



Emotional Intelligence and Quality of Healthcare Service Delivery: Evidence from a Public Secondary Healthcare Facility in Nigeria

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Abstract

Background

Emotional intelligence has become an important factor in healthcare service delivery because healthcare workers constantly interact with patients under emotionally demanding conditions. Competencies such as self-awareness, empathy, motivation, self-regulation, and social skills influence communication, teamwork, and patient-centered care. Despite its relevance, limited studies have examined the relationship between emotional intelligence and employee service delivery in public hospitals in Osun State, Nigeria. This study investigated the impact of emotional intelligence on employees' service delivery at Osogbo General Hospital, Asubiaro.

Methodology

The study adopted a descriptive survey research design. The population comprised medical, administrative, and support staff. Using Yamane's formula and stratified random sampling, 171 questionnaires were distributed, while 162 valid responses were analyzed. Data were collected through structured questionnaires and analyzed using descriptive statistics, Pearson correlation, and regression analysis with SPSS Version 26 at 0.05 significance level.

Results

Findings revealed a significant positive relationship between emotional intelligence and employee service delivery. Self-awareness significantly influenced service delivery ($r = 0.734$, $p < 0.05$), while emotional intelligence explained 53.9% of the variance in service delivery ($R^2 = 0.539$). Multiple regression analysis showed that emotional intelligence dimensions jointly explained 70.7% of variations in employees' job performance ($R^2 = 0.707$). Social skills and motivation were the strongest predictors of service delivery.

Conclusion

The study concluded that emotional intelligence significantly improves healthcare service delivery. It recommended emotional intelligence training, supportive work environments, and integration of emotional intelligence assessment into recruitment and staff development programs to enhance healthcare quality and patient satisfaction.

Keywords:

Emotional Intelligence; Service Delivery; Healthcare Employees; Self-Awareness; Job Performance.

Background

Healthcare delivery is a fundamental component of societal development because it directly influences health outcomes, productivity, and quality of life (Khan et al., 2024). In recent years, healthcare researchers and administrators have increasingly recognized that effective service delivery depends not only on clinical competence and technological advancement but also on the emotional and interpersonal capabilities of healthcare workers (Lin et al., 2025). Healthcare professionals regularly interact with patients and families experiencing illness, uncertainty, pain, and emotional distress. Consequently, the ability to recognize, understand, and manage emotions has become an essential aspect of providing quality healthcare services (Nigusie et al., 2022).

Emotional intelligence (EI) refers to an individual's capacity to perceive, understand, regulate, and appropriately express emotions in oneself and others (Salovey & Mayer, 1990). Since its introduction, the concept has gained considerable attention across organizational and healthcare settings because of its influence on workplace behaviour and performance (Goleman, 1995; Goleman, 2018). Emotional intelligence encompasses several dimensions, including self-awareness, self-regulation, motivation, empathy, and social skills (Mayer et al., 2016; Antonopoulou et al., 2024). Self-awareness enables individuals to understand how their emotions affect their thoughts and actions, while self-regulation promotes emotional control and professionalism in challenging situations (Quadrat-Ullah et al., 2025). Motivation supports persistence and commitment to organizational goals, whereas empathy facilitates understanding and responsiveness to patients' emotional needs (Raina et al., 2022). Social skills enhance communication, teamwork, and conflict management, all of which are critical in healthcare environments (Osunlaja et al., 2024).

The importance of emotional intelligence in healthcare has been widely documented. Globally, emotionally intelligent healthcare workers have been found to demonstrate stronger communication skills, better teamwork, improved problem-solving abilities, and more effective patient-centred care than their counterparts with lower emotional intelligence levels (Fernández-Abascal & Martín-Díaz, 2021; Kumar & Rani, 2023; Mison et al., 2025). Studies have also linked emotional intelligence with higher job satisfaction, reduced workplace stress, lower burnout levels, and increased organizational commitment among healthcare professionals (O'Boyle et al., 2021). As a result, healthcare systems in several developed countries have integrated emotional intelligence training into workforce development programmes to strengthen employee performance and improve service quality (Codier & Kamikawa, 2020).

