

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**EMOTIONAL INTELLIGENCE, CAREER COMMITMENT**  
**AND JOB PERFORMANCE OF NURSES AT YANGON**  
**GENERAL HOSPITAL**

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**MBA II – 50**

**MBA 23<sup>rd</sup> BATCH**

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**ACADEMIC YEAR (2017 – 2019)**

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A thesis submitted to the Board of Examiners in partial fulfilment of the requirements for  
the degree of Master of Business Administration (MBA)

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## ACCEPTANCE

This is to certify that the thesis entitled “**Emotional Intelligence, Career Commitment and Job Performance of Nurses at Yangon General Hospital**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**DECEMBER, 2019**

## **ABSTRACT**

The objectives of the study are to examine the effect of emotional intelligence on career commitment of nurses and to analyze the effect of career commitment on job performance of nurses in Yangon General Hospital. The data is collected from 209 nurses out of 453 nurses in Yangon General Hospital. This study found that emotional intelligence have significant positive effect career commitment. Moreover, career commitment also have impact on job performance of nurses in Yangon General Hospital. The study recommends for Yangon General Hospital to promote nurse's emotional intelligence by providing leadership training, communication skills, body language and the use of emotions in social relationships in order to provide good performance under work condition.

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## **TABLE OF CONTENTS**

	Page No.
<b>ABSTRACT</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>CONTENTS</b>	<b>iii</b>
<b>LIST OF TABLE</b>	<b>v</b>
<b>LIST OF FIGURES</b>	<b>vi</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
<b>CHAPTER 2 THEORETICAL BACKGROUND</b>	<b>5</b>
2.1 Concepts of Emotional Intelligence	5
2.2 Key Domain of Emotional Intelligence	6
2.3 Career Commitment	9
2.4 Job Performance	11
2.5 Previous Studies	12
2.6 Conceptual Framework	14
<b>CHAPTER 3 PROFILE AND EMOTIONAL INTELLIGENCE ON NURSES IN YANGON GENERAL HOSPITAL</b>	<b>16</b>
3.1 Profile of General Hospital in Yangon	16
3.2 Research Design	17
3.3 Profile of Respondents	20
3.4 Emotional Intelligence of Nurses in Yangon General Hospital	21

<b>CHAPTER 4</b>	<b>ANALYSIS ON EMOTIONAL INTELLIGENCE, CAREER COMMITMENT AND JOB PERFORMANCE OF NURSES IN YANGON GENERAL HOSPITAL</b>	<b>26</b>
4.1	Analysis on the Effect of Emotional Intelligence on Career Commitment	26
4.2	Analysis on the Effect of Career Commitment on Job Performance	32
<b>CHAPTER 5</b>	<b>CONCLUSION</b>	<b>34</b>
5.1	Findings and Discussions	34
5.2	Suggestions and Recommendations	35
5.3	Needs for Further Research	36
<b>REFERENCES</b>		
<b>APPENDIX</b>		



## LIST OF TABLES

Table No.	Title	Page No
Table (3.1)	Questionnaire Design	19
Table (3.2)	Demographic Profile of Respondents	20
Table (3.3)	Self- Awareness	22
Table (3.4)	Self-Management	23
Table (3.5)	Social Awareness	24
Table (3.6)	Social Skills	25
Table (4.1)	Career Commitment	26
Table (4.2)	Effect of Emotional Intelligence on Professional Commitment	28
Table (4.3)	Effect of Emotional Intelligence on Occupational Commitment	30
Table (4.4)	Job Performance	31
Table (4.5)	Effect of Career Commitment on Job Performance	32

## LIST OF FIGURES

Figure No.	Title	Page No
Figure (2.1)	Emotional Intelligence and Career Commitment	13
Figure (2.2)	Career Commitment and Job Performance	13
Figure (2.3)	Conceptual Framework of the Study	14

# CHAPTER 1

## INTRODUCTION

Today, nurses face a variety of highly stressful working condition while meeting the physical and psychological needs of patients. Emotional Intelligence is a general mental capability that includes the ability to reason, plan, take care of issues, think uniquely, comprehend complex thoughts, learn quickly and learn from experience. It is proven that people with emotional intelligence can climb their career ladder more than people with low emotional Intelligence. Feelings are significant in making and keeping up a minding environment. Emotional Intelligence is another aspect of intelligence people to achieve success in all aspects of life, the role of cognitive intelligence. Emotional intelligence an recalls the excitement for survival and adaptation the consider emotional intelligence as a collection of non-cognitive skills, abilities, and capacities that strengthens the individual's ability in facing with request and external pressures. The nurse's ability to establish a relationship with patients, manage their own emotions, and empathize with patients is essential to provide quality care.

Developing emotional intelligence is learning to recognize and be responsible for emotions is the first step in becoming more emotionally intelligent. Taking the time to identify feelings leads to an understanding of what causes them and how to better manage them. Developing emotional intelligence can give them the courage to understand and act on own feeling , to find out what others in workplace need, and to discard the idea that power to be happy and motivated lies outside of themselves.

Emotional Intelligence is a predicator of career commitment because having a high level of emotional intelligence causes awareness and positive feeling for thoughts, feelings and behaviors of oneself and others, identifying and managing one's feelings, and proper understanding and conveying them to others, leading to elevate career commitment. Career commitment encompasses one's responsibility or commitment to profession or occupation. It is essential to assess nurses' career commitment for better understanding of what motivates them. Career and achievement have assumed that an unstable work history signified a lack of nurse's careers commitment. Career commitment of nurse is correlated with turnover and job performance.

Emotional and social competencies and skills help an individual cope with pressure and demands in their environment. Job performance is one of the important work outcomes since the success or failure of an organization depend on the performance of its employees. As such, the effect is put in trying to design appropriate measures of job performance. Job performance is the ability of nursing to accomplish their respective work goals, meet their expectation, achieve benchmark or attain their organizational goals. In addition the nurse should prepare to safely and effectively perform nursing in a complex, ever-changing healthcare environment.

### **1.1 Rationale of the Study**

There are decreasing work focuses in Myanmar Government Sector, especially in healthy services. People choose to work in private health care services, there are government health care services. Among the government health care service, there are fewer work forces in general health care services. An important aspect of general health care services is retention of employees. Today, nurse face a variety of highly stressful working condition while meeting the physical and psychological needs of patients. Nurses work under different condition, face many stressful situations and have a job that does not tolerate faults. Thus, it is important for them to have emotional intelligence skills since they make tough decisions in limited of time, use flexible and realistic and effective methods to solve problem and work periods in environments that require solidarity and cooperation.

Emotional intelligence skills help nurses deal with the problem without losing their hope in stressful situations, getting in the most adequate mood, and maintain the patient care in the best way in the most difficult situations .Emotional intelligence also significantly affect nurses' professional satisfaction and burnout.

Additionally, this greater capacity to handle stressful situations could potentially lead to increased job performance and less job turnover in demanding patients care setting. In Yangon General Hospital, nurses are encouraged to develop bedside manner and recognize changes in what the patient or family understands. Communication abilities are highly developed skills of nurses in Yangon General Hospital who are exemplary in their practice.

According to studies, just like to many countries across the world, Myanmar is also short nursing personnel. Moreover, nurses working in different medical department are

unsatisfied with their job. Professional commitment has gotten a lot of deal of interest around world. Nurses constitute the largest group of health care professionals that spend a majority of their time at the bedsides in direct patient care. Nurses have an important job in improving patient safety and giving nature of care.

The relationship between emotional intelligence and different ways of coping with stress in the nurses of the Yangon General Hospital. Emotional intelligence could lead to the use of effective countermeasures against stress. If nurses do not have adequate skills to control their emotions, they're not be able maintain their peace of mind when communicating with patients. Nurses is increase emotional intelligence led to a decrease in the nurses' job stress.

## **1.2 Objectives of the Study**

The objectives of this study are as follows:

- (1) To examine the effect of emotional intelligence on career commitment of nurses in Yangon General Hospital.
- (2) To analyze the effect of career commitment on job performance of nurses in Yangon General Hospital.

## **1.3 Scope and Method of the Study**

This study focuses on emotional intelligence, career commitment and job performance of nurses at Yangon General Hospital. Simple random sampling and linear regression method are used in this study. Sample size is proposed for the study is 209 nurses based on the total population of about 453 nurses in Yangon General Hospital as at the end of January 2019 using Raosolt formula sample size calculator.

Both primary data and secondary data are used in this study. Primary data are collected from nurses in Yangon General Hospital by using structured questionnaire. Secondary data are collected from related website, published text books and previous research paper.

