In the current chapter, an attempt has been made to present the whole summary of the research and also to present the various implications of the study established through the results of the research study. Moreover, the current chapter provides the foremost and chief results and conclusions of the research study with respect to various framed objectives. The study further puts forward some recommendations for enhancing emotional placate among female health workers.

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

5.1 FINDINGS

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

- All the items under each construct and sub-construct have been pre-tested and also modified which shows good reliability level. All these dimensions can be used and applied for further research in future along with further improvement.

- The Exploratory Factor Analysis was also conducted which has identified the underlying relationships between the measured variables and the various set of...
latent constructs have also been acknowledged which are fundamental to a sequence of restrained value.

- The Confirmatory Factor Analysis of first order and second order has been used and it has successfully verified the factor structure of the observed variables and also has substantiated to observe that the association amid underlying latent constructs and observed variables exists.

- The results revealed that the relationship among Emotional Intelligence and Job Satisfaction amongst the female health workers have been found to be not significant. Thus, Emotional Intelligence has no specific and straight influence on Job Satisfaction of female health workers in Jammu division in the state of Jammu and Kashmir.

- The outcomes additionally discovered that the association between Emotional Intelligence and Turnover Intention is significant. Further the association has been accessed to be of an average nature between the two. It depicts Emotional Intelligence has considerable impact on Turnover Intentions of female workers working in health department in several rural areas of Jammu division.

- From the analysis, the relationship between Emotional Intelligence and Job Performance among female health workers has also been accessed to stand significant but there exists a very weak association between the two variables.

- The mediation phenomenon has also been performed to analyze whether the Job Emotional Requirement acts as a mediator among Emotional Intelligence and Task Performance. It has been efficaciously done with the help of direct, indirect and overall path. The direct path shows significance level amongst Emotional Intelligence and Task Performance.

- The indirect path involved analysis into two sessions. In the first session, the association among Emotional Intelligence and Job Emotional Requirement was originated to be significant. Furthermore, in the second session, the association between Job Emotional Requirement and Task Performance has also found to be significant.
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- The overall path analysis which includes analysis of Emotional Intelligence-task performance, Emotional Intelligence-Job Emotional Requirement and Job Emotional Requirement-task performance revealed that there exists a type of partial mediation. This shows Job Emotional Requirement has a partial level mediation impact on the relationship among Emotional Intelligence and Task Performance.

- A total of five propositions have been proposed in the current research between Job Satisfaction and Job Performance, Job Satisfaction and Turnover Intention, Job Performance and Turnover Intention, Emotional Intelligence and Job Emotional Requirement and Job Emotional Requirement and Job Performance.

- In case of first proposition the association of Job Satisfaction with Job Performance was analyzed and was found to be significant.

- Furthermore, in case of second proposition the association between Job Satisfaction and Turnover Intention of female health workers was proposed. It also has been found to be significant.

- The results also revealed the relationship of Emotional Intelligence and Job Emotional Requirement as fourth proposition and have found to be significant.

- Fifth proposition proposed to analyze association between Job Emotional Requirement and Job Performance has been found to be significant.

- Findings have also revealed that the association between Job Performance and Turnover Intention has found to be not significant which was anticipated as third proposition.