Despite increasing global recognition of emotional intelligence, healthcare organizations in many developing countries, including Nigeria, continue to place greater emphasis on technical competence and professional qualifications than on emotional and interpersonal skills. However, evidence suggests that some of the persistent challenges affecting healthcare service delivery in Nigeria are related to poor emotional management and ineffective interpersonal relationships (Nwobodo et al., 2023). Problems such as poor communication, inadequate empathy, negative staff attitudes, delayed responses to patient needs, absenteeism, and workplace conflicts have been reported in healthcare facilities and may contribute to patient dissatisfaction and reduced trust in healthcare institutions (Adeleke et al., 2021). In addition, emotional exhaustion and burnout among healthcare workers have been identified as significant threats to service quality and organizational effectiveness (Quan et al., 2024).

Public hospitals in Nigeria often operate under difficult circumstances characterized by inadequate infrastructure, workforce shortages, heavy workloads, and limited healthcare resources (Balogun et al., 2024). These challenges place considerable pressure on healthcare professionals and may affect their interactions with patients. Although many healthcare workers continue to provide compassionate and professional care despite these constraints, variations in communication, empathy, responsiveness, and service orientation remain evident across healthcare settings (Bond et al., 2025). Such differences suggest that emotional intelligence may play an important role in determining the quality of employee service delivery.

Several Nigerian studies have demonstrated the positive influence of emotional intelligence on workplace performance and healthcare outcomes. Afolabi and Omotayo (2022) reported that emotional intelligence contributes significantly to job satisfaction, stress management, and service quality among healthcare employees. Similarly, Edeh and Nwankwo (2023) found a positive association between emotional intelligence and patient satisfaction in tertiary healthcare institutions. Adeyemo and Ogunyemi (2020) also observed that emotionally intelligent employees exhibited stronger organizational commitment and greater service orientation, findings further supported by Ogunyemi et al. (2025). Nevertheless, empirical evidence examining emotional intelligence and employee service delivery in public hospitals within Osun State remains limited.

Existing literature has largely focused on educational institutions, leadership development, and corporate organizations, with comparatively fewer studies investigating emotional intelligence in healthcare settings within Nigeria (George & Baffour, 2021; Nelis et al., 2022). Furthermore, many studies have emphasized theoretical discussions of emotional intelligence without adequately exploring its practical implications for service quality, communication, responsiveness, and patient care (McNulty et al., 2023). Given the emotionally demanding nature of healthcare work, emotional intelligence is increasingly recognized as an important factor in maintaining employee effectiveness and promoting patient-centred care (Gamage et al., 2024). Healthcare workers who lack emotional regulation skills may experience higher levels of stress, emotional fatigue, and burnout, which can negatively affect both performance and patient relationships (Kadović et al., 2022). In contrast, emotionally intelligent employees are more likely to cope effectively with workplace pressures, maintain professionalism, and deliver compassionate care even under challenging circumstances (Oweidat et al., 2024).

Therefore, this study examines the influence of emotional intelligence on employee service delivery at Osogbo General Hospital, Asubiaro, Osun State. Specifically, it investigates how

emotional intelligence competencies such as self-awareness, self-regulation, motivation, empathy, and social skills influence communication, responsiveness, interpersonal interactions, and overall service quality. The findings are expected to contribute to the growing body of knowledge on emotional intelligence in healthcare management and provide evidence-based recommendations for healthcare administrators, policymakers, and human resource managers. Furthermore, the study aligns with the objectives of Sustainable Development Goal 3, which seeks to ensure healthy lives and promote well-being for all.

Objectives of the Study

The main objective of this study is to examine the impact of emotional intelligence on employee service delivery in Osogbo General Hospital, Asubiaro, Osun State.

The specific objectives are to:

- i. Examine the effect of self-awareness on employee service delivery in Osogbo General Hospital.
- ii. Evaluate the influence of self-regulation on employee service delivery in Osogbo General Hospital.
- iii. Analyze the impact of empathy on employee service delivery in Osogbo General Hospital.
- iv. Assess the effect of motivation on employee service delivery in Osogbo General Hospital.
- v. Determine the influence of social skills on employee service delivery in Osogbo General Hospital.

