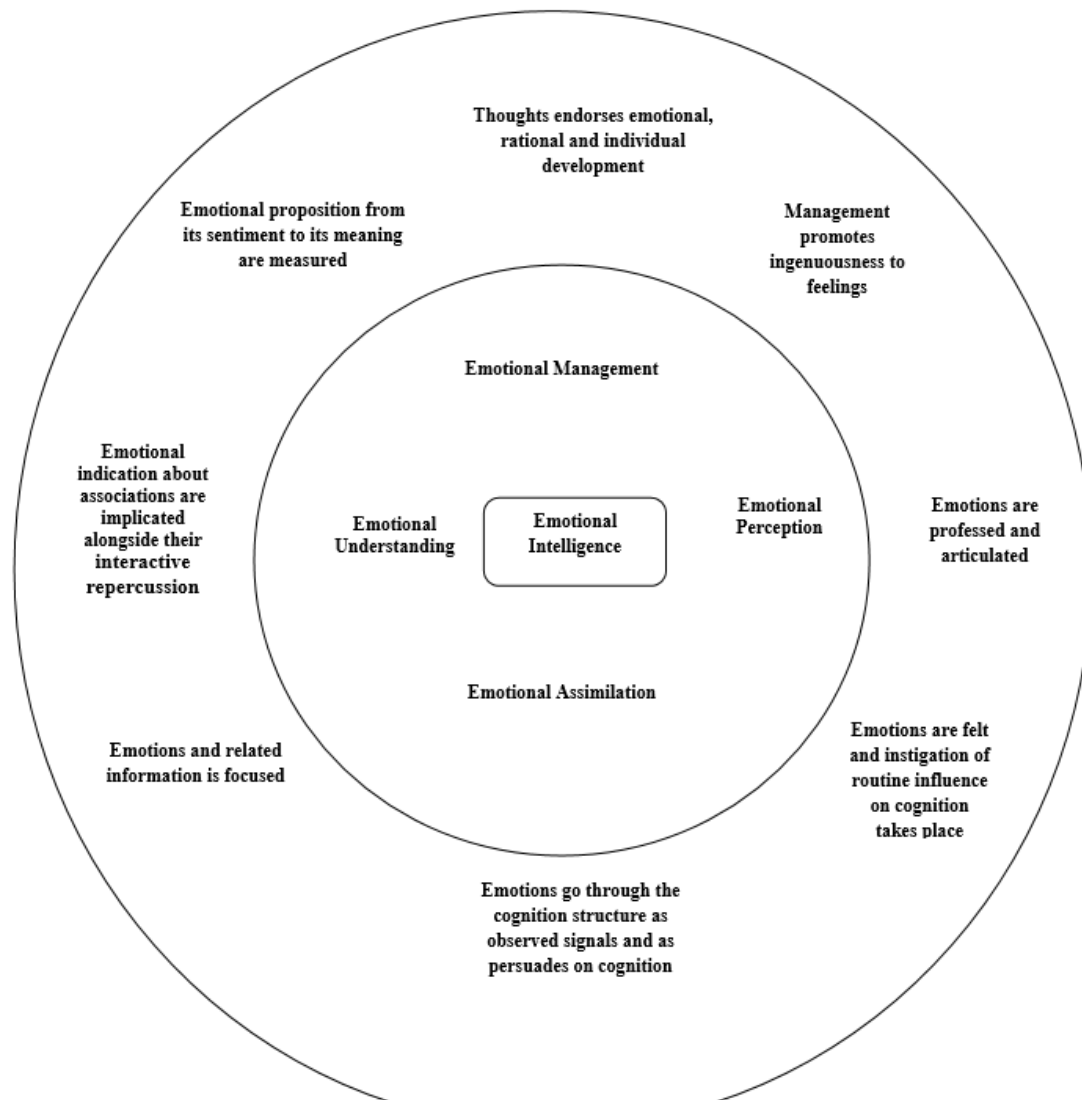
more intelligent than men on emotional enrichment parameter as they possess higher Emotional Intelligence content than men.

Nwankwo et al. (2013), examined the relationship between Job Accomplishment and Emotional Intelligence among medical labourers. The people under consideration were accessed using 20 things Minnesota Satisfaction Poll, 22 things Maslach Burnout inventory and 33 thing Emotional Intelligence scale. The research illustrated that Emotional Intelligence and Job Fulfillment are in a positive relation when accessed on affluence workers. It also came out of the study that doctors who can easily possess the understanding of feelings, issues, temperament and needs of patients are more successful in treating them in an effective manner. In such case the positive association between doctors and patients helps patients to resolve their conflicts at intrapersonal and interpersonal level. Moreover, the higher level of capability advantage and enthusiastic knowledge has also resulted in a positive yield for Job Fulfillment.