#### **1.4 Organization of the Study**

This paper consists of five chapters. Chapter one describes introduction of the study which includes rationale of study, objective of the study, scope and method of the study and organization of the study. Chapter two presents the theoretical background of emotional Intelligence, career commitment and job performance. Chapter three describe profile and emotional intelligence of nurses in Yangon General Hospital. Chapter four involves the effect of emotional intelligence on career commitment and job performance of nurses in Yangon General Hospital. Chapter five concludes with findings and discussion, suggestions and recommendations and the need for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter mainly emphasizes on the theoretical background of emotional intelligence, career commitment and job performance. There are three parts in this chapter, background theory, empirical study and the conceptual framework of this study.

#### **2.1 Concepts of Emotional Intelligence**

Emotional intelligence is defined as the ability or skills that are required in order to assess, control and identify the emotions of entire groups or others people and also of oneself. Emotional intelligence is powerful psychological skill that can affect behavior and performance in important ways. A review of the popular and scientific literature related to emotional intelligence demonstrated that there are several current theories of emotional intelligence. Based on previous work, (Bar-On, 2000) viewed emotional intelligence as a cognitive intelligence which is defined as an array of emotional, personal and social abilities and skills that influence an individual's ability to cope effectively with environment demands and pressures. Daniel Goleman helped to popularize the term emotional intelligence. According to Goleman (1995& 1998), emotional Intelligence is an important factor in deciding personal success as a student, teacher, parent, administrator, and leader. However, hard evidence on the connection between emotional intelligence and authority is sparse (Nawi, N. H., & Redzuan, M, 2011)

(Goleman D. , 1998) has defined emotional intelligence as the capacity for organizing our own feelings and those of others, for motivating ourselves, and for managing emotion well in ourselves and in our relationship .Emotional intelligence as a concept in the workplace setting. Golaman presents emotional intelligence as a skill with two key areas in his emotional intelligence framework; personal competence which represents how to manage ourselves (i.e. self- regulation, self –motivation, etc.) and social competence which represents how to manage relationships (i.e. social awareness and relationship management) (Goleman, 1995). Emotional intelligence is powerful psychological skill that can affect behavior and performance in important ways (Brown, 1997).

(Mayer, 1999) Conception of emotional intelligence strives to define emotional intelligence within the confines of the standard criteria for a new intelligence. Emotional Intelligence is the capacity to see feeling, integrate feeling to encourage thought, understand emotions and to regulate emotions to promote personal growth. (Mayer, 1999) suggests that people are assessed through individual's reactions to pictures, situations and tasks. (Bar-On, 2000) developed the Emotional Quotient Concept (EQ), which defines EI as a co-dependence of ability with personality traits, which relates to personal well-being. The development of the EQ instrument (EQ-I) the participants self-reported responses of self-understanding and awareness of their emotions. EQ-I can easily be adapted to determine job satisfaction as a counterpart with personal satisfaction.

Additionally, Salovey and Mayer contended emotional intelligence focuses specifically on the identification and use of personal emotions along with the emotions of others to solving problems and regulating behavior. The emotional intelligence perspective is that those who possess the abilities related to emotional intelligence are adapted and skills in using emotion, whereas those who do not possess the abilities are likely impaired in emotional functioning and in their social interaction with others .Enhancing emotional intelligence skills help nurses to cope with the emotional demands of the healthcare environment which can be stressful and exhausting and lead to burnout. Emotional intelligence offer a framework to enhance collaboration, positive conflict behaviors, and healthy relationship in clinical care environment.

## **2.2 Key Domains of Emotional Intelligence**

(Goleman D. , 1998) identified key domains of emotional intelligence are self – awareness, self –management, social awareness and social skills.

### **2.2.1 Self-Awareness**

It is ability of an individual to be in turn with her or his own feelings and to recognize the impact of her or his feelings have on others. The emotional competencies that underlay this dimensions are emotional self-awareness accurate self- assessment and self – confidence. Self-awareness involves the cerebral exercise of introspection. This attribute



reflects the cognitive exploration of own thoughts, feelings, beliefs, values, behaviors and the feedback from others. Self –awareness is getting to know about one self as a person and the important things in life which influences in different ways. It also includes the reflection on how his or her attitude and belief can influence others. If people get the awareness of own life then nurses can understand another person better. Self –awareness to a greater extent gives satisfaction in life.

Self-awareness is core personality strength that can help manage business, careers and lives. When people lack self- awareness skills, people tend to make the same mistake and encounter the same obstacles over and over again. But when we know where our unique strengths and limitation lie, we are better equipped to face challenges, solve problems, choose our battles, make decisions and predict the outcomes of those decisions.

### **2.2.2 Self –Management**

Self-management is the ability to keep negative emotions and impulsive behavior under control, stay calm and unflappable even under stressful situations, maintain a clear and focused mind directed on accomplishing a task. The required sub- dimensions included in this dimension are optimism, self –control, transparency and adaptability. Self-management is the second domain of emotional intelligence proposed by Daniel Goleman. It is the ability to choose your emotions by managing how you think, how you feel and the course of action that you take. It also ability to manage impulses.

Emotional Intelligence is as capacity to process emotional information accurately and efficiently, including that information relevant to the recognition, construction, and regulation of emotion in oneself and others (Mayer,J.D & Salovey ,P, 1990). Such emotional information generally conveys knowledge about a person’s relationships with the world (Frijda, 1986) and may well be processed differently from strictly cognitive information (Gardner H. , 1983) (RB., 1980)

Self-management is the act of taking responsibility for our emotions. When we take responsibility for the way we feel, it gives us a instrument for making decisions that are the most supportive for our psychological and emotional health.

### **2.2.3 Social Awareness**

Social awareness is ability to read or sense other's people emotions and how they impact on the situations of interest and concern. This is the third of the domains of emotional intelligence proposed by Daniel Goleman. Social awareness is requires empathy and recognition of other people's feeling. It also requires an awareness of workplace culture and the needs of those around people. This capability involves perceiving what one other person feels. It is also likely important to identify the distribution of emotions that are felt in a group. Social awareness also involves distinguishing emotional expressions that are authentic from expressions that are fake.

The capacity to treat people according to these emotional reactions is crucial. To understand and see things in different peoples group see focuses, expertise in building and retaining talent, valuing diversity and appreciating the organizational goals.

### **2.2.4 Social Skills**

As a component of emotional intelligence, social skills is not simple as it sounds. It's not simply a matter of friendliness, although people the fact that significant levels of social skill are rarely mean-spirited. Social expertise is agreeableness with a reason: moving individuals in heading want, regardless of whether that is concession to another advertising procedure or eagerness about another item. Social expertise is cordiality with a reason: moving individuals in heading want, regardless of whether that is concession to another showcasing technique or eagerness about another item.

Social talented individual's pattern will in general have a wide hover of colleagues, and they have a skill for discovering shared conviction with individuals of all sort – a skill for building compatibility. Individuals will in general be compelling at overseeing connections when they can comprehend and control their very own feelings and can relate to the sentiment of others. Motivation contributes to social skill. Social Skills are adept at managing teams-that's their empathy at work.

Fortunately, emotional intelligence can be learned. The process is not easy. It takes time and commitment. But the benefits having a well-developed emotional intelligence, both for individual and for the organization, make it worth effort.

### **2.3 Career Commitment**

Nurses' career commitment encompasses one's or dedication to one's career, profession or occupation. To achievement better commitment, the organizations will have to devise career opportunity for good behavior of employee professional performance. The concept of career commitment is presented as two parts definition. Career commitment is a willingness of employees to pursue lifelong career. Commitment areas include commitment to individual's goals (Donovan, John J., and Radosevich, David J., 1998), to one's friends and relatives (Sprecher, S., Metts, S., Burleson, B., Hatfield, E., Thompson, A., 1995), to one's religion (Anderson, 1998), and to one's community (Greer, C.R., Stephens, G.K., 2001). Psychologists have devoted voluminous effects to study commitment in the workplace (Morrow P. , 1993); (Cohen A. , 2003). Many commitment have been proposed and measured, such as performance and satisfaction. Competitiveness of the organization and the success of the organization depend more on employees. The major portion of an individual's life revolves around organizations and work, investigation into commitment in the workplace are vital for understanding the psychology of human behaviors.