Methodology

Area of Study

The study was conducted at Osogbo General Hospital, Asubiaro, a major public healthcare facility in Osogbo, Osun State, Nigeria. Established in 1952 and supervised by the Osun State Ministry of Health, the hospital serves as a referral center and provides various healthcare services through a multidisciplinary workforce

Research Design

The study adopted a descriptive survey research design to examine the relationship between emotional intelligence and employees' service delivery in Osogbo General Hospital.

Population of the Study

The population of this study comprises all employees of Osogbo General Hospital, Asubiaro, Osun State, Nigeria. This includes medical doctors, nurses, pharmacists, laboratory scientists, administrative staff, and other supporting personnel who are directly or indirectly involved in healthcare service delivery.

According to official records obtained from the Osun State Ministry of Health the total staff strength of Osogbo General Hospital is 300 employees. Therefore, the total population for this study is 300. The justification for using the entire workforce as the population is based on the

fact that healthcare service delivery is a collective responsibility involving both clinical and non-clinical staff. Each category of employee contributes to patient care, service efficiency, and overall hospital performance. Consequently, all staff members constitute a relevant and appropriate population for examining the relationship between emotional intelligence and employee service delivery.

Sample and Sampling Techniques

For this study, the sample consisted of selected employees from Osogbo General Hospital, Asubiaro, including medical, nursing, administrative, and support staff.” “The choice of these categories ensures that responses are gathered from individuals with varying levels of emotional engagement and professional responsibilities, thus providing a balanced view of emotional intelligence and service delivery within the hospital.

Given that the total population of employees is approximately 300, the researcher adopted the Yamane (1967) sampling formula to determine an appropriate sample size.” “The formula is expressed as:

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

Where:

n = sample size

N = total population (300)

e = margin of error (0.05)

Applying the formula:

$$n = \frac{300}{1 + 300(0.05)^2}$$

$$1.75300 = 171.4$$

Hence, the sample size for the study is approximately 171 respondents.

Stratified random sampling also enhances the generalizability of findings to the entire workforce of Osogbo General Hospital. In cases where selected respondents were unavailable, replacements were made from the same stratum to maintain proportional representation. The use of this sampling design ensures objectivity, reliability, and validity of data obtained from the study. See Table 3.1 below for proportionate distribution of copies of questionnaire.

Table 3.1: Proportionate Distribution of Respondents

S/N	Category/Department	Personnel	Sample Size Calculation	Proportion
1	Medical Services	60	$60/300 \times 171 = 34.2$	34
2	Nursing Services	80	$80/300 \times 171 = 45.6$	46
3	Pharmacy	30	$30/300 \times 171 = 17.1$	17
4	Laboratory	40	$40/300 \times 171 = 22.8$	23
5	Environmental Health	20	$20/300 \times 171 = 11.4$	11
6	Administration	40	$40/300 \times 171 = 22.8$	23
7	Accounts	30	$30/300 \times 171 = 17.1$	17
	Total	300		171

Method of Data Collection

The questionnaire was designed to obtain quantitative data from employees of Osogbo General Hospital, Asubiaro, regarding their emotional intelligence and perceptions of service delivery within the hospital. “The questionnaire was structured into three major sections: Section A: Collected demographic information such as gender, age, educational qualification, job category, and years of work experience. “Section B: Focused on the five key dimensions of emotional intelligence self-awareness, self-regulation, motivation, empathy, and social skills using items adapted from validated emotional intelligence scales (Goleman, 2018; Mayer et al., 2016). Section C: Assessed employees’ service delivery based on indicators such as responsiveness, reliability, empathy, assurance, and communication effectiveness, which were guided by the SERVQUAL model (Parasuraman et al., 1988). Each item in Sections B and C was rated using a five-point Likert scale, ranging from Strongly Agree (5) to Strongly Disagree (1). This scaling method allowed for objective quantification of respondents’ opinions and facilitated statistical analysis. “The questionnaires were administered in person by the researcher and trained research assistants to ensure proper guidance and a high response rate. Respondents were assured of confidentiality and anonymity to encourage honest responses. “In cases where staff were unavailable or busy, questionnaires were left with departmental heads for collection within 3–5 working days. A total of 171 copies of the questionnaire were distributed in line with the calculated sample size, and efforts were made to retrieve all completed copies. Out of these, 162 valid responses were eventually collected, representing a 94.7% response rate, which was deemed adequate for analysis and generalization of findings. (Sekaran & Bougie, 2019).