Saeid et al. (2013), tried to describe an association between Emotional Intelligence and demographic variables among nurses working in different hospitals of Tehran. The study was a cross sectional descriptive and analytical type done on 212 nurses. The research depicted that average level of Emotional Intelligence score possessed by nurses was 79.4. The two parameters i.e. self-awareness and social awareness were found to have highest level of scores as compared to other two parameters. Level of Psychology and salary component was found to have a considerable correlation with self-management parameter.

Bushara B. & Talib P. (2012), tried to access that what type of role Emotional Intelligence can play so that the level of anxiety among medical staff can be reduced. It was observed that emotional prudence plays a very significant role in reducing anxiety and moreover Emotional Intelligence procedures are very effective through which people could recognize and fulfill their individual objectives along with the objectives of their employers. Emotional Intelligence also bears the capacity to convert a regular worker into a star delegate and make him to realize effective ways to work in an efficient way. Emotional matrix model used in this study shows that workers who are regularly adopting emotional knowledge are less focused but are best workers in the association. through his study witnessed a considerable association between Emotional Intelligence and Turnover Intentions. Thus it exaggerates and strengthens the significance of Emotional Intelligence in preserving core values of firms through a proper process of envisioning. (Ciarrochi et al, 2006), included that aptitude to efficiently deal with emotional aspects at place of work plays a very significant role in administering professional strain and trauma and also retains psychosomatic welfare and security. Due to all this it has become possible for employees to reduce their level of strain and occupy workplace safety leading to high and effective performance at job. Moreover it has also leads to the effective phenomenon that is used to efficiently predict emotional requirement

during work hours using Emotional Intelligence. The criterion related validity had been accessed as good with its score showing a relationship of momentous with Job Performance. However the construct validity had been demonstrated through the measures of convergent and discriminant validity (Mayer et al, 1999).



1.1 Approaching to Problem: There are various terms in the title of the study, which need operationalization.

1.2 JOB SATISFACTION: Job Satisfaction has been analyzed in different ways by different researchers and scholars. Some of them consider that how much satisfied a person is with his role and responsibilities at job. Some others believe that Job Satisfaction possesses a multidimensional cognitive associations accessed by someone at his job. Now a day's measures for Job Satisfaction has been categorized in different segments depending on their measurement which could be either associated with measuring affective or mental characteristics linked to Job Satisfaction. Some of the distinctive definitions of Job Satisfaction are given as: "Job

Satisfaction is a subject of optimistic enthusiastic state generating out due to the assessment of job of an individual.”(Locke, 1976), Job Satisfaction should be considered as a person’s perceptual, poignant and emotional response towards significant parts of work.” (Vroom, 1982), “Job Satisfaction is fundamentally a type of psychosomatic temperament of individuals towards their work.” (Schultz, 1982), Job Satisfaction considers multidimensional mental responses of an individual’s job and these responses contain cognitive, affective and behavioural components.” (Hulin & Judge, 2003).

1.2.1 APPENDING FACTORS:

Anything could take the form of a factor contributing to Job Satisfaction and job dissatisfaction. This could be the general factor which may be common for all or totally personalized. All these factors affecting positively or negatively to Job Satisfaction of an individual has been categorized under three segments which include extrinsic factors, intrinsic factors and personal factors. The nature of impact of all these factors varies from individual to individual depending upon the characteristics of individuals.(Herzberg 1993; Hackman et al, 1976; Ellis 2003; Vroom 1964; Locke 1976).

