

EMOTIONAL INTELLIGENCE COMPETENCES AND PERFORMANCE OF HEALTH WORKERS IN IMO HEALTH FACILITIES

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Abstract

The study investigated emotional intelligence competences and performance of health workers in Imo health facilities. The objectives of the study were to investigate the relationship between empathy and staff commitment; evaluate the extent to which empathy correlates with staff competence; examine the extent to which emotional self-control correlates with staff commitment; and assess the relationship between emotional self-control and staff competence in Imo health facilities. The study was guided by four research questions and four hypotheses. Daniel Goleman's theory of emotional intelligence was used to handle the theoretical framework of the study. The researchers employed the survey research design in the research. A structured questionnaire was the major instrument for data collection. The sample were 280 health workers selected for the study through simple random technique. They were drawn from 10 health facilities selected from the three senatorial districts in the State using purposive sample technique. The age range of the sample is between 18 - 60 years, with a mean age of 39. Data analysis was committed to descriptive statistics of mean and standard deviation. Cronbach Alpha statistics was used for determining reliability ratio of the survey instrument. Correlation analysis was used to test hypotheses. It was found that each of empathy and emotional self-control positively and significantly impacted on staff commitment and staff competence in Imo health facilities. It was concluded that emotional intelligence competences positively and significantly influenced performance indicators of health workers in Imo health facilities. The study recommended that Management of health facilities should always encourage health workers to eschew any factor that may distance them from being empathic over their patients so as to consistently boost their staff commitment abilities in the health facilities. Management and health workers should at no point in time relegate emotional self-control and staff commitment to the background in health facilities for the good of the patients,

the organizations and the society at large; Management and health workers should at no point in time relegate emotional self-control and staff commitment to the background in health facilities for the good of the patients, the organizations and the society at large.

Keywords: *Emotional intelligence competences, Empathy, Emotional self-control, Performance, Health workers.*

Introduction

Background of the Study

From time immemorial, the issue of emotions has ever been with humanity as it follows mankind to wherever the human person may be at any point in time. It only takes an emotionally intelligent personality to understand his or her emotions in order to have peace with self and with others. This happens when one develops emotional intelligence competences whose outcomes could be litany. In the workplace, individuals strive to have in them, abilities that suggest they are emotionally intelligent so as to face the demands of their jobs. This applies that there is need to investigate how emotional intelligence competences may influence performance indicators of health workers in health facilities.

Blackbyrn (2023) defines emotional intelligence as an essential competence in life which enables humans to navigate their individual emotions both in themselves and in other people. Also, Taplin (2023) describes emotional intelligence from the leadership point of view hence it is that ability in leaders that gives them the characteristic of being ready to address problems with patience, with insight and with control. The relevance of emotional intelligence in the workplace was captured by Roca (2023) who asserts that during the era of the caveman, it was whoever was the strongest physically and who was the most powerful experienced survival and success. However, in the world of business, it is one who properly regulates one's thoughts while having a good relationship with one's colleagues that experiences survival.

There are various emotional intelligence competences. Well (2023) maintains that Daniel Goleman in 1998, wrote a book titled "working with emotional intelligence" in which five dimensions or competences of emotional intelligence were proposed namely self-awareness, self-management, social awareness and relationship management. While self-awareness is principally emotional self-awareness, self-management includes emotional self-control, adaptability, achievement orientation and positive outlook. Also, social awareness includes empathy and organizational awareness while relationship management ranges from influence, coach and mentor to conflict management, teamwork and inspirational leadership. This present study however focuses on empathy and emotional self-control. Daviau (2023) opines that it is important to understand the feelings of other people, share same including their perspective. This is empathy. By way of showing empathy, it is possible for patients in health centres to feel understood, valued, and supported, and such befits collaboration and dedication by health workers. This suggests that empathy is quite important hence Dennison (2023) emphasizes that work cultures rooted in empathy leads to desirable and awesome feedback, desirable recognition as well as consistent and progressive appreciation. This suggests that when patients in health facilities are consistently valued, they may feel rehabilitated and of course feel empathy towards themselves just like they feel for others. When workers in health facilities practice empathy, they align with the view of Miranne (2022) who asserts that empathy has to do with recognizing the feelings of those around one while reacting to the feelings soundly and ideally.