Data Analysis

Data were analyzed using quantitative methods with SPSS Version 26. Descriptive statistics (frequencies, percentages, means, and standard deviations) were used to summarize respondents’ characteristics and responses, while inferential statistics (Pearson correlation, regression analysis, t-test, and ANOVA) were applied to test relationships, differences, and predictive effects between emotional intelligence and service delivery. The significance level was set at 0.05.

Pilot Study

A pilot study was conducted involving 20 healthcare employees selected from another public hospital in Osun State (not part of the main study sample). This pilot testing was carried out to detect ambiguities, refine the wording of questions, and assess the reliability of the instrument.

Data from the pilot study were analyzed using the Cronbach’s Alpha reliability coefficient, a widely recognized method for testing internal consistency of Likert-scale instruments (Creswell & Creswell, 2018). The Cronbach’s Alpha value ranges from 0 to 1, where values above 0.70 are considered acceptable for social science research (Sekaran & Bougie, 2019).

In this study, the following reliability coefficients were obtained:

- i) Emotional Intelligence Scale: 0.87
- ii) Service Delivery Scale: 0.84
- iii) Overall Instrument Reliability: 0.86

These values indicate a high level of internal consistency, suggesting that the questionnaire items were well correlated and measured the intended constructs accurately. To further ensure reliability, the questionnaire was reviewed by academic experts in management and healthcare administration to confirm the appropriateness and clarity of each item. The items were revised where necessary based on their feedback to enhance coherence and eliminate redundancy.

Moreover, the administration of the questionnaire followed standardized procedures respondents received clear instructions, anonymity was assured, and uniform conditions were maintained throughout the data collection process. This consistency in administration minimized potential measurement errors that could arise from researcher bias or environmental factors. The high reliability coefficients and consistent administration procedures confirm that the instrument used for this study is dependable, accurate, and suitable for capturing the relationship between emotional intelligence and employees' service delivery at Osogbo General Hospital, Asubiaro.

Results

Table .1: Demographic Characteristics of Respondents (n = 162)

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	72	44.4
	Female	90	55.6
Age (Years)	20 – 29	28	17.3
	30 – 39	59	36.4
	40 – 49	45	27.8
	50 and above	30	18.5
Educational Qualifying	OND/NCE	22	13.6
	HND/B.Sc	81	50.0
	M.Sc/MBA	48	29.6
	Ph.D/Others	11	6.8
Job Category	Medical(Doctors/Nurses)	64	39.5
	Pharmacists, Lab Scien.	39	24.1
	Administrative Staff	31	19.1
	Support Staff	28	17.3
Years of Experience	Less than 5 years	33	20.4
	5 – 9 years	48	29.6
	10 – 14 years	41	25.3
	15 years and above	40	24.7

The demographic analysis revealed that female respondents constituted 55.6% of the sample, while males accounted for 44.4%, indicating a slight female dominance among the workforce. The majority of respondents (36.4%) were within the 30–39 years age group, followed by 27.8% within the 40–49 years category, suggesting that most participants were within active and productive working ages. In terms of educational qualification, 50.0% possessed HND/B.Sc degrees, while 29.6% had postgraduate qualifications, indicating a highly educated workforce. Regarding job category, medical staff represented 39.5% of respondents, paramedical staff accounted for 24.1%, and administrative staff constituted 19.1%, while support staff made up 17.3%. Analysis of work experience showed that 29.6% of respondents had 5–9 years of experience, 25.3% had 10–14 years, and 24.7% had 15 years and above, reflecting a substantial proportion of experienced employees. Overall, the demographic

characteristics indicate a well-distributed and experienced workforce capable of providing reliable responses for the study (Table 1).