1.2.2 EXTRINSIC FACTORS:

1. **Supervision:** It represents association between boss and his workers. A type of competitive and value acquired care and administration is necessary to boost Job Satisfaction. It will enhance integrative approach, collaborative thinking, smooth communiqué, faithful relationships and effective reporting and evaluation. There is a high need for devising and implementing strategies that brings up harmony and synchronization between employer-employee relationships (Herzberg 1993, Smith et al, 1969).
2. **Workload:** It shows the number of contact hours between a worker and his assigned roles and responsibilities at job. High workload shall yield to high stress and acts as input for job dissatisfaction (Maslow 1943, Dolan 1992, Hackman et al, 1976).
3. **Interpersonal Relationships:** These represent degree of positive association between workers. High level of positivity in interpersonal relationships shall account for greater flexibility and accountability leading to more Job Satisfaction (Adams et al, 2000, Mayo, 1933, Salancik et al, 1978).
4. **Working Conditions:** It depicts the whole system internally and its surrounding environment. Workplace equipped with modern technology, hazard free environment, less resistance between technology and manpower, specialized and skilled work force yield higher collective performance hence enhancing employment contentment (Locke 1976).
5. **Salary:** It is one of the most vital and fundamental need of workers. Higher monetary benefits reduce level of job dissatisfaction and worker is more inclined towards his job roles

(Tseng et al, 1999).

6. **Administration:** It requires high level of flexibility, determination, collective approach, rationalization, collective participation in decisions and actions for maintaining good level of fulfillment at work (Agho et al, 1993).
7. **Status:** It is a type of sensory impression that is accounted both for societal and self-attitude towards job. High ways for growth and rational development shall motivate workers to keep aligned goals at priority thus leading to happiness (Kovner et al, 1994).
8. **Civic Attitude:** Professional esteem and reputation is an important predictor of satisfaction level at job. Societal attitude thus holds a greater tendency towards having a level of positive reinforcement and satisfaction (Salancik et al, 1978).

1.2.3 JOB SATISFACTION AND MEDICAL PROFESSION:

Numerous studies have been conducted so far to access the relation and pattern of Job Satisfaction among nurses working in various types of health centers in rural as well as urban areas. Slavitt et al, (1978) conducted a study on nurses and proposed six components that were identified as having a significant impact on Job Satisfaction level of nurses. These components include salary, autonomy, job prerequisites, requirements of organizations, interactions with others and job status. (Godfrey et al, 1978), there are three main components followed by a series of subcomponents under each component which are considered as discontent factors leading to job dissatisfaction. The three main components are precarious practices, underprivileged guidance and leadership and communiqué collapse. Precarious practices include a series of sub elements which are perilous low staffing, preservation and tolerance of unskilled nursing staff, unfriendly superiors/doctors and high patient load. Underprivileged guidance and leadership is composed of factors like autocratic behaviour of senior nurses, attitude of senior administrative staff towards nurses etc. Communiqué collapse is composed because of unwritten promises of growth and development by administration, poor learning mechanisms and unscheduled transfers. Besides factors generating job dissatisfaction, there are factors who lead to Job Satisfaction which include good appreciation and acknowledgement procedures, properly designed work schedules and activities, feedback from all(patients, clients, administrators, superiors) and participation in decision making (Godfrey et al, 1978). (Wandelt et al, 1980), identified from study on employed nurses, ten factors that leads to dissatisfaction at place of work among nurses.

1.2.4 EMOTIONAL INTELLIGENCE AND JOB EMOTIONAL REQUIREMENTS:

Emotions signify a category of extreme and severe sensitivity or feeling which could be either constructive or unenthusiastic depending on the meticulous state of affairs and circumstances being witnessed by an individual at any fastidious point of time. Recent research studies have acknowledged the magnitude of accessing and analyzing emotions as they are accountable for

modifying the Job Emotional Requirements and thus affecting occupation performance to a greater extent. Job Emotional Requirements consists of an aggregate of multiple feelings required by an individual to be analyzed so that he can express it in a positive way while performing his job. Positive feelings are by and large in a positive association with employment fulfillment and Job Satisfaction however unconstructive thoughts and feelings are contrarily related and manipulate work fulfillment level of a single person in a pessimistic way.

R. Fatemeh et al (2014), illustrated from their study on Emotional Intelligence and Occupational Performance among nurses working in a hospital. Findings revealed that Emotional Intelligence plays a very significant role in enhancing occupational performance of nurses as they are able to maintain properly their level of required emotions at job. It was further accessed from the study that Emotional Intelligence also has a positive effect on general health.

Saeed Y. et al (2013), examined a study by considering the relationship between Emotional Intelligence and quality of work performed by nurses. Findings revealed that there is a regular and increasing demand for acquiring Emotional Intelligence knowledge. Nurses who possess low level of Emotional Intelligence are not able to properly regulate their level of emotions at work thus it affects their level of performance and they are not able to properly face challenges that come on their front from time to time.