5.2 CONCLUSION

In today’s competitive world, an individual need to equip himself with tools that makes him to address the hurdles that come across his way. They could be from physical aspects, psychological and mental aspects, behavioral aspects, situational aspects or emotional aspects. There is an extraordinary need today to identify tools with which a person can get out of the negative impacts of these hurdles. The current study is one such initiative which seeks to address the emotional aspects related with female workers working in health
department and its impact on other variables such as Job Satisfaction and Job Performance. Emotional Intelligence is one such aspect which can identify the emotional content possessed by individuals and thus it was used in current investigation study to determine the emotional competence level amongst female health workers working in countryside zones of Jammu division. Moreover, the impact of Emotional Intelligence level of female health workers was tested on their Job Performance, Job Satisfaction and Turnover Intention. The mediation effect of Job Emotional Requirement was also analyzed on task performance of female health workers. An integrated model based on Emotional Intelligence and Job Performance has been proposed in particular for female health workers of Jammu division and for female health workers of the state of Jammu and Kashmir in particular. Emotional Intelligence level was analyzed by considering six sub dimensions. Job Performance was based on two sub dimensions and Job Emotional Requirement consisted of four dimensions. Turnover Intention and Job Satisfaction has single dimension. In the first instance, a reliability analysis has been accomplished for each of the items under each sub dimension. Afterwards EFA and CFA were also employed to determine the underlying relationship among the variables and also to define whether data collected in this research fits with hypothesized model. After removing and converging some of the items from various sub dimensions the results showed goodness of fit. Afterwards The relationship between various considered variables was analyzed (Emotional Intelligence-Job Satisfaction, Emotional Intelligence-Turnover Intention, Emotional Intelligence-Job Performance, Emotional Intelligence-Job Emotional Requirement-Task Performance). The relationship between Emotional Intelligence-Job Satisfaction was found to be not significant whereas the associations between Emotional Intelligence-Turnover Intention and Emotional Intelligence-Job Performance were found significant. Moreover on analyzing the mediation of Job Emotional Requirement on Emotional Intelligence and task performance through direct, indirect and overall path, partial mediation was found which means Job Emotional Requirement mediates the association between Emotional Intelligence and Task Performance. Some propositions have also been put forward (Job Satisfaction – Job Performance, Job Satisfaction – Turnover Intention, Job Performance – Turnover Intention, Emotional Intelligence – Job Emotional Requirement and Job Emotional Requirement – Job Performance) which gives a sense of direction for future research. The relationship between Job Satisfaction – Job Performance, Job Satisfaction – Turnover Intention, Emotional Intelligence – Job Emotional Requirement and Job Emotional Requirement – Job Performance.
Performance has been accessed to be significant while the association between Job Performance – Turnover Intention has been found to be not significant. A number of specific and general recommendations have been proposed in the current study which could enhance the emotional competence and improves Job Satisfaction and Job Performance of female health workers. Moreover they are further responsible for eliminating Turnover Intentions and maintaining a level of Job Emotional Requirement. As proposed from the current research Emotional Intelligence is an imperative contrivance for female health workers working in rural areas up to some extent and thus the health department in the state of Jammu and Kashmir must arrange various events and training programmes at regular intervals that shall equip and train female health workers towards enhancing their emotional competencies and capabilities that shall surely lead them towards implementing value activities, finally increasing performance and satisfaction at jobs.

5.3 RECOMMENDATIONS

- Emotional Intelligence as intelligence delivers fundamental emotional skill, and thus, could be considered as one of the essential criteria in job appraisals and promotions of female health workers.

- Emotional Intelligence is itself a trait which proposes visions into how one modifies and guides their emotional ability, thus making ways for managing Job Emotional Requirement among female health workers.

- Emotional Intelligence also acts as a bundle of learned proficiencies which helps in examining how an individual has adapted himself to an environment and can be considered as an outcome measure.

- Emotional substance in expressions of emotional competence is equally significant as intelligence to support persons to perform well. It has been transformed into a globally accepted "paradigm shift" preparing persons to challenge the extensively deserted emotional monarchy.
• Health department in the state of Jammu and Kashmir needs to adopt a complete set of Emotional Intelligence practices combined with other technical skills or business expertise.

• In today’s dynamic era, health workers need all three components: dynamism to produce vision and implement bright strategy, associations to figure out justifiable client relations, and encouragement to motivate people that are around them. All can be enriched through emotional enrichment.

• From current study, it has been analyzed that lack of communication and non-involvement of workers in decision making are major issues contributing in job dissatisfaction and negative Job Performance of female health workers. As per respondents, decisions are made and thrown over us to implement without checking or estimating their feasibility. This issue must be occupied with care in a sensitive way and ways must be devised that Encourage Communication and Involve workers when critical issues are addressed.

• Training is an indispensable component through which an individual learns about modern practices and activities related to job. As per some female health workers no proper training programme has been organized for us. Health department must prepare a schedule of training programme for female health workers and selection must be unbiased.

• The whole world has today equipped into Management by Objective (MBO) procedures. It sets standards and collects feedback as well. It shall improve working of female health workers if implemented.

• Emotions affect all. They prerequisitely should be properly addressed. They can be kept positive and yielding through implementation of Emotional Intelligence practices and Job Emotional Requirement practices. They could enhance emotional capabilities of female health workers leading towards competitive advantage.

• In this study, it has been further accessed that lack of team work is a foremost issue leading to job dissatisfaction and Turnover Intention. Encouragement of team spirit
must be greatly focused through inspirational reinforcement curriculum which shall not only bring out synergy but also boosts value delivery system.

- The emotions consist of bundles which possess different kinds of emotions. These emotions must be identified and addressed individually as per the requirement of a particular time.

- Negative emotions if not properly handled leads to more negative emotions and finally comes out in the shape of burnout. The actual source of the negative emotion must be identified.

- There are a lot of dimensions of Emotional Intelligence which serves different purposes and needs. The identification of proper Emotional Intelligence technique is difficult if the proper requirement analysis and feasibility analysis is not done.

- The assessment of organizational needs, requirements and goals and enhancement of accountability among the employees, increasing the ownership and involvement and devising of intervention strategies shall result into higher Job Satisfaction.