Individuals with high career commitment are able to cope with disappointments in the pursuit of career goals and continue to work within the profession. (Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L, 2002); (Leal-Muniz, 2005) are a unique relationship exist between career commitment job outcomes such as performance. Career commitment is understand the factors that influence individual's motivation to meet job standards and remain with an employer. An individuals' motivation to meet that influence nurse's career commitment and the outcomes of that commitment could contribute to delivery of high-quality care, retention of a strong workforce and improved health care institution (Leal-Muniz, V., & Constantine, M.G., 2005)

Job satisfaction and organizational commitment are crucial element of nurses' empowerment (Janney, Horstman, & Bane, 2001); (Kuokkanen, 2003); nurses need to be empowered to perform "well" their jobs. Many personal and organizational variables influence career commitment. These variables include gender (Kuokkanen, 2003), and education and loyalty (Sikorska-Simmons, 2005). Job satisfaction and organizational culture are strong predictors of career commitment (Sikorska-Simmons, 2005). Career

commitment has positive outcomes, such as decreased incidents of job tardiness or absenteeism from work (Corser D. , 1998);Dahlke, 1996).

### **2.3.1 Professional Commitment**

Professional Commitment refers to a person's desire to agree with and adhere to the working in the profession. (Aranya, N., J. Pollock and J. Amernic, 1981). It is recognized as a profession because of having a unique scientific body, need of theoretical educations practical skill and professional autonomy. This profession has specific criteria including strong commitment to offering services to the society belief in each individual's respect and value, commitment to the education, and autonomy. Commitment is the main concept of these criteria.

Commitment is viewed as a major variable to positive employee relations. Strong commitment to a profession is in relation to job satisfaction and intention to remain. The professional commitment build is important because it adds to our understanding of how people create, understand and incorporate their multiple work-related commitments, including those that go beyond organizational boundaries.

There are two distinct meanings for the concept of professional commitment in nursing (1) Loyalty and tendency to remain in the profession, (2) responsibility to the profession issues and challenges. Professional commitment is a person's pledge, promise or resolution toward his or her profession. Professional commitment is defined as intention to continue working. The individuals think about the profession and show their loyalty to the given career. Professional commitment as a predictor for intention to leave the profession. It has implications for employee's decision to continue or discontinue membership of their profession.

Professional commitment means involvement in the profession. They refer to committed individuals believe in goals and values of the career and are inclined to show significant efforts in professional activities and are proud of their career. Professional individuals with stronger commitment try to develop professional values. Professional commitment is believing in and accepting professional goals and values, tendency for making significant efforts in the job, membership in the profession, having the sense of pride for the career, and striving for professional activities.

### **2.3.2 Occupational Commitment**

Occupational Commitment is defined a psychological link between people and their occupations that is based on affective reaction to that occupation. It is relates to the attractiveness has been defined in many ways one's motivation to work in a given career (Hall, 1971); the salience of career values in one's total life (Greenhaus, 1971,1973); the degree of centrality of the career for one's self-identity (Carson, K. D. and Bedeian, A. G., 1994) ;Gould 1979 ;) “ dedication to a craft, occupation, or profession apart from any specific workplace environment, over an extended period of time (Morrow P. , 1993)and attitudes regarding one's profession (BLAU, 1985). Because so little work has been done around there. Occupational Commitment have been their study on attachment to the profession itself (Cohen A. , 2003)

Despite some debate around the appropriate operationalization of occupational commitment, colleagues integrated the idea of occupational commitment with their three component model of organizational commitment, resulting in a three component model of occupational commitment. Affective occupational commitment (AC) refer to the desire to stay in a profession. Continuance occupational commitment (CC) refer to the need to stay in a profession because of the cost associated with leaving. Lastly, normative occupational commitment refer to the obligation to stay in a profession because of social influence. Occupational commitment involved in the development of commitment, which may have different implications for interventions. Review the theoretical and empirically supported antecedents and consequences of occupational commitment operationalized both undimensionally.

### **2.4 Job Performance**

(Schwirian P. M., 1978) took the lead to develop a model for job performance. Job performance is defined as how well the job is done in accordance to established standards. Furthermore, job performance is defined as action that can be observed and measured (McConnell, 2003).

Job performance is a complex phenomenon (Popovich J. M., 1998).Multiple variables influence nurse' job performance. These variables include young age (Wright, 2002), recognition of achievement (Cronin, S. N., & Becherer, D. , 1999); (Gardner H. , 1983) (Fort, 2004), work satisfaction and employee's educational level and training

(McConnell, The managers' approach foremployee performance problems. Health Care Manager, 2003); (Tzeng, 2004), social support (AbuAlRub, 2004), supportive communication and feedback (Fort, 2004), and competent nursing practice (Mereoja, Eriksson, & Leino-Kilpi, 2004). All these variables would positively influence nurse's job performance. Career competencies such as experience are significant for better performance of jobs. These competencies predict job performance. On the other hand, long working shifts and heavy workload (Fitzpatrick et al., job, punitive corrective actions and older shift workers (Reid & Dawson) are reported to negatively influence nurses' job performance.

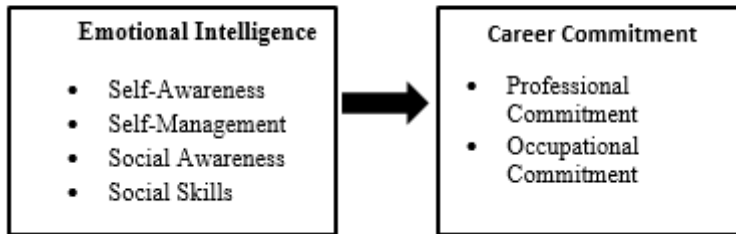
Problems of employees' performance usually shortcomings of systems; So, no matter what the manager does, it is always the worker who makes the real change (McConnell, 2003). There is association between observed providers performance and variables of interest. Staff performed poorly in the use guidelines for the management in the health care. Job performance is the effectiveness of a person in carrying out their roles and responsibilities related to direct patient care. It is fulfilling the assigned roles and responsibilities effectively.

According to Schwirian six measurement scale, performance is subdivided into six diverse subscales which are leadership, critical care, and communication, teaching, planning and personal development. The logical interpretation of these results indicates that working conditions improved skills of employees according to the job demands, variety and challenges in the job across the different level of healthcare system.

## **2.5 Previous Studies**

The concept of emotional intelligence is defined as array of emotional, personal and social abilities and skills that influence an individual's abilities to cope effectively with environmental demand and pressure there is previous researchers to find out the relationship between emotional intelligence and career commitment.

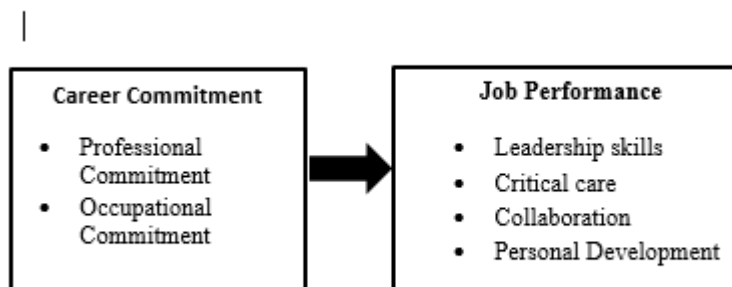
**Figure (2.1) Emotional Intelligence and Career Commitment**



Source: [Aghabozorgi et al, 2014](#)

As shown in the Figure (2.1), emotional intelligence and career commitment are crucial psychosocial meta- capacities for successful adaptation including the realm of career. However, little is known about the relationship between emotional intelligence and Savickas’s (2005) notion of career commitment. The current research examines the relation of emotional intelligence to career commitment. The research that emotional intelligence augments positive work attitudes, altruistic behavior and work results and moderates the impact of work- family conflict on career commitment but not the effect on work fulfillment. Nursing work is a career that demands a large amount of emotional labor to effectively communicate and provide care (Allen& Mayer, 1990).

**Figure (2.2) Career Commitment and Job Performance**



Source: [Majid T.Mryvan et al. \(2007\)](#)

According to Figure (2.2), career commitment were published in the 1950 (Gardner, 1992), studies about career commitment in nursing were limited until the 1970s (Gardner, 1992). Since the 1980s, some studies have focused on nurse’s career commitment and job performance (McCloskey and McCain, 1987).In nursing, comparative studies have been

carried out to make comparisons between critical and non-critical care unit (Bowler and Malkik., et al, 1999), but not with the concepts of nurse's career commitment and job performance.

A descriptive survey was used to measure career commitment in relation to turnover and work performance of newly employed registered nurses, with findings indicating that career commitment scores dropped significantly during the first years( Gardner,1992). Nurses' job performance is influenced by their career commitment and many other variables. Career commitment have such positive outcomes as decreased incidence of tardiness and absenteeism from work (Cohen et al, 2005).