Farh et al (2012), devised a study considering 212 respondents working in various organizations. The study was conducted to dram out association between Emotional Intelligence and emotional requirement at work. It is concluded that respondents who are imparted with Emotional Intelligence training possess high level of mental capabilities and can easily manage their level of emotional requirement at job.

1.2.4. Jammu Division: The Jammu Division is a revenue and administrative division within Jammu and Kashmir, a union territory of India. It consists of the districts of Jammu, Doda, Kathua, Ramban, Reasi, Kishtwar, Poonch, Rajouri, Udhampur and Samba. Most of the land is hilly or mountainous, including the PirPanjal Range which separates it from the Kashmir Valley and part of the Great Himalayas in the eastern districts of Doda and Kishtwar. Its principal river is the Chenab. Jammu city is the largest city in Jammu and the winter capital of Jammu and Kashmir. It is also known as "City of Temples" as it has many temples and shrines, with glittering shikhars soaring into the sky, which dot the city's skyline, creating the ambiance of a holy and peaceful city.

As of April 2021, the Jammu Division consists of ten districts:

Name of district	Area				Population (2001)	Population (2011)	Religious Composition (2011)	
	Total (km ²)	Total (sq mile)	Rural (km ²)	Urban (km ²)			Hindu %	Muslim %

Doda	8,912	3,441	8,892.25	19.75	320,256	409,576	45.8%	53.8%
Jammu	2,342	904	2,089.87	252.13	1,343,756	1,526,406	84.3%	7.5%
Kathua	2,502	966	2,458.84	43.16	550,084	615,711	87.6%	10.4%
Kishtwar	1,644	635	1,643.37	0.63	190,843	231,037	40.7%	57.8%
Kishtwar	7,737	2,987	1,643.37	0.63	190,843	231,037	40.7%	57.8%
Poonch	1,674	646	1,649.92	24.08	372,613	476,820	6.8%	90.5%
Rajouri	2,630	1,015	2,608.11	21.89	483,284	619,266	34.5%	62.7%
Ramban	1,329	513	1,313.92	15.08	180,830	283,313	28.6%	70.7%
Reasi	1,719	664	1,679.99	39.01	268,441	314,714	48.9%	49.7%
Samba	904	349	865.24	38.76	245,016	318,611	86.3%	7.2%
Udhampur	2,637	1,018	2,593.28	43.72	475,068	555,357	88.1%	10.8%

Home to some of the most revered Hindu shrines, such as Vaishno Devi, Jammu is a major pilgrimage centre for Hindus. A majority of Jammu's population practices Hinduism, while Islam and Sikhism enjoy a strong cultural heritage in the region

2. METHODS AND PROCEDURES:

2.1 DATA SOURCES:

The proposed research was aimed to collect data from both the primary data sources as well as from secondary data sources.

1. Primary Data Source: 'Organized Questionnaire' and 'Individual Interviews' was utilized for gathering the essential information for the research study. The surveys/ meetings were composed into two stages. In the first phase the questionnaire / interview was designed in such a manner so as to gather major information relating to Female Health Workers (FHW) and its adoption in the medical sector and also as regard to the present government policies and its satisfaction level with the job towards it. In the second phase the questionnaire / interview has been designed in such a manner so as to collect the concrete information related to exact position of female health workers profession with regard to Emotional Intelligence, Job Satisfaction, Job Performance and Turnover Intentions.

2. Secondary Data Source: As proposed that the research has also accumulated secondary data for reference and analysis from various Journals / Periodicals published from time to time by reputed Journals worldwide. Also the secondary data has been accumulated from various regional and Zonal Health department wings spread all over in J&K and also from various other published documents at District Level and Sub-district level.

2.2 RESEARCH TOOLS:

The data accumulated from the various authentic sources (primary and secondary) was subjected to various statistical tools for verification and interpretations, such as Descriptive Statistics

(Mean, Standard Deviation and Percentile) have been used to have an understanding on the basis of the respondents group. This had helped to characterize the female health workers profession on the basis of their categories / type parameters. Also differences in the categories / type parameters have been administered using t-test.

Also inter-correlations between different variables / items / statements were evaluated. Apart from the standard statistical tools special (advanced) statistical tools had also been deployed for the concise and updated investigation and interpretation of the data sources. As proposed that Structural Equation Modeling (SEM) had been used for model building and meeting the objectives of the study.

2.3 STUDY AREA / REGION AND SAMPLE SIZE:

The research has been conducted for female health worker professionals located in the rural areas of Jammu division of Jammu and Kashmir State. Since there were around 1600 female Health Workers working in bucolic (rural) ranges of Jammu division, thus the determination had been done on the premise of Random Sampling Technique, with the perspective to offer need to all rural regions of Jammu division in Jammu and Kashmir State.