- Increased competitive competition, professional development opportunities and fostering job security shall enrich female health workers in Jammu division with higher performance at job.

- Emotional self-awareness and accurate self-assessment are two important tools of Emotional Intelligence that shall help in recognizing and acknowledging strengths and weaknesses of female health workers and shall make them defensive against obstacles.

- The emotional self-control is being recognized as one of the important issue that shall enrich the female health workers working in the countryside zones of the Jammu division to regulate their emotions and keep themselves serene and self-possessed in stressful situations.
• Implementation of transparency apparatus shall illuminate and confront unethical actions that are heading up against female health workers in the health centre.

• Adaptability is a foremost issue among the health workers. Higher adaptability level; shall improve the abilities of female health workers to adjust with brutal conditions at place of work and shall make them comfortable with any type of ambiguity.

• The work environment in which the female health workers in countryside ranges of Jammu division are working lacks inspirational leadership. Enhancing inspirational leadership characteristics shall stimulate enthusiasm and consistency among female health workers and shall motivate them towards higher visions and missions.

• The measures adopted for measuring task based performance and contextual performance have been found to be same despite they have different characteristics and operational conditions. They shall be implemented on the basis of dispersed conditions and prerequisites.

• Emotional suppression has been found to exist among some female health workers. Practices that help them in overcoming with it must be brought into practices.

• Determinations must be completed on regular intervals to interview the Exit employees in order to access more and more reasons that lead to Turnover Intentions among female health workers.

• Relationships between Emotional Intelligence and other factors affecting Job Satisfaction and Job Performance of female health workers must be studied at higher ends so that more positive and high yielding results could be traced out.

5.4 STUDY IMPLICATIONS

The current research study shall help female health workers who are offering their services in various health centers (PHC, CHC, Medical Aid Centers, Sub-centers) located at rural segment of Jammu division of Jammu and Kashmir State to understand the practical advantages of Emotional Intelligence and its impact on their Job Satisfaction and Job
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Performance. It shall also enhance their knowledge regarding how Turnover Intentions could be eliminated and required level of emotions at job could be maintained.

Some of the practical implications of the study are as under:

- To enhance practical knowledge about Emotional Intelligence and its various dimensions which could enhance the emotional competence among female health workers working in pastoral zones of Jammu division in J&K State.

- Health sector is not organizing any type of events that enhances emotional competence among female health workers. Even there exists no ceremonial mechanism or policies regarding it. By organizing such event and proper training female health workers could achieve competitive advantage.

- Enriched with emotional content female health workers could achieve value integration that promotes collaborative and team work spirit. It shall further promote truthfulness, enthusiasm, modernization and inventiveness.

- From the current research study, the female health workers shall be able to handle the negative emotions that are responsible for generation of Turnover Intentions thus finally leading to job dissatisfaction and ineffective Job Performance.

- Job Emotional Requirement is one among the necessary elements for effective delivery of services. This study shall also focus on considering factors that could be helpful in maintaining emotional content among female health workers.

- A suggested integrated (EI-Job Performance) model shall bring out a framework and ways for enhancing emotional augmentation and Job Performance.

5.5 SCOPE FOR FUTURE RESEARCH

The current study shows the findings on the basis of studying the relationships between Emotional Intelligence-Job Satisfaction, Emotional Intelligence-Turnover Intention, Emotional Intelligence-Job Performance and mediation effect in terms of Emotional Intelligence-Job Emotional Requirement-Task Performance. The study suggests following research directions that can be explored by researchers in future:
- Current study was initiated by considering only the Jammu division of Jammu and Kashmir State. In future researchers could consider the whole Jammu and Kashmir State for more applicable results and findings.

- Further a new direction could be explored by considering a comparative study among the female health workers of different states of India to evaluate the emotional content and its effect.

- The study considered only 06 sub dimensions of Emotional Intelligence, 04 sub dimensions of Job Emotional Requirement and 02 dimensions of Job Performance. More dimensions could be included by the researchers for investigation.

- More relationships could be studied out which has been proposed for future research such as analyzing relationship between Job Satisfaction and Job Performance, Job Performance and Turnover Intention and Job Satisfaction and Turnover Intention so as to bring more differentiated results.

- A comparative study by considering female health workers as well as male health workers could also be initiated by considering all these variables. It shall evaluate the effect of Emotional Intelligence in terms of gender.

- This study considers female health workers working in rural areas only. Urban areas might also be deliberated for investigation to know urban status with respect to Emotional Intelligence, Job Satisfaction, Job Performance and Turnover Intention.
Fig. 5.1: Overall Proposed Model Structure