Another emotional intelligence competence which this study investigates is emotional self-control. It is a truism that positive feelings make life both rich and worth living. Goleman (2019) opines that emotional self-control describes the competence in managing those emotions that are quite disturbing while remaining effective even when circumstances prove stressful. This implies that health workers need to come in terms with the fact that one of the things that emanate from biological impulses is emotions. This will certainly help health workers to exercise control over their emotions in ways that are possibly best. Indeed, Robertson (2022) declares that 'emotional intelligence is self-control'. Health workers who are emotionally self-controlled may have serious tendencies of being smarter and more efficient at their work places hence Santander (2023) posits that employees demonstrate smartness with the instrumentality of their own emotions, tend to be less wasteful of resources and goal-achieving in their interactions with others. Gavin (2023) explains that emotional control is same as emotional regulation. According to Gavin (2023), emotional control describes the power to identify human states of emotion while exerting reasonable control over overwhelming emotions. The fact however that every emotion is considered valid does not suggest that every behavior ought to be so considered. For health workers to effectively practice emotional self-control, they must get along with others; they must develop flexibility; they must pay attention to work while completing their daily tasks, managing stress and impulsivity among others.

In fact, emotional intelligent competences may influence the performance of health workers in health facilities. In the context of this study, performance of health workers is the ability of the workers to employ the emotional intelligence competencies of empathy and emotional self-control in remaining committed to their job while exhibiting professional competence on duty. Bhat (2023) defines commitment at work as the degree of enthusiasm a worker exhibits towards the worker's job-tasks. It is a demonstration that a worker feels responsible over the organizational, mission, vision and goals. Sayed (2022) opines that employee commitment describes the bond between the worker and the entity in such a way and manner that the worker desires to continue working for the enterprise or corporate entity so as to enable the organization achieve its goals. Employee commitment in health facilities is influenced by the ability of workers to meet expectations; to keep sound relationships with patients, colleagues and management and to have job satisfaction.

Also, staff competence is another index of performance of health workers in health facilities examined in this study. While competence defines measurable skills and abilities among workers, it is also a show of knowledge and personal characteristics that provoke beefed staff performance and indeed, desired corporate outcomes. Pierce (2023) maintains that skilling is key to developing competence. Pierce preaches that upskilling closes competence gaps likewise reskilling. The ability to effectively handle a job task is therefore the meaning of staff competence. Leonard (2019) asserts that the ability to influence others, analytical thinking, critical thinking, goal setting for self and for others, high personal self-confidence, high-level integrity and problem solving skills are sound employee competences.

This study primarily seeks to investigate if the level of correlation between emotional intelligence and performance of health workers in Imo health facilities is significant. This is with a view to bridging research gaps while empirically contributing to knowledge.

Statement of the Problem

It is an undeniable fact that every organization including health facilities desire to have a group of workers who are emotionally intelligent. This ideal situation implies that health workers who show empathy and emotional self-control are at the center of the heartbeat of their organizations.

It is however worrisome, as the researchers have observed, that many health workers in various health facilities do not demonstrate those emotional intelligence competences that have the capacity to trigger improved staff performance indicators. This is certainly to the detriment of the health facilities and their stakeholders. Various empirical efforts have been made over the years to examine the strength and scope of emotional intelligence in the workplace. However, none of the empirical studies accessed by the present researchers assessed the relationship between empathy and both staff commitment and staff competence in Imo health facilities. None of the studies also investigated the level of correlation between emotional self-control and both staff commitment and staff competence in the health facilities. This shows that a wide research gap exists. Ogbole(2019) investigated emotional intelligence among Nigerian adolescents: the role of training. He concentrated in Jos LGA of Plateau State. He neither examined the relationships which this present study examines nor concentrated in either Imo State or on health facilities. Also, Oboh(2023) evaluated emotional intelligence and fraud tendency: a survey of future accountants in Nigeria. His study did not examine the relationships investigated in this present study neither did it examine health workers. Again, Ibrahim (2023) evaluated emotional intelligence among Nigerian construction project leaders during periods of uncertainty. His study focused on construction sector in Nigeria and not on health facilities and his study did not cover the relationships examined in this study. It is on these research gaps that this present study was conducted to bridge the gaps thereby contributing to empirical literature.