2.4 SCOPE OF THE STUDY:

The research has firstly characterized and exemplified the general methodology for catching the key issues and trends and constructs from the alienated writing base of Emotional Intelligence (EI) in Medical Profession (female Health Workers) and generally examined zones and areas of Emotional Intelligence, Job Performance and Turnover Intentions. The research further explored the views under five different categories – Emotional Intelligence, Turnover Intentions, Job Satisfaction, Job Performance and Job Emotional Requirements. This research also has elaborated and brought about an understanding by considering the investigation of following questions, What is the present (future) orientation of EI in medical profession?

- ❖ Will genuine vertical combination be an alternative for enhancing the general Job Performance among medicinal experts?
- ❖ Does Job Performance in medical profession need to consider Job Satisfaction, Turnover Intentions and Job Emotional Requirements as moderators?
- ❖ What is the sensitivity of EI for providing Job Performance among medical professionals?
- ❖ What is the sensitivity of Job Emotional Requirements factors for medical professionals?

The best effect of this research was to the academicians who mean to examine and evaluate the outcome of EI for medical experts (female health workers). As highlighted in the discussion above, EI's work with progressive methodology for nearby profits has constrained their extension and development of execution among medical connoisseurs and experts. The introduced research has given a valuable output to the intrigued analysts of the Emotional Intelligence (EI) understanding for

the female health workers working in various health centers situated at rural areas in Jammu division of Jammu and Kashmir State (India).

2.5 OBJECTIVES OF THE STUDY:

1. Understand the extent of EI for Female Health Workers;
2. Present an exhaustive writing survey to distinguish present phase of exploration and standards that are heading up;
3. Formulate a set of suggestions for dissecting the issues as an issue of further research;
4. To suggest an integrated (EI-Job Performance) model for Female Health Workers in J&K State in general and Jammu Division in particular.

The methodology had been devised to concentrate on more extensive and famous ideal models that are broadly recognized and reported in the different works of Emotional Intelligence (EI) in order to obtain an inside and out understanding of the predominating circumstance and systems received by medical experts (female Health Workers).

2.6 HYPOTHESES:

This exploration proposed to consider Emotional Intelligence as an issue to enhance the occupation execution of Female Health Workers. On this premise, exploration recommendations (speculation) characterized is/are:

H1: Emotional Intelligence will specifically and absolutely impact Job Satisfaction.

H2: Emotional Intelligence will specifically and contrarily impact Turnover Intention.

H3: Emotional Intelligence will be specifically and absolutely identified with Job Performance.

H4: Job Emotional Requirements will administer the effect of Emotional Intelligence on Task Performance.

3. FINDINGS:

The aim of current study was to understand the extent of Emotional Intelligence (EI) among female health workers, to present an exhaustive survey so that the progress in the Emotional Intelligence (EI) enrichment could be traced out. Furthermore, more objectives were set to provide a set of suggestions which could be taken as new benchmarks of future research in future and to suggest an integrated model based on Emotional Intelligence (EI) and Job Performance (JP) among female workers working in health sector in Jammu division of J&K state.

1. The study consists of a total of five constructs named as Emotional Intelligence, Job Satisfaction, Job Performance, Turnover Intentions and Job Emotional Requirements. The Emotional Intelligence construct has been further categorized into six sub-constructs as Self Confidence, Initiative, Service Orientation, Conflict Management, Change Catalyst and Influence. The Job Performance construct is also further classified into two sub constructs which are Task Based Job Performance and Contextual Job Performance. Job Emotional Requirement also consists of four

sub-constructs in this study. These include Contextual Source, Task Source, Emotional Dissonance and Job Source.