## **2.6 Conceptual Framework**

The conceptual framework of this study is developed based on the objectives of the study. Firstly, the effect of emotional intelligence on career commitment of nurse in Yangon General Hospital. Then it contains the analysis the effect of career commitment on job performance of nurse in Yangon General Hospital.

Figure (2.3) presents the model of emotional intelligence, career commitment and job performance examined in this study. The model is comprised of three sets of variable emotional intelligence, career commitment and job performance. Emotional Intelligence is measured with self –awareness, self –management, social –awareness and social skills developed by emotional intelligence WLEIS (Wong & Law Emotional Intelligence Scale).Career Commitment comprised of professional commitment and occupational commitment. Job performance is determined leadership skills, critical care, collaboration and personal development.



**Figure 2.3 Conceptual Framework of the Study**



Source: own compilation (2019)

Figure (2.3) presents the model of emotional intelligence, career commitment and job performance examined in this study. The model is comprised of three sets of variable emotional intelligence, career commitment and job performance. Emotional Intelligence is measured with self –awareness, self –management, social –awareness and social skills developed by emotional intelligence WLEIS (Wong & Law Emotional Intelligence Scale). Career Commitment comprised of professional commitment and occupational commitment. Job performance is determined leadership skills, critical care, collaboration and personal development.

## **CHAPTER 3**

### **PROFILE AND EMOTIONAL INTELLIGENCE ON NURSES IN YANGON GENERAL HOSPITAL**

This chapter is composed of four parts. The first part describes the profile of Yangon General Hospital of nurses. The second part is research design with sampling selection and research questionnaire. The third part demonstrates the demographic profile of respondents of Yangon General Hospital of nurses. The final part points out descriptive findings on emotional intelligence of nurses in Yangon General Hospital.

#### **3.1 Profile of General Hospital in Yangon**

The Yangon General Hospital is a major public hospital in Myanmar. Located in a 14 hectares (35 acres) compound, the 2,000-bed hospital includes of four medical wards, three surgical wards, one trauma and orthopedic ward and 28 specialist departments for inpatient care. The hospital also drive an ER for general medicine, general surgery and traumatology.

Yangon General Hospital is the main teaching hospital of university of Medicine 1, Yangon. It is also trains nursing and medical technology trainees from the Yangon Institute of Nursing and the University of Medical Technology in Yangon. The hospital is training medical and surgical service that are important to achieve optimum quality patient care and services. It is 453 staff nurses.

The hospital has above 2000 staffs to work around the clock to serve the long list of patients. The hospital has 2000 beds and generally treats 1800 inpatients and between 800 and 1200 outpatients a per day. Although public health care is normally free, patient must to pay for some medicine which are not provided by the Ministry of health. YGH control to both medical and surgical specialist departments and diagnostic departments.

Yangon General Hospital known for its Victorian painted trimmings, is also the Tertiary Care Teaching Hospital of University of Medicine 1 in Yangon, the Yangon Institute of Nursing and the University of Medical Technology, Yangon is also trains

nursing and medical technology trainees from the Yangon Institute of Nursing and the University Medical Technology in Yangon. Australia-Myanmar Trauma Management Program: the program activities was based on delivery of trauma care team training to Myanmar clinicians.

### **Mission**

Faithful to our tradition, we provide the highest possible of standard of care and treatment in a professional and compassionate manner to every person who avails of our services.

### **Vision**

Based on our Mission Statement, our vision and value are:

- To build a first patient focused service based on high- quality and supported based practice throughout the organization.
- To provide quality service as close to the patient as possible, in a well-managed and appropriate environment.
- To promote a culture that will ensure high quality care and service is provided.

## **3.2 Research Design**

The study is explanatory in nature and adopts a quantitative research methodology. In order to quantify the relationship between emotional intelligence and career commitment, data are collected through a self-administered questionnaire targeting nurses at Yangon General Hospital. The data collection instrument consisted of four main parts (a) demographic characteristics, (b) emotional intelligence, (c) career commitment and (d) job performance. In order to compare individual's scores with the distribution score, the Likert scale is recommended. A five-point Likert scale was used, which ranged from strongly disagree, disagree, neutral, agree and strongly agree.

Once the accessible population of the study was defined, a random sample of 209 respondents was drawn. The results will be analyzed using the variety of SPSS versions. This study examined the emotional intelligence, career commitment and job performance concepts in order to understand if a causal relationship exists. All questionnaires is achieving the truthful results of the study. Only the overall statistical were shared with

hospital's administrators. These procedures assured nurses' anonymity and the confidentiality of their information.

### 3.2.1 Sample Selection

For the purpose of the study, since the population size is known, the sample size for the study is determined using Yamane formula for simple random sampling. The outcome of the formula is 209, which is equivalent to 209 nurses. The research is done at Yangon General Hospital of nurses to present by using frequencies and percentage, mean and standard deviation and correlated.

To determine the sample size of this study, Yamane Sampling Formula used,

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = sample size

N = population size (453)

E = Margin of error,

According to the calculation result, the sample size for this study was 209 nurses respondents. To obtain the primary data, 209 respondents of each department out of 453 nurses in Yangon General Hospital. The respondents were surveyed with the systematic survey question in Yangon General Hospital. The respondents were surveyed by simple random sampling method. SPSS is data management and statistical analysis tool which has a very versatile data processing capability.

After the study data were collected, these results will be entered SPSS to analyze the results. Descriptive and analytical research method was used in this study. Descriptive research is aim to describe characteristics of nurses, to estimate percentage in specific population that has a certain forms, and to count frequency in nurses behavior. The survey questions used for this study consist of four main parts; (1) Demographic information, (2)

emotional intelligence (3) career commitment (4) job performance. The questions in parts 2, 3 and 4 are measured with a five point of Likert Scale ranging from “strongly disagree to strongly agree” (1= strongly disagree, 2= disagree, 3=neutral, 4= agree and 5= strongly disagree). In this chapter all parts of survey questions will be discussed by descriptive research method.

### 3.2.2 Questionnaire Design

The questionnaire design for this study is adopted from previously tested scales from previous studies and authors as follows in Table (3.1).

**Table (3.1) Questionnaire Design**

No	Description	Question No.	Authors
<b>1</b>	<b>Emotional Intelligence</b>		
	Self- awareness	Q1.1-Q.1.5	<u>Goleman, D .(1995)</u>
	Self-management	Q.2.1-Q.2.5	<u>Goleman, D.(1995)</u>
	Social awareness	Q.3.1-Q.3.5	<u>Goleman, D.(1995)</u>
	Social Skills	Q.4.1-Q.4.5	<u>Goleman, D .(1995)</u>
<b>2</b>	<b>Career Commitment</b>		
	Professional Commitment	Q.5.1-Q.5.4	IbrahimAl-Faouri,2008
	Occupational Commitment	Q.6.1-Q.6.5	IbrahimAl-Faouri,2008
<b>3</b>	<b>Job Performance</b>		
	Leadership skills	Q.7.1-Q.7.5	MajdT.Mrayyan,2008
	Critical Care	Q.8.1-Q.8.5	MajdT.Mrayyan,2008
	Collaboration	Q.9.1-Q.9.3	MajdT.Mrayyan,2008
	Personal Development	Q.10.1-Q.10.10	MajdT.Mrayyan,2008

Source: Own Compilation from Previous Studies (2019)

### 3.3 Profile of Respondents

According to this study, demographic factors are divided into four categories and it includes gender, age, education and income. Sampling 209 nurses who work at public hospital are collected by using structured questionnaire. The demographic characteristics of nurses are shown in Table (3.2)

**Table (3.2) Demographic Profile of Respondents**

Demographic Factors		No. of Respondents	Percentage (%)
<b>Total</b>		209	100(%)
Gender	Male	12	5.7
	Female	197	94.3
Age (Years)	Under 20	27	12.9
	21-25	63	30.1
	26-30	67	32.1
	31-35	31	14.8
	Above 35	21	10.0
Level of Income	under 150000	34	16.3
	150000-200000	58	27.8
	200000-250000	69	33.0
	250000-300000	39	18.7
	above 300000	9	4.3
Level of Education	High School	45	21.5
	Undergraduate	20	9.6
	Graduate	141	67.5
	Post Graduate	3	1.4
Level of work Experiences	Less than 1 year	45	21.5
	1 – 3 years	84	40.2
	3 – 5 years	59	28.2
	Above 5 years	21	10.1

Source: Survey Data, 2019

Table (3.2) describes the difference between emotional intelligence skills regarding the nurse's gender. Females have higher rate related to staff nurses than males because female have high quality patient at work. It's because of increasing population of female in the world and also in Myanmar. There is more female population than male who attend the in Yangon Institute of Nursing are between 26 to 30 years old are eager to work in the field than others because they want to learn things in practical ways.