Objectives of the Study

The major objective of the study is to assess the relationship between emotional intelligence competences and the performance of health workers in Imo health facilities. The specific objectives include to:

- i. investigate the relationship between empathy and staff commitment in Imo health facilities.
- ii. evaluate the extent to which empathy correlates with staff competence in Imo health facilities.
- iii. examine the extent to which emotional self-control correlates with staff commitment in Imo health facilities.
- iv. assess the relationship between emotional self-control and staff competence in Imo health facilities.

Research Questions

In alignment with the objectives of the study, the researchers developed the following research questions:

- i. What is the relationship between empathy and staff commitment in Imo health facilities?
- ii. To what extent does empathy correlate with staff competence in Imo health facilities?

- iii. To what extent does emotional self-control correlate with staff commitment in Imo health facilities?
- iv. What is the relationship between emotional self-control and staff competence in Imo health facilities?

Hypotheses

In order to answer the research questions, the researcher developed the following hypotheses:

H01: There is no significant relationship between empathy and staff commitment in Imo health facilities.

H02: There is no significant level of correlation between empathy and staff competence in Imo health facilities.

H03: There is no significant level of correlation between emotional self-control and staff commitment in Imo health facilities.

H04: There is no significant relationship between emotional self-control and staff competence in Imo health facilities.

Scope of the Study

The study concentrates on various health facilities in Imo State. The health facilities span across federal, state and private health facilities in the three Senatorial Zones of Imo State namely Owerri, Orlu and Okigwe which constitute the geographical scope of the study. The content scope examined the relationship between empathy and staff commitment; empathy and staff competence; emotional self-control and staff commitment; emotional self-control and staff competence. For the unit scope, the researchers concentrated on various departments in the health facilities.

Theoretical Literature

Daniel Goleman's Theory of Emotional Intelligence

The study employed the Daniel Goleman's theory of emotional intelligence for the theoretical framework. Channell (2021) writes that Goleman who is a scientific journalist, is also author and even the Psychologist who made the concept of emotional intelligence popular. His work on emotional intelligence was published for the first time in "Emotional Intelligence: Why it can matter more than IQ".

Goleman designed a model of five major components which constitute emotional intelligence. This was in addition to a range of competences which can be further developed and advanced. This suggests that there is possibility for anyone to be emotionally intelligent. The Goleman's five components of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness is the competence one has in order to recognize and understand one's own thoughts, one's own feelings and one's own emotions and all these have the capacity to influence one's interaction with other people. Self-regulation is about calm in the face of adversity; becoming approachable, becoming able to deal with conflict, creating a nurturing environment and leading by good example.

Motivation is that very employee drive to perform tasks and achieve results. It can be intrinsic or extrinsic. Empathy demands recognizing the feelings of those around one while reacting to the feeling appropriately. Social skills are those competences that enable one connect effectively with one's team example communication skills and active listening.

Empirical Literature

The following empirical literatures were used to show the relevance of the study:

Abebe and Singh (2023) investigated the relationship between emotional intelligence, job satisfaction and job performance: empirical evidence from public higher education institutions. The survey research design was adopted in the study. Descriptive and inferential statistics was used to handle data analysis. It was found that emotional intelligence and job satisfaction improved job performance in public higher education institutions.

Also, Pirsoul, Parmentier, Sovet and Nils (2023) assessed emotional intelligence and career related outcomes: a meta-analysis. The researchers employed the survey research method. Inferential and descriptive statistics were employed for data analysis. It was discovered that emotional intelligence boosted positive career related outcomes.

Robinson, Irvin and Krishnakumar (2023) examined work-related emotional intelligence as a predictor of organizational citizenship. It was a survey research. Descriptive and inferential statistics were used for data analysis. It was found that work-related emotional intelligence was a predictor of organizational citizenship.