Table 2a Descriptive Statistics of Emotional Intelligence and Service Delivery

Variable	N	Mean (\bar{X})	Std. Deviation (SD)
Self-Awareness (SA)	162	4.12	0.63
Service Delivery (SD)	162	4.03	0.68

Table 2b: Pearson Correlation Analysis between Emotional Intelligence and Service Delivery

Variables	r	p-value
Self-Awareness ↔ Service Delivery	0.734	0.001

Note: $p < 0.05$, $N = 162$, (2-tailed)

The result in Table 4.2, the findings revealed a significant positive relationship between self-awareness and employee service delivery ($r = 0.734$, $p = 0.000 < 0.05$). The mean score for emotional intelligence was 4.12, while the mean score for service delivery was 4.03.

Table 3: Simple Linear Regression Showing the Impact of Emotional Intelligence on Service Delivery

Model Summary	R	R ²	Adjusted R ²	Std. Error of Estimate	
1	0.734	0.539	0.536	0.465	
ANOVA Summary	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	38.146	1	38.146	176.482	0.000
Residual	32.556	160	0.204		
Total	70.702	161			

Coefficients	Unstandardized B	Std. Error	Beta	t-value	Sig.
(Constant)	0.781	0.152		5.139	0.000
Self-Awareness	0.792	0.060	0.734	13.284	0.000

The regression result in Table 3 shows that self-awareness has a significant and positive impact on employees' service delivery ($\beta = 0.792$, $t = 13.284$, $p < 0.05$). The R² value of 0.539 indicates that emotional intelligence accounts for approximately 53.9% of the variance in employees' service delivery at Osogbo General Hospital. The remaining 46.1% could be

explained by other factors such as work environment, leadership, and institutional policies. The F-statistic (176.482, $p = 0.000$) further confirms the model's overall significance.

Table 4: Pearson Correlation Matrix between Emotional Intelligence Dimensions and Employee Service Performance

Variables	1	2	3	4	5	6
1. Self-Awareness	1.000					
2. Self-Regulation	0.672	1.000				
3. Empathy	0.618	0.657	1.000			
4. Motivation	0.598	0.642	0.677	1.000		
5. Social Skills	0.634	0.671	0.689	0.709	1.000	
6. Employee Service Delivery	0.721	0.705	0.736	0.748	0.753	1.000

Note: $N = 162$, $p < 0.01$ (2-tailed)

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

The table above shows that all five emotional intelligence dimensions are positively and significantly correlated with employees' job performance ($p < 0.01$). The highest correlation is between social skills ($r = 0.753$) and job performance, followed by motivation ($r = 0.748$), empathy ($r = 0.736$), self-awareness ($r = 0.721$), and self-regulation ($r = 0.705$). These results indicate that improvements in any of these emotional intelligence dimensions are likely to enhance employees' job performance and, by extension, overall service delivery in the healthcare environment (Table 4.4).

Table 5: Multiple Regression Analysis Showing the Contribution of Emotional Intelligence Dimensions to Job Performance.

Model Summary	R	R ²	Adjusted R ²	Std. Error of Estimate	
1	0.841	0.707	0.697	0.378	
ANOVA Summary	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	52.684	5	10.537	73.752	0.000
Residual	21.815	156	0.140		
Total	74.499	161			

Coefficients	Unstandardized B	Std. Error	Standardized Beta	t-value	Sig.
(Constant)	0.398	0.121		3.281	0.001

Self-Awareness	0.172	0.056	0.196	3.071	0.002
Self-Regulation	0.158	0.062	0.179	2.548	0.012
Empathy	0.204	0.059	0.223	3.457	0.001
Motivation	0.231	0.055	0.269	4.213	0.000
Social Skills	0.247	0.051	0.281	4.843	0.000