Position is similar to the result of age group. There is larger population in between 21 to 25 age group in the field and normally they get the junior nurse's position when they start to enter the field after University.

The average income of nurses has above 250,001 and 300,000 kyats according to this survey. Job position and income level is related with each other too. Therefore majority the most of nurses have income level between 200,001 and 250,000 kyats. It means that nurses have working experience while nurses attend to Yangon Institute of Nursing, they are better practical experience. Therefore, Nurses have income to directly enter in workplace as soon as to get graduate degree. The Majority of respondents have the experience between 1 to 3 years because there are larger population of fresher nurses in the public hospitals and nurses who have over 3 year experience are likely to change job from one hospital to another.

### **3.4 Emotional Intelligence of Nurses in Yangon General Hospital**

In this part, these domains were studied in order to find out emotional intelligence of nurses in Yangon General Hospital. The combination of (20) survey questions are used to explore emotional intelligence. The results of respondents are shown with Five Likert Scale (1= strongly disagree, 2= disagree, 3=neutral, 4= agree and 5= strongly disagree). By applying this identification, the factors influence emotional intelligence of nurses in Yangon General Hospital. Emotions give an important role in the relationship and communication among nurses, patients and families.

#### **3.4.1 Self –Awareness**

The first section is self –awareness of nurses which is measured by 5 question items. The results of survey on self – awareness of nurses of 209 participants. The following questions which are describe by the Table (3.3).

**Table (3.3) Self-Awareness**

No	Self –Awareness	Mean	SD
1	Ability to explain the actions	3.7	.95
2	Agree with other people 'view	3.49	1.01
3	Understanding feedback of others	4	.74
4	Describe accurately the feeling	3.09	1.08
5	Things that happen in life is sensible	3.25	1.12
	Overall Mean	3.49	.66

Source: Survey Data, 2019

According to Table (3.3), the overall mean value of the self –awareness is 3.49 indicating that the respondents are satisfied with their self- awareness because this is a people' awareness of their emotions, their consequences and expression. It is not only about being aware of emotions, but also understanding their causes and the difference between them. The highest mean value is understanding the feedback of other people. It showed that the nurses normally understand the feedback that others gave me and see them as a positive criticism. The lowest mean value is interesting to know that nurses cannot describe their feeling in times of feeling special because they have to respond the question of their perception about describing accurately what they are feeling.



### 3.4.2 Self-Management

This section describes emotional intelligence of responses from nurses worked in Yangon General Hospital. The respondents were surveyed about self-management of nurses in Yangon General Hospital by asking the following questions which described by the Table (3.4) .

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**Table (3.4) Self –Management**

<b>No</b>	<b>Self –Management</b>	<b>Mean</b>	<b>SD</b>
1	Stay calm in difficult circumstances.	3.64	.945
2	Control on outbursts of rage	3.45	1.02
3	Feeling happy	4.14	1.01
4	Other people should be satisfied by things	2.94	.984
5	Getting to carry away and do things regret.	3.07	1.05
	Overall Mean	3.45	.628

Source: Survey Data, 2019

As shown in Table (3.4), the overall mean value is 3.45 indicating that the respondents are satisfied with self –management because it is maintain a clear and focused mind directed on accomplishing a task. The highest value of 4.14 is means that nurses have feeling happy about their life. Therefore, it is important for nurses to decrease job stress and increase their happiness through their work. According to the lowest value of 2.94, it can be said that nurses have dissatisfaction on things.

### 3.4.3 Social Awareness

A structured questionnaire was social awareness of nurses in YGH. The result of survey on social awareness of nurses are showed in Table (3.5).

**Table (3.5) Social Awareness**

No	Social Awareness	Mean	SD
1	Co-worker are good communication	4.1	.811
2	Getting on well work colleagues.	4.16	.724
3	“Read” other people’s emotions	3.70	.892
4	Predictable how co-worker feel	3.69	.932
5	Preference to equally- talented colleagues	3.51	.991
	Overall Mean	3.84	.4797

Source: Survey Data, 2019

According to the result shown in Table (3.5), the overall mean is 3.84 meaning that the respondents are satisfied with social awareness. The majority of the respondent’s estimate that nurses is ability to read or sense other’ people emotions and how they impact on the situations of interest and concern. The highest level of 4.16 is mean that their colleague relationship. Nurses have a good relationship with their co-workers and organizational conflict is very low among them. The lowest level of 3.51 is mean that quality of colleague with together work as the most of nursing always think their colleagues are incompetent in nursing and smart in their own field.

#### **3.4.4 Social Skills**

A structured questionnaire was social skills of nurses in Yangon General Hospital. The result of survey on social skills of nurses are showed in Table (3.6).

**Table (3.6) Social Skills**

No	Social Skills	Mean	SD
1	Meeting with difficult people at all time	2.4	1.164
2	Being comfortable talking to anyone	3.37	1.094
3	Take to achieve win /win outcomes.	3.88	.747
4	Feeling comfortable when other people get emotional.	4.13	.649
5	Getting patient with incompetent people.	3.89	.799
	Overall Mean	3.55	.531

Source: Survey Data, 2019

The study founded that according to Table (3.6), the overall mean of social skills is 3.55 indicating that respondents are increase social skills because nurses need to actively interact with co-workers, doctors and the patients. Social skills are all about the skills of acknowledgement. The highest value of 4.13 is feeling of meeting emotional people because nurses are comfortable meeting those kinds of people and they can stand with being emotional to them. According to the lowest level of 2.4, nurses is mean that their perception of dealing with people. The most nurses have a slight perception of pessimism about people and they always think that means that most people the encountered are difficult to deal with.

## CHAPTER 4

### ANALYSIS ON THE EFFECT OF CAREER COMMITMENT ON JOB PERFORMANCE OF NURSES IN YANGON GENERAL HOSPITAL

In this chapter includes two main parts. The first part explores the effect of emotional intelligence on career commitment of nurses in Yangon General Hospital. The second part explains the effect of career commitment on job performance of nurses in Yangon General Hospital. Analysis focuses were based on the survey results from questionnaire.

#### 4.1 Analysis of Effect of Emotional Intelligence on Career Commitment

Two types of career commitment of this study. There are professional commitment and occupational commitment. It is essential to assess nurses' career commitment for better understanding of what motivates them.

##### 4.1.1 Career Commitment

The questionnaire is comprised of two distinct section (professional commitment and occupational commitment). This section describes career commitment of response from the respondents. Respondents were asked about nurse's career commitment which are described by the Table (4.1). The following provides the mean and standard of career commitment. The overall mean value of career commitment is shown in Appendix C.

**Table (4.1) Career Commitment**

<b>Sr.No</b>	<b>Career Commitment</b>	<b>Mean</b>
1	Professional Commitment	3.98
2	Occupational Commitment	4.04

Source: Survey Data, 2019

According to Table (4.1), the overall mean is 3.98 meaning that the respondents are satisfied with professional commitment. Professional commitment can effectively retain

nurses in the nursing professional. For nurses considering a career change, the accordance with costs and benefits of this change likely vary in accordance with one's professional nursing experience. A nurse's perceived obligation or responsibility to remain in the nursing profession (or normative commitment) may be based on a concern for patient (who may not receive sufficient care), a concern for colleagues (who may be overworked if the individual's position is not filled appropriately), a concern for the organization (especially if the organization experiences difficulty filling vacancies), or from an intrinsic motivation to be part of the nursing profession.

According to Table (4.1), the overall means is 4.04 meaning that the respondents are satisfied with occupational commitment. Occupational commitment is attitudes and behavior of employees toward their work and involvement, pledge, promise or resolution towards their professions. Nurses has occupational commitment as the intent to build a lifelong career in nursing.

Commitment is seen as a significant variable to positive employee relations. It is also important consequences in health care services. Professional commitment is important because it contributes to our understanding of how create, understand and integrate their numerous work –related responsibilities.

The result of research are discussion for their implications for nursing careers. Career commitment explore the relationship to turnover and work performance. It is possible to provide positive benefits for both nurses and hospitals through enhance career commitment. Nurses' career commitment and job performance is discussion. Nurses are found to agree that they had a lifelong commitment to their careers, and that they are performing well their jobs in accordance with standards.