Singh, Prabhakar and Kiran (2022) investigated emotional intelligence: a literature review of its concept, models and measures. They employed extant literature to discover that good knowledge of emotional intelligence concept, models and measures helped to improve corporate performance indicators.

Gap Identified in Literature

Based on the literatures the researcher was able to access, very little or significantly nothing has been done on the link between empathy and staff commitment; empathy and staff competence; emotional self-control and staff commitment; emotional self-control and staff competence. This study bridges the gap.

Methodology

The researchers used the survey research design in the study. The population of the study was made up of the staff of 10 health facilities in Imo State randomly drawn from the three Senatorial Zones of Imo State (Owerri, Orlu and Okigwe) and the facilities include public and private hospitals, pharmacies, medical laboratories and registered non-orthodox health facilities. Ten health facilities were randomly selected from each Senatorial Zone. The total population of the study was 930. The researcher used the Taro Yamen's formula for sample size determination to obtain a sample size of 280 for the study. The sources of data included the primary and secondary sources. While the questionnaire was the major instrument of data collection used for the study as a primary data tool, the researchers relied on texts, journals and internet sources for secondary data. The validity of the instrument was done by showing the instrument to research experts for their inputs and by ensuring that the study focused on the research questions. The reliability ratio of the instrument was done with the use of pilot study whose results were committed to Cronbach alpha statistic. A ratio of 0.79 was obtained. The instrument was therefore 79% reliable. The study employed the descriptive statistics of mean and standard deviation for data analysis. Spearman Product Moment Correlation analysis was used to test hypotheses. The rejection of null hypothesis was based on $P < 0.05$.

Questionnaire Analysis

Out of the 280 copies of the questionnaire distributed, only 227 copies were properly filled and returned. This represents 81.1% return.

Research Question 1:

What is the relationship between empathy and staff commitment in Imo health facilities?

Table 1: Respondents' responses on empathy and staff commitment in Imo health facilities

Q/No	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
1	Health workers understand the feelings of their patients and their relatives and such triggers them to be very committed to their jobs.	90	79	15	17	26	227	4.14	0.843
2	Management and their health workers share the feelings of their patients hence serious staff commitment in the health facilities.	99	73	17	16	22	227	3.96	0.822

Field Survey (2023)

The table 1 above presents data from respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between empathy and staff commitment in Imo health facilities. It accounted for a grand mean of 4.05. The results further show that the respondents agreed to the facts that: health workers understand the feelings of their patients and their relatives and such triggers them to be very committed to their jobs with a $\bar{x} \pm$ S. D of 4.14 ± 0.843 ; management and their health workers share the feelings of their patients hence serious staff commitment in the health facilities (with a $\bar{x} \pm$ S. D of 3.96 ± 0.822).

Research Question 2:

To what extent does empathy correlate with staff competence in Imo health facilities?

Table 2: Respondents' responses on the relationship between empathy and staff competence

Q/N	Item	SA	A	SA	D	UN	N	Mean	Std. Dev.
3	Health workers bring out the best in them with the instrumentality of deep feelings for the patients.	100	82	14	17	14	227	4.04	0.818
4	The management of hospitals appreciates health workers who show their competence over their empathy for the patients.	92	77	27	11	20	227	3.93	0.741

Field Survey (2023)

The table 2 above presents data from respondents on the relationship between empathy and staff competence. The results accounted for a grand mean of 3.87 which implies that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that health workers bring out the best in them with the instrumentality of deep feelings for the patients as the result accounted for a mean of 4.07 and a standard deviation of 0.818. The result has indicated that the majority of the respondents agreed to the item statement that: the management of hospitals appreciates health workers who show their competence over their empathy for the patients (with a $\bar{x} \pm S. D$ of 3.93 ± 0.741).

Research Question 3:

To what extent does emotional self-control correlate with staff commitment in Imo healthfacilities?