Dependent Variable: Employees' Job Performance

The regression results in Table 5 below, reveal a strong combined relationship between emotional intelligence dimensions and employees' job performance ($R = 0.841$). The R^2 value of 0.707 indicates that approximately 70.7% of the variation in employees' job performance can be explained by the five emotional intelligence dimensions, while the remaining 29.3% is due to other unobserved factors such as organizational culture or leadership. The F-value of 73.752 ($p = 0.000$) confirms that the overall model is statistically significant. "Among the dimensions, social skills ($\beta = 0.281$) and motivation ($\beta = 0.269$) make the highest contributions, followed by empathy ($\beta = 0.223$), self-awareness ($\beta = 0.196$), and self-regulation ($\beta = 0.179$). This implies that employees who demonstrate strong interpersonal skills, motivation, and empathy tend to perform better in healthcare service delivery.

Discussion

The demographic characteristics of the respondents showed that females constituted the majority of the workforce. This finding is consistent with the gender composition commonly observed in healthcare institutions, where nursing and caregiving professions are predominantly occupied by women (Aca et al., 2025). The majority of respondents were within the 30–39 and 40–49-year age categories, indicating that the workforce largely comprised individuals in their active and productive years. Employees within these age groups are generally expected to possess considerable professional experience, emotional maturity, and practical competence, all of which are important for effective healthcare delivery (Reifman et al., 2023; Rice et al., 2022). The educational profile further revealed that most respondents possessed HND/B.Sc. qualifications, while a substantial proportion had postgraduate degrees. This suggests that the workforce was relatively educated and professionally trained, thereby enhancing the credibility and reliability of the information provided (Ferreira et al., 2025). Furthermore, the inclusion of respondents from medical, paramedical, administrative, and support staff categories ensured that the study captured diverse perspectives from different professional groups within the hospital setting (Selim et al., 2022). The findings also showed that many respondents had several years of professional experience, which may have contributed to a deeper understanding of workplace interactions, emotional intelligence, and service delivery practices within healthcare environments (McNulty et al., 2023).

The study established a strong and statistically significant positive relationship between self-awareness and employee service delivery. The high mean scores obtained for both self-awareness and service delivery suggest that respondents generally demonstrated a good level of emotional intelligence and effective service delivery behaviours (Adebayo et al., 2025). This finding implies that healthcare workers who possess a better understanding of their emotions,

strengths, limitations, and behavioural tendencies are more likely to interact effectively with patients and colleagues, thereby enhancing service outcomes (Heyn et al., 2023). The result supports the propositions of emotional intelligence theory, which emphasize that self-aware individuals are better able to regulate their emotions, communicate effectively, and make sound professional decisions (Goleman, 1995; Mayer et al., 2016). In healthcare settings where employees frequently encounter emotionally demanding situations, self-awareness may help individuals remain patient, empathetic, and professional while delivering care (Gamage et al., 2024).

The regression analysis further demonstrated that self-awareness significantly predicts employee service delivery. The coefficient of determination (R^2) indicated that emotional intelligence accounted for more than half of the variation in service delivery among employees (Alferaih et al., 2022). This finding underscores the importance of emotional intelligence as a major determinant of employee effectiveness in healthcare service provision (Spader et al., 2026). The statistically significant F-value further confirmed the reliability of the regression model. This suggests that efforts aimed at strengthening emotional intelligence among healthcare workers may lead to substantial improvements in service quality and patient care outcomes. However, the unexplained variation in service delivery indicates that other factors such as leadership style, organizational culture, workplace environment, institutional support, resource availability, and employee motivation may also contribute to performance outcomes (Yuana et al., 2025).

The correlation analysis revealed that all dimensions of emotional intelligence were positively associated with employee service delivery. Among these dimensions, social skills demonstrated the strongest relationship with service delivery, followed closely by motivation and empathy (Yuana et al., 2025). This finding highlights the critical role of interpersonal competence in healthcare settings. Effective healthcare delivery depends heavily on communication, teamwork, collaboration, and positive interactions among healthcare professionals, patients, and their families. Employees with strong social skills are more likely to communicate effectively, manage conflicts constructively, and build productive workplace relationships, all of which contribute to improved service delivery (Efthymiou et al., 2024).