#### **4.1.2 The Effect of Emotional Intelligence on Professional Commitment**

In this analysis, the effect of emotional intelligence such as self-awareness, self –management, social awareness and social skills on career commitment are analyzed. The linear regression is performed to find out the effect of emotional intelligence on professional commitment. In linear regression method, the attitudes of nurses was used as dependent variables. Emotional Intelligence was used as independent variables. The results of SPSS output analyzing the effect of emotional intelligence on professional commitment is shown in Table (4.2).

**Table (4.2) Effect of Emotional Intelligence on Professional Commitment**

Variable	Unstandardized		Standardized	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.411	.477		.861	.390	1.125
Self- awareness	.321***	.074	.275	4.343	.000	1.181
Self-management	-.171	.081	-.139	-2.109	.136	1.215
Social awareness	.640***	.088	.396	6.095	.000	1.052
Social Skills	.161	.089	.111	1.803	.073	.073
R Square	.271					
Adjusted R Square	.257					
F Value	18.967***					

Source: Survey Data, 2019

Note \*\*\* Significant at 1% Level, \*\* Significant at 5% Level, \* Significant at 10% Level

According to the results shown in Table (4.2), the significant values of emotional intelligence is less than 0.136. Therefore, it can be concluded that there is a relationship between emotional intelligence and professional commitment at confidence interval. Correlated coefficient (R) measures the linear relationship between two variables. As shown in Table (4.2), R (the correlation between the independent variables and dependent variable) is 0.521 which line between 0 and 1. Hence, it indicates that all of those variables and the level of emotional intelligence and professional commitment are correlated. The value of R- square is 0.271, thus this specified model could explain about 27% relationship between independent variables (emotional intelligence) and dependent variables (performance of nurses).

The model can explain 26% (Adjusted R square =0.257) about the variance of dependent variable (professional commitment) with independent variables (self – awareness, self-management, social awareness and social skills). The standard coefficient (Beta) indicates that there is a negative corrective between social awareness and professional commitment. However, the rest of variable have positive relation with professional of nurses.

These results show that nurses with emotional intelligence develop nursing professional practice. They are promote to own learning and nursing skills. There is significance of self- awareness have to understand on the whole care and work for the wellbeing of our patients and their families in nursing. It is important aware of their own

needs and how they influence themselves and others because nurses are all the time for the taking care of their patients.

Social awareness has significant relationship with professional commitment. Nurses in Yangon General Hospital are important in both personal and professional life as it also requires an awareness of workplace culture. Moreover, nurses have an opportunity to enhance the professional commitment through actions such as promoting a better work environment, encouraging teamwork and feedback on preventing adverse patients safety. Therefore, Most of Nurses in Yangon General have high emotional intelligence.

#### **4.1.3 The Effect of Emotional Intelligence on Occupational Commitment**

The linear regression is performed to find out the effect of emotional intelligence on occupational commitment. In regression model, the attitudes of nurses was used as dependent variables. Emotional Intelligence was used as independent variables. The results of SPSS output analyzing the effect of emotional intelligence on occupational commitment is shown in Table (4.3)

**Table (4.3) Effect of Emotional Intelligence on Occupational Commitment**

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.397	.398		3.508	.001	
Self- awareness	.411***	.062	.416	6.650	.000	1.125
Self-management	-0.95	.068	-.091	-1.398	.164	1.215
Social awareness	.412***	.088	.302	4.705	.000	1.181
Social Skills	-.014	.075	-.011	-.182	.855	1.052
R Square	.289					
Adjusted R Square	.275					
F Value	20.701***					

Source: Survey Data, 2019

Note \*\*\* Significant at 1% Level, \*\* Significant at 5% Level, \* Significant at 10% Level

According to the results shown in Table (4.3), the significant values of emotional intelligence is less than 0.855. Therefore, it can be concluded that there is a relationship between emotional intelligence and occupational commitment at confidence interval. Correlated coefficient (R) measures the linear relationship between two variables. As shown in Table (4.3) R (the correlation between the independent variables and dependent variable) is 0.537 which line between 0 and 1. Hence, it indicates that all of those variables and the level of emotional intelligence and occupational commitment are correlated. The value of R- square is 0.289, thus this specified model could explain about 29% relationship between independent variables (emotional intelligence) and dependent variables (performance of nurses).

The model can explain 28% (Adjusted R square =0.275) about the variance of dependent variable (occupational commitment) with independent variables (self – awareness, self-management, social awareness and social skills). The standard coefficient (Beta) indicates that there is a negative corrective between social awareness, social skills and occupational commitment. However, the rest of variable have positive relation with occupational of nurses.

Self- awareness has significance relationship with occupational commitment because nurses' psychological influence patient's information is analysed. The nurses are self-aware the more the therapeutic environment for caring. However, occupational commitment intervention, nurses focuses on examining job characteristics that may be



changed. Social awareness has significance relationship with occupational commitment. There is increase in nurse’s empathy level with one more years of experience and more occupational commitment.

## 4.2 Analysis on Effect of Career Commitment on Job Performance

Four types of job performance of this study. There are leadership skills, critical care, collaboration and personal development. This study focuses on nurses’ career commitment and job performance on nurse retention, staff development and quality of care. Nurse’s career commitment appears to influence job performance and is influence by nurse’s characteristics and organizational factors in the workplace.

### 4.2.1 Job Performance

This study of objective to assess the self-rated job performance among nurses workplace. There is a difference in levels of job performance in difference levels of health care and to find- out whether personal or work characteristics affect job performance. Table (4.4) provides the mean and standard of career commitment. The overall mean value of career commitment is shown in Appendix C.

**Table (4.4) Job Performance**

<b>Sr. No</b>	<b>Job Performance</b>	<b>Mean</b>
1	Leadership Skills	3.89
2	Critical Care	4.08
3	Collaboration	3.98
4	Professional Development	4.26

Source: Survey Data, 2019

According to Table (4.4), the overall mean is 3.89 meaning that the respondents are satisfied with leadership skills. This study is to examine advanced practice nurses’ perceptions of their leadership capabilities. An advanced level of leadership is how to operationalize it in healthcare environment .Nurses working in advanced practice nursing role have an expert level of knowledge and complex decision-making skills and clinical competences for expanded practice specific.

The overall mean is 4.08 meaning that the respondents are satisfied with critical care. The majority of the respondent's describe that nurses who work with acutely ill patients are considered important patients advocates at a time when a patient is very vulnerable. The overall mean of collaboration is 3.98 which mean that nurses have encouraged patients, families and healthcare providers to be active participants in the treatment process. And then the over mean is 4.26 meaning that the respondents are satisfied with personal development. It is critical to the nursing professional because it emphasizes continuing educational, assessing learning needs and upholding competency.

#### 4.2.2 Effect of Career Commitment on Job Performance

The linear regression is performed to find out the effect of career commitment on job performance of nurses. In regression model, the attitudes of job performance nurses was used as dependent variables. Career commitment was used as independent variables. The results of SPSS output analyzing the effect of emotional intelligence on occupational commitment is shown in Table (4.5).

Table (4.5) Effect of Career commitment on Job performance

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.374	.149		15.895	.000	
Professional Commitment	.324***	.045	.553	7.164	.000	2.191
Occupational Commitment	.098*	.054	.141	1.822	.070	2.191
R Square	.440					
Adjusted R Square	.435					
F Value	80.942***					

Source: Survey Data, 2019

Note \*\*\* Significant at 1% Level, \*\* Significant at 5% Level, \* Significant at 10 % Level

According to the results shown in Table (4.5), the significant values of career commitment is less than 0.07. Therefore, it can be concluded that there is a relationship between career commitment and job performance at confidence interval.

Correlated coefficient (R) measures the linear relationship between two variables. As shown in Table (4.5) R (the correlation between the independent variables and

dependent variable) is 0.663 which line between 0 and 1. Hence, it indicates that all of those variables and the level of career commitment and nurses' job performance are correlated. The value of R- square is 0.44, thus this specified model could explain about 44% relationship between dependent variables (career commitment) and dependent variables (performance of nurses).

The model can explain 28% (Adjusted R square =0.435) about the variance of dependent variable (occupational commitment) with independent variables (self – awareness, self-management, social awareness and social skills. The standard coefficient (Beta) indicates that there have positive corrective between career commitment and nurses' job performance.

These results show that professional commitment has significance relationship on job performance. Professional commitment leads to better performance on patient's safety and more positive patient perceptions of quality care. Nurse's professional commitment positively influence their job performance and promotes positive outcomes for their patients. Poor job performance is considered a risk factor for patient safety as a result of occupational stress and decreased satisfaction.