Report on Research Question 3 is presented on table 3

Table 3: Respondents' responses on the relationship between emotional self-control and staff commitment

Q/No	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
5	Health workers have emotional self- control to show commitment to their duties in the health facilities.	91	83	20	21	12	227	3.97	0.805
6	Management of health facilities encourage staff to show commitment to work by employing their sel-control competences.	98	81	18	14	16	227	4.02	0.817

Field Survey (2023)

The table 3 above presents data from respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between emotional self-control and staff commitment. It accounted for a grand mean of 3.995. The results further shows that the respondents agreed to the facts that: health workers have emotional self-control to show commitment to their duties in the health facilities with a $\bar{x} \pm S. D$ of 3.97 ± 0.805 ; management of health facilities encourage staff to show commitment to work by employing their self-control competences (with a $\bar{x} \pm S. D$ of 4.14 ± 0.895).

Research Question 4

What is the relationship between emotional self-control and staff competence in Imo healthfacilities?

Table 4: Respondents' responses on the relationship between emotional self-control and staff competence.

Q/No	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
7	Many health workers demonstrate emotional self-control by showing resilience at trying moments only to show their competence in saving the lives of their patients.	91	83	23	19	11	227	3.99	0.883
8	The management of health facilities appreciates emotionally self-controlled health workers who strive to allow nothing come between them and demonstration of their competences.	95	87	21	15	9	227	4.07	0.829

Field Survey (2023)

The table 4 above presents data from respondents on the relationship between emotional self- control and staff competence. The results accounted for a grand mean of 4.03 which implies that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that many health workers demonstrate emotional self-control by showing resilience at trying moments only to show their competence in saving the lives of their patients as the result accounted for a mean of 3.99 and a standard deviation of 0.883. The result has indicated that the majority of the respondents agreed to the item statement that: the management of health facilities appreciates emotionally self-controlled health workers who strive to allow nothing come between them and demonstration of their competences (with a $\bar{x} \pm S. D$ of 4.07 ± 0.829).

Testing of Hypotheses

Here the hypotheses associated with the study were tested. The hypotheses were tested in order to find out whether the difference in opinion was significant to draw conclusion.

Hypothesis One: There is no significant relationship between empathy and staff commitment in Imo health facilities.

Table 5: Correlation analysis between empathy and staff commitment in Imo health facilities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Empathy	4.14	0.843	0.788	0.001
Staff commitment	3.96	0.822		

SPSS Correlation Analysis Output (2023).

The result on table 5 presents the correlation analysis between empathy and staff commitment in Imo health facilities. The result shows a p-value of 0.001 and correlation

coefficient of 0.788. The result shows a p-value less than 0.05 being the level of significance; therefore, rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between empathy and staff commitment in Imo health facilities is significant. Therefore, there is a significant relationship between empathy and staff commitment in Imo health facilities.

Hypothesis Two: There is no significant level of correlation between empathy and staff competence in Imo health facilities.

Table 6: Correlation analysis between empathy and staff competence in Imo health facilities.

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Empathy	4.04	0.818	0.826	0.001
Staff competence	3.93	0.741		

SPSS Correlation Analysis Output (2023).

The result on table 6 presents the correlation analysis between empathy and staff competence in Imo health facilities. The result shows a p-value of 0.001 and correlation coefficient of 0.826. The result shows a $p - value \leq 0.05$ level of significance, thereby rejecting the null hypothesis and accepting the alternative which states that there is a significant level of correlation between empathy and staff competence in Imo health facilities.

Hypothesis Three: There is no significant level of correlation between emotional self-control and staff commitment in Imo health facilities.

Table 7: Correlation analysis between emotional self-control and staff commitment in Imo health facilities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Emotional self-control	3.97	0.805	0.801	0.001
Staff commitment	4.02	0.817		

SPSS Correlation Analysis Output (2023).

The result on table 7 presents the correlation analysis between emotional self-control and staff commitment in Imo health facilities. The result shows a p-value of 0.001 and correlation coefficient of 0.801. The result shows a p-value less ≤ 0.05 level of significance; therefore, rejecting the null hypothesis and accepting the alternative which states that there is a significant level of correlation between emotional self-control and staff commitment in Imo health facilities.

Hypothesis Four: There is no significant relationship between emotional self-control and staff competence in Imo health facilities.

Table 8: Correlation analysis between emotional self-control and staff competence in Imo health facilities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Emotional self-control	3.99	0.883	0.792	0.001
Staff competence	4.07	0.829		

SPSS Correlation Analysis Output (2023).