2. All the items under each construct and sub-construct have been pre-tested and also modified which shows good reliability level. All these dimensions can be used and applied for further research in future along with further improvement.
3. The Exploratory Factor Analysis was also conducted which has identified the underlying relationships between the measured variables and the various set of latent constructs have also been acknowledged which are fundamental to a sequence of restrained value.
4. The Confirmatory Factor Analysis of first order and second order has been used and it has successfully verified the factor structure of the observed variables and also has substantiated to observe that the association amid underlying latent constructs and observed variables exists.
5. The results revealed that the relationship among Emotional Intelligence and Job Satisfaction amongst the female health workers have been found to be not significant. Thus, Emotional Intelligence has no specific and straight influence on Job Satisfaction of female health workers in Jammu division in the state of Jammu and Kashmir.
6. The outcomes additionally discovered that the association between Emotional Intelligence and Turnover Intention is significant. Further the association has been accessed to be of an average nature between the two. It depicts Emotional Intelligence has considerable impact on Turnover Intentions of female workers working in health department in several rural areas of Jammu division.
7. From the analysis, the relationship between Emotional Intelligence and Job Performance among female health workers has also been accessed to stand significant but there exists a very weak association between the two variables.
8. The mediation phenomenon has also been performed to analyze whether the Job Emotional Requirement acts as a mediator among Emotional Intelligence and Task Performance. It has been efficaciously done with the help of direct, indirect and overall path. The direct path shows significance level amongst Emotional Intelligence and Task Performance.
9. The indirect path involved analysis into two sessions. In the first session, the association among Emotional Intelligence and Job Emotional Requirement was originated to be significant. Furthermore, in the second session, the association between Job Emotional Requirement and Task Performance has also found to be significant.

3.1 CONCLUSION:

In today's competitive world, an individual need to equip himself with tools that makes him to address the hurdles that come across his way. They could be from physical aspects, psychological and mental aspects, behavioral aspects, situational aspects or emotional aspects. There is an

extraordinary need today to identify tools with which a person can get out of the negative impacts of these hurdles. The current study is one such initiative which seeks to address the emotional aspects related with female workers working in health department and its impact on other variables such as Job Satisfaction and Job Performance. Emotional Intelligence is one such aspect which can identify the emotional content possessed by individuals and thus it was used in current investigation study to determine the emotional competence level amongst female health workers working in countryside zones of Jammu division. Moreover, the impact of Emotional Intelligence level of female health workers was tested on their Job Performance, Job Satisfaction and Turnover Intention. The mediation effect of Job Emotional Requirement was also analyzed on task performance of female health workers. An integrated model based on Emotional Intelligence and Job Performance has been proposed in particular for female health workers of Jammu division and for female health workers of the state of Jammu and Kashmir in particular. Emotional Intelligence level was analyzed by considering six sub dimensions. Job Performance was based on two sub dimensions and Job Emotional Requirement consisted of four dimensions. Turnover Intention and Job Satisfaction has single dimension. In the first instance, a reliability analysis has been accomplished for each of the items under each sub dimension. Afterwards EFA and CFA were also employed to determine the underlying relationship among the variables and also to define whether data collected in this research fits with hypothesized model. After removing and converging some of the items from various sub dimensions the results showed goodness of fit. Afterwards The relationship between various considered variables was analyzed (Emotional Intelligence-Job Satisfaction, Emotional Intelligence-Turnover Intention, Emotional Intelligence-Job Performance, Emotional Intelligence-Job Emotional Requirement-Task Performance). The relationship between Emotional Intelligence-Job Satisfaction was found to be not significant whereas the associations between Emotional Intelligence-Turnover Intention and Emotional Intelligence Job Performance were found significant. Moreover on analyzing the mediation of Job Emotional Requirement on Emotional Intelligence and task performance through direct, indirect and overall path, partial mediation was found which means Job Emotional Requirement mediates the association between Emotional Intelligence and Task Performance. Some propositions have also been put forward (Job Satisfaction – Job Performance, Job Satisfaction – Turnover Intention, Job Performance – Turnover Intention, Emotional Intelligence – Job Emotional Requirement and Job Emotional Requirement – Job Performance) which gives a sense of direction for future research. The relationship between Job Satisfaction – Job Performance, Job Satisfaction – Turnover Intention, Emotional Intelligence – Job Emotional Requirement and Job Emotional Requirement – Job Performance has been accessed to be significant while the association between Job Performance – Turnover Intention has been found to be not significant. A number of specific and general recommendations have been proposed in the current

study which could enhance the emotional competence and improves Job Satisfaction and Job Performance of female health workers. Moreover they are further responsible for eliminating Turnover Intentions and maintaining a level of Job Emotional Requirement. As proposed from the current research Emotional Intelligence is an imperative contrivance for female health workers working in rural areas up to some extent and thus the health department in the state of Jammu and Kashmir must arrange various events and training programmes at regular intervals that shall equip and train female health workers towards enhancing their emotional competencies and capabilities that shall surely lead them towards implementing value activities, finally increasing performance and satisfaction at jobs.

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