## **CHAPTER 5**

### **CONCLUSION**

This chapter was made up with three parts. They are findings and discussions, recommendations and suggestions and need for further research of the study. This study focuses on the effect of emotional intelligence, career commitment and job performance of nurses at Yangon General Hospital. These variables were analyzed by using structured questionnaires to discover the domains of emotional intelligence, self –awareness, self-management, social awareness and social skills to get better career commitment and job performance.

#### **5.1 Findings and Discussions**

The general nurses possess an increased level of emotional intelligence. This results from Wong and Law Emotional Intelligence Scale (WLEIS), general nurses indicate scores on the upper end of that scale. This correspond to positive responses related to increase emotional intelligence. Additionally, the scores on the WLEIS scale are clustered, indicating a consistent response to the questions.

According to the analysis of emotional intelligence, it was found that examine the effect of emotional intelligence on career commitment of nurses in Yangon General Hospital of respondents can be divided into four domain; self –awareness, self –management, social awareness and social skills. There is no significant relationship between self-management and professional commitment. Moreover, there is no significant relationship between self-management, social skills and occupational commitment. Nurse’s career commitment is viewed to influence the interpretation of work behaviors as a profession is not fully accepted in developing country. Thus, nurses need to make visible their value to society by emphasizing the hidden work of nursing. There has a significant relationship between emotional intelligence and career commitment of nurses in Yangon General Hospital by increasing emotional intelligence, career commitment of the nurses is increase. This may due to training programs and continuous education, support from their head nurses and workshop about emotional abilities. Moreover, it should provide in-service

programs about coping with stress, problem solving, communication techniques and teamwork.

According to the analysis of career commitment on job performance of nurses in Yangon General Hospital, nurses should provide professional development, learning opportunities, incentives, and recognition to enhance their career commitment and job performance. They will promote nurses' leadership and autonomy in nursing practice. Yangon General Hospital should focus more on developing nurses' autonomy and decentralized decision-making and leadership. Therefore, government hospitals should utilize horizontal and matrix organizational structures and team models of nursing care to promote nurses' career commitment and job performance.

## **5.2 Suggestion and Recommendations**

Based on the study of personality, emotional intelligence, career commitment and job performance of nurses at Yangon General Hospital, it was found that it is important to know about the individual emotional intelligence aspects to get the better career commitment and job performance of nursing. The finding show that most of the respondents are in the middle age and their nursing experiences are more than 10 years. That is why results are good with regards to their age level and experience.

Firstly, Yangon General Hospital nurse department should do surveys on their employees to find out their emotional situations. It is more important to know about the emotions of staff from each departments. Nurses department are the main actors in Yangon General Hospital and Yangon General Hospital staff need to realize the patient' safety in advance and tolerate whatever rage and anger that is common in nursing. If the organization knows about each nurse's requirements, appropriate training nursing with respect to the employee's need can be provided. Organization should provide their standard operating procedures (SOP). A nurse department who is allowed to control their own work will be able to improve their job performance.

Secondly, depending on the performance of each employee, the authorities of Yangon General Hospital should acknowledge, give reward and announce who is the best employees. If employees get the positive recognition, their mind will be changed and they may want to try hard. Thirdly, education and training in EI should be customized to focus on typical nursing scenarios which evoke nurses emotions and explore proactive measures

as to how to individuals may recognize and manage the emotional influence on their nursing attitude, behavior and overall performance. Furthermore, a strong emphasis should be placed on self –awareness and self –management and the development of training initiatives should be placed.

Finally, Yangon General Hospital should promote communication between nurses so that they have more social cohesion and more tolerance towards others. Open communication is important in organization, keeping employees up to date regarding changes, expectations and their own performance not only keeps them on track but also to reduce feeling of stress and anxiety. Because of the nature, nurses has a very high security of job nature and it should provide consultation facilities for their employees. Organization should have very high security of internal information and employees have nowhere to speak out to reduce their problems. Nurses need a person or a place where they can freely their problems and feelings which they cannot tell their family or friend.

### **5.3 Needs for Further Research**

Future recommendations for continued research include further examining the relationship between emotional intelligence, career commitment and job performance for nurses. Relating these potential relationships with age, income, field of practice, and number of hours worked are possible avenues. Additionally, more options for primary field of practice will allow the researcher to examine if certain pathways in the career of general nurses impact the levels of emotional intelligence, career commitment and job performance. This information would be valuable to the field because it would allow organizations to build upon emotional intelligence skills in order to improve career commitment and job performance. Based on surveys received, there may be a need to analyze the specific aspect of job performance. Surveys were received that detailed causes of job performance and reasons for dietetics in order to obtain a position with better pay and professional opportunities.

The present study is a good base for future research. The future research can be undertaken covering entire district or other districts with large number of samples. The impact of emotional intelligence can be studied with other variables such as organizational commitment morals and job engagement and the quality of healthcare services. Organization structure and policy related factors affecting emotional intelligence of health

care provider can also studied other occupational groups in the hospital such as medical technologists, pharmacists, radiographers , receptionists, managers along with the specific factors in terms of their profession affecting the motivation and job performance. Nurse's performance can be affected by stress, work shifts and working in a specific department to emphasize the importance of implementing effective strategies to assess and manage stress. Stress management programs might be helpful in reducing stress. These programs could help support, communication, training, reward and recognition of good performance, managing workload, staffing and positive work environment through effective human resources management.

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## APPENDIX

### Appendix (A) Questionnaire

The questionnaire survey is intended for my research to fulfill MBA degree in Yangon University of Economic (YUE). I am doing on a research on “Emotional Intelligence, Career Commitment and Job Performance of Nurses in Yangon General Hospital.

The information you provide will remain definitely confidential and will be used for only dissertation purpose only. So, I would like to request you to answer completely and truly.

#### Section (A)

#### Demographic Information

Please tick the appropriate answer for each of the following questions.

##### 1. Gender

Male

Female

##### 2. Age

Less than 20

21 to 25

26 to 30

31 to 35

35 above

##### 4. Salary in Kyats

Less than 150,000 kyats

150,001 to 200,000 kyats

200,001 to 250,000 kyats

250,001 to 300,000 kyats

Above 300,000 kyats

##### 5. Education

High School

Undergraduate

Graduate

Post Graduate

**6. How long have you been working in Yangon General Hospital?**

Less than 1 year

1-3 years

3-5 years

above than 5 years

## Section (B)

### Emotional Intelligence

This section of survey will evaluate the job outcome of Yangon General Hospital and will be divided into four sections: Self-awareness, Self-management, Social awareness and Social skills

#### Self-Awareness

With regard to self-awareness, please circle the number that accurately reflects your present conditions. The items scales are five-point Likert type scales with **1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.**

No		Please select the number that reflects your present conditions				
1	Ability to explain the actions					
2	Agree with other people 'view					
3	Understanding the feedback of others					
4	Describing accurately the feeling					
5	Things that happen in life is sensible					

### Self-Management

With regard to self-management, please circle the number that accurately reflects your present conditions. The items scales are five-point Likert type scales with **1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.**

No		Please select the number that reflects your present conditions				
1	Stay calm even in difficult circumstances.					
2	Control on outbursts of rage					
3	Feeling happy					
4	Not getting irritated by things, other people or oneself					
5	Getting carry away and do thing that one regret.					

### Social Awareness

With regard to social awareness, please circle the number that accurately reflects your present conditions. The items scales are five-point Likert type scales with **1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.**

No.		Please select the number that reflect your present conditions				
1	Co-worker are good communication					
2	Getting on well with each of work colleagues.					
3	Finding it easy to “read” other people’s emotions					
4	Being predictable how one’s colleagues will feel in any given situation					
5	People choose to work with equally- talented colleagues					



### Social Skills

With regard to relationship management, please circle the number that accurately reflects your present conditions. The items scales are five-point Likert type scales with **1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.**

No.		Please select the number that reflect your present conditions				
1	Meeting with difficult people at all time					
2	Being comfortable talking to anyone					
3	Take to achieve win /win outcomes.					
4	Feeling comfortable when other people get emotional.					
5	Getting patient with incompetent people.					

## Section (C)

### Career Commitment

#### Career Commitment

With regard to career commitment which influences on job performance of nurse. Please put a tick in the box for your answers for each question whereas 1 = Strongly Dissatisfied, 2 = Dissatisfied, 3 = Undecided, 4 = Satisfied, 5 = Strongly Satisfied.

No.		1	2	3	4	5
<b>A</b>	<b>Professional Commitment</b>					
1	Nurses have long range career goals.					
2	Advancement opportunities in nursing are important to nurses.					
3	Nurses plan to be continuously active in a nursing career throughout their lives.					
4	Nurses will be willing to become involved on their own time in a project which would benefit patient care.					
<b>B</b>	<b>Occupational Commitment</b>					
6	Nurses 'present work assignment is closely related to their career interest and goals.					
7	Working in nursing is important to nurses.					
8	Nurses will be willing to become involved on their own time in a project which would benefit nurses and nursing.					
9	Nurses would encourage my child to pursue a career in nursing					
10	Nursing career is a central interest in nurse lives.					