The result on table 8 presents the correlation between emotional self-control and staff competence in Imo health facilities. The result shows a p-value of 0.001 and a correlation coefficient of 0.792. The result shows a $p - value < 0.05$ level of significance, thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between emotional self-control and staff competence in Imo health facilities is statistically significant. This means a positive and strong relationship existing between emotional self-control and staff competence in Imo health facilities.

Summary of Findings

Based on the analysis, the researcher found that:

1. There is a significant relationship between empathy and staff commitment in Imo health facilities.
2. There is a significant level of correlation between empathy and staff competence in Imo health facilities.
3. There is a significant level of correlation between emotional self-control and staff commitment in Imo health facilities.
4. There is a significant relationship between emotional self-control and staff competence in Imo health facilities.

Discussion of Findings

The result on table 5 presents the correlation analysis between empathy and staff commitment in Imo health facilities. The result shows a p-value of 0.001 and correlation coefficient of 0.788. The results showed a significant positive correlation between empathy and staff commitment in Imo health facilities. This is akin to the finding of Abebe and Singh (2023) who investigated the relationship between emotional intelligence, job satisfaction and job performance. The survey research design was adopted in the study. It was found that emotional intelligence and job satisfaction improved job performance in public higher education institutions.

The result on table 6 presents the correlation analysis between empathy and staff competence in Imo health facilities. The result shows a p-value of 0.001 and correlation coefficient of 0.826. The result shows there is a significant level of correlation between empathy and staff competence in Imo health facilities. Again, this is in tandem with the finding of a study by (Pirsoul, Parmentier, Sovet and Nils, 2023) who assessed emotional intelligence and career related outcomes and found that emotional intelligence boosted positive career related outcomes.

Further, the result on table 7 presents the correlation analysis between emotional self-control and staff commitment in Imo health facilities. The result shows a p-value of 0.001 and

correlation coefficient of 0.801. The result showed a significant level of correlation between emotional self-control and staff commitment in Imo health facilities. This agrees with the the submission of Sayed (2022) that employee commitment in health facilities is influenced by the ability of workers to meet expectations; to keep sound relationships with patients, colleagues and management and to have job satisfaction.

Lastly, the result on table 8 presents the correlation between emotional self-control and staff competence in Imo health facilities. The result shows a p-value of 0.001 and a correlation coefficient of 0.792. This means a positive and a strong relationship existing between emotional self-control and staff competence in Imo health facilities. The finding is in line with the discovery of Pierce (2023) that upskilling emotional intelligence closes competence gaps likewise reskilling. The researcher further stated that the ability to effectively handle a job task is therefore the meaning of staff competence.

Conclusion

The study concludes that emotional intelligence competences positively and significantly influenced performance indicators of health workers in Imo health facilities. With empathy, health workers improved their commitment to job tasks and they also beefed their commitment to their duties. Similarly, with emotional self-control, health workers in the health facilities enhanced their commitment to work while improving their competence on their jobs. The study therefore infers that organizational workers who possess sound emotional intelligence competences are great assetsto their organizations. Also, health workers who value emotional intelligence competences of empathy and emotional self-control are most likely to remain relevant in any health facility they may find themselves in the universe.

The researchers further infer that this study contributes to knowledge by bridging research gaps identified earlier in the study. It provides empirical literature on the relationships between empathy and staff commitment; empathy and staff competence; emotional self-control and staff commitment; emotional self-control and staff competence.

Recommendations

Based on the findings, the researchers recommended that:

1. Management of health facilities should always encourage health workers to eschew any factor that may distance them from being empathic over their patients so as to consistently boost their staff commitment abilities in the health facilities.
2. Workers who possesses the emotional intelligence competence of empathy should remain committed to improving on their competence while educating others who do not possess such intelligence on the need to embrace it especially in health facilities.
3. Management and health workers should at no point in time relegate emotional self-control and staff commitment to the background in health facilities for the good of the patients, the organizations and the society at large.
4. Management of health facilities should from time to time organize training programmes for their staff on the impact of emotional self-control on staff competence in health facilities.

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