The strong relationship between motivation and service delivery suggests that emotionally motivated employees are more committed to organizational goals and more willing to invest effort in achieving quality outcomes (Xu et al., 2022). Such employees are likely to remain proactive, resilient, and focused even in demanding work environments. Similarly, the significant association between empathy and service delivery emphasizes the importance of understanding patients' emotions, concerns, and expectations. Empathy enables healthcare workers to provide compassionate care, build trust, and improve patient experiences, thereby contributing to better healthcare outcomes (Raina et al., 2022). These findings reinforce the view that emotional competencies are essential for maintaining patient-centred care and service excellence.

The multiple regression analysis further confirmed the combined influence of emotional intelligence dimensions on employee job performance. The findings showed that the emotional intelligence dimensions jointly explained a substantial proportion of the variation in employee performance (Schlaegel et al., 2022). Social skills emerged as the strongest predictor, followed by motivation, empathy, self-awareness, and self-regulation (Antonopoulou et al., 2024). This

finding suggests that although all dimensions of emotional intelligence contribute to employee effectiveness, interpersonal competence and internal motivation play particularly important roles in healthcare organizations. Employees who possess strong social skills are more likely to collaborate effectively with colleagues, resolve workplace conflicts, communicate clearly, and establish positive relationships with patients (Modric et al., 2024). Likewise, highly motivated employees are often more committed to their responsibilities and better able to maintain performance standards despite workplace pressures (Latham et al., 2023). The contribution of empathy, self-awareness, and self-regulation further demonstrates the importance of emotional competence in promoting effective healthcare service delivery.

Overall, the findings of this study support the growing body of literature that identifies emotional intelligence as a significant determinant of employee performance and service delivery within healthcare institutions (O'Boyle et al., 2021; Kumar & Rani, 2023; Misron et al., 2025). The results indicate that emotionally intelligent healthcare workers are better equipped to manage workplace stress, communicate effectively, maintain professionalism, and provide compassionate patient-centred care (Kadović et al., 2022; Oweidat et al., 2024). These findings underscore the need for healthcare organizations to incorporate emotional intelligence development into recruitment practices, staff training programmes, leadership development initiatives, and performance management systems. Strengthening emotional intelligence among healthcare workers may therefore contribute significantly to improved patient satisfaction, enhanced service quality, and greater organizational effectiveness.

Summary, Recommendations and limitation

This study examined the impact of emotional intelligence on employee service delivery at Osogbo General Hospital, Asubiaro, using a descriptive survey design and data obtained from 162 respondents. The findings revealed that all dimensions of emotional intelligence, namely self-awareness, self-regulation, motivation, empathy, and social skills, exerted significant positive effects on employee service delivery. These dimensions contributed to improved communication, professionalism, teamwork, responsiveness, patient satisfaction, and overall quality of healthcare services. Among the dimensions examined, social skills emerged as the strongest predictor of service delivery, followed by motivation, empathy, self-awareness, and self-regulation.

The study therefore concludes that emotional intelligence is a critical factor in enhancing employee effectiveness and promoting patient-centred healthcare delivery. Based on these findings, healthcare institutions should integrate emotional intelligence training into staff development programmes to strengthen employees' emotional and interpersonal competencies. Emotional intelligence assessments may also be incorporated into recruitment, promotion, and performance appraisal processes to identify and support employees with strong emotional capabilities. Hospital management should foster supportive work environments that encourage positive communication, teamwork, emotional well-being, and professional growth. In addition, policymakers should recognize emotional intelligence as an important component of healthcare workforce development and quality improvement strategies.

Although the study provides valuable insights into the relationship between emotional intelligence and healthcare service delivery, certain limitations should be acknowledged. These include the use of a single healthcare institution, reliance on self-reported data, and the cross-

sectional nature of the study design, which limits causal inference. Future studies should consider involving multiple healthcare facilities, employing longitudinal research designs, and incorporating qualitative approaches to provide a broader understanding of how emotional intelligence influences healthcare service delivery across different organizational contexts.

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