## Section (D)

### Nurses' Job Performance

#### Nurses' Job Performance

The following set of statements refers to nurses' job performance, please circle the number that accurately reflects your parent conditions. Please put a tick in the box for your answers for each question whereas 1 = Strongly Dissatisfied, 2 = Dissatisfied, 3 = Undecided, 4 = Satisfied, 5 = Strongly Satisfied.

No.		1	2	3	4	5
<b>A</b>	<b>Leadership Skills</b>					
1	Remain open to the suggestions of those under leader 'direction and uses them when appropriate.					
2	Guides other health team members in planning for nursing care.					
3	Delegates' responsibility for care based on assessment of priorities of nursing care needs and the abilities and limitations of available healthcare personal.					
4	Accepts responsibility for the level of care provided by those under leaders' direction.					
5	Gives praise and recognition for the achievement to those under leader' direction					
<b>B</b>	<b>Critical Care</b>					
6	Performs technical procedures: e.g., oral suctioning, tracheotomy care, intravenous therapy, catheter care dressing changes, etc.					
7	Performs appropriate measures in emergency situations.					
8	Gives emotional support to family of dying patient					
9	Recognizes and meets the emotional needs of a dying patient.					

10	Functions calmly and competently in emergency situations.					
<b>C</b>	<b>Collaboration</b>					
13	Collaborate a patient's family members about the patient's need.					
14	Encourages the family to participate in care of the patient.					
15	Plan for the integration of patient needs with family needs.					
16	Identifies and uses community resources in developing a plan of care for a patient and a family.					
<b>D</b>	<b>Professional Development</b>					
18	Uses learning opportunities for on-going personal growth.					
19	Displays self -direction					
20	Accepts responsibility for own actions.					
21	Assumes new responsibilities within limits of capabilities.					
22	Maintains high standard of self - performance					
23	Demonstrates self- confidence.					
24	Displays a generally positive attitude					
25	Demonstrates knowledge of legal boundaries of nursing.					
26	Demonstrates knowledge of the ethics.					
27	Accepts and uses constructive criticism.					

## APPENDIX-B

### SPSS Regression Calculation Results

#### Regression Analysis of the Effect of Emotional Intelligence on Professional Commitment

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.521 <sup>a</sup>	.271	.257	.66789	1.640

Source: Survey Data 2019

a. Predictors: (Constant), Self-awareness, Self- Management, Social awareness and Social skills

b. Dependent Variable: Professional Commitment

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.844	4	8.461	18.967	.000 <sup>b</sup>
	Residual	91.001	204	.446		
	Total	124.844	208			

Source: Survey Data 2019

a. Dependent Variable: Professional Commitment

b. Predictors: (Constant), Self-awareness, Self-management, Social awareness and Social skills

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.411	.477		.861	.390		
Self - awareness	.321	.074	.275	4.343	.000	.889	1.125
Self-management	-.171	.081	-.139	-2.109	.136	.823	1.215
Social awareness	.640	.105	-.13	6.095	.000	.847	1.181
Social skill	.161	.089	.111	1.803	.073	.951	1.052

Source: Survey Data 2019

a. Dependent Variable: Professional Commitment

b. Predictors: (Constant), Self-awareness, Self-management, Social awareness and Social skills

### Regression Analysis of the Effect of Emotional Intelligence on Occupational Commitment

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537 <sup>a</sup>	.289	.275	.55765	1.675

Source: Survey Data 2019

a. Dependent Variable: Occupational Commitment

b. Predictors: (Constant), Self-awareness, Self-management, Social awareness and Social skills

### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.750	4	6.438	20.701	.000 <sup>b</sup>
Residual	63.439	204	.311		
Total	89.189	208			

Source: Survey Data 2019

a. Dependent Variable: Professional Commitment

b. Predictors: (Constant), Self-awareness, Self-management, Social awareness and Social skills

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.397	.398		3.508	.001		
Self-awareness	.411	.062	.416	6.650	.000	.889	1.125
Self-management	-.095	.068	-.091	-1.398	.164	.823	1.215
Social awareness	.412	.088	.032	4.705	.000	.847	1.181
Social Skills	-.014	.075	-.011	-.182	.855	.951	1.052

Source: Survey Data 2019

a. Dependent Variable: Occupational Commitment

## Regression Analysis of the Effect of Career Commitment on Job Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663 <sup>a</sup>	.440	.435	.34166	1.971

Source: Survey Data 2019

a. Predictors: (Constant), Professional Commitment, Occupational Commitment

b. Dependent Variable: Job Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.897	2	9.449	80.942	.000 <sup>b</sup>
	Residual	24.047	206	.117		
	Total	42.944	208			

Source: Survey Data 2019

a. Predictors: (Constant), Professional Commitment, Occupational Commitment

b. Dependent Variable: Job Performance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics			
					B	Std. Error	Beta	Tolerance
1	(Constant)	2.374	.149	.553	15.895	.000		
	Professional Commitment	.324	.045	.141	7.164	.000	.456	2.191
	Occupational Commitment	.098	.054	.141	1.822	.070	.456	2.191

Source: Survey Data 2019

b. Dependent Variable: Job Performance



## APPENDEX -C

### Career Commitment

No	Professional Commitment	Mean	SD
1	Nurses have long range career goals.	4.03	.987
2	Advancement opportunities in nursing are important to nurses.	3.91	1.041
3	Nurses plan to be continuously active in a nursing career throughout their lives.	4.05	.842
4	Nurses will be willing to become involved on their own time in a project which would benefit patient care.	3.88	1.042
	Overall Mean	3.97	.775

No	Occupational Commitment	Mean	SD
1	Nurses 'present work assignment is closely related to their career interest and goals.	4.03	.895
2	Working in nursing is important to nurses.	4.05	.878
3	Nurses will be willing to become involved on their own time in a project which would benefit nurses and nursing.	4.01	.893
4	Nurses would encourage my child to pursue a career in nursing	4.21	.774
5	Nursing career is a central interest in nurse lives.	3.88	1.005
	Overall Mean	4.04	.655

## Job Performance

No	Leadership Skills	Mean	SD
1	Remain open to the suggestions of those under leader 'direction and uses them when appropriate.	4.15	.856
2	Guides other health team members in planning for nursing care.	3.82	.933
3	Delegates' responsibility for care based on assessment of priorities of nursing care needs and the abilities and limitations of available healthcare personal.	4.12	.600
4	Accepts responsibility for the level of care provided by those under leaders' direction.	3.60	.971
5	Gives praise and recognition for the achievement to those under leader' direction	.380	.983
	Overall Mean	3.90	.587

No	Critical Care	Mean	SD
1	Performs technical procedures: e.g., oral suctioning, tracheotomy care, intravenous therapy, catheter care dressing changes, etc.	3.95	.979
2	Performs appropriate measures in emergency situations.	4.12	.74
3	Gives emotional support to family of dying patient	4.12	.832
4	Recognizes and meets the emotional needs of a dying patient.	4.13	.773
5	Functions calmly and competently in emergency situations.	4.08	.758
	Overall Mean	4.08	.630

No	Collaboration	Mean	SD
1	Collaborate a patient's family members about the patient's need.	3.97	.914
2	Encourages the family to participate in care of the patient.	4.06	.789
3	Identifies and uses resource within your healthcare agency in developing a plan of care for a patient and his or her family.	3.89	.833
4	Plan for the integration of patient needs with family needs.	3.98	.687
5	Identifies and uses community resources in developing a plan of care for a patient and a family.	4.08	.758
	Overall Mean	4.08	.630

<b>No</b>	<b>Personal Development</b>	<b>Mean</b>	<b>SD</b>
1	Uses learning opportunities for on-going personal growth.	4.22	.679
2	Displays self -direction	4.23	.735
3	Accepts responsibility for own actions.	4.23	.739
4	Assumes new responsibilities within limits of capabilities.	4.16	.693
5	Maintains high standard of self - performance	4.24	.653
6	Demonstrates self- confidence.	4.27	.618
7	Displays a generally positive attitude	4.14	.710
8	Demonstrates knowledge of legal boundaries of nursing.	4.28	.635
9	Demonstrates knowledge of the ethics.	4.39	.746
10	Accepts and uses constructive criticism.	4.40	.687
	Overall Mean	4.26	.498