

ORIGINAL ARTICLE

Correlation between Emotional Intelligence and Leadership Style among Nurse Managers

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ABSTRACT

Objectives: The study aims at assessing the level of emotional intelligence as well as leadership styles and detecting the relationship between emotional intelligence and leadership styles.

Materials and methods: A descriptive study, correlational design that is initiated for the period of October 1st 2021 to June 1st, 2022. The sample of the study includes 260 nurse managers was selected by convenient sampling method (non-probability sample). The setting of the study includes the teaching hospitals in Baghdad city. Two scales were used in the current study; Emotional Intelligence Scales which comprised of 45 items and Leadership Styles which comprised of 26 items distributed on four dimensions: 5 items for Leading Change; 7 items for leading nurses; 6 items for Results Driven; 5 items for Communications. The data have been collected through the utilization of the self-administrative report as a mean of data collection. Statistical analyses were conducted by using statistical package for social science (IBM SPSS Statistics) version 26.0.

Results: The study found that 95% of nurse managers are associated with high level of emotional intelligence ($M \pm SD = 189.42 \pm 13.084$), nurse managers show good competencies regarding leadership of change style ($M \pm SD = 21.23 \pm 2.664$), subordinate leadership style ($M \pm SD = 29.61 \pm 3.863$), focus on result style ($M \pm SD = 25.31 \pm 3.075$) and leadership of communication style ($M \pm SD = 21.60 \pm 2.491$). Emotional intelligence of nurse managers is positively correlated with leadership style of change, subordinate leadership, and leadership of communication style at p -value = .001, .001, and .033.

Conclusions: Based on the study finding, the study concludes that nurse managers are associated with high emotional intelligence and good leadership competencies. There is evidence of a two-way relationship between emotional intelligence and leadership style competencies among nurse managers.

Recommendations: The study is recommended The Health Institution administrators need to design a training program to improve conflict management and emotional intelligence for nurses to effectively manage conflicts among them which is inevitable in health care institutions.

Keywords: Emotional Intelligence, Relationship, Leadership styles, Nurse Managers

INTRODUCTION

Emotions and intelligence are critical terms in this research. Grasp these terms is necessary for a subsequent understanding of emotions and intelligence. Nurse leaders who effectively engage others to work together toward a common objective are successful. Providing outstanding care, reducing infection rates, inventing cost-saving procedures, or contesting the ethics of a new policy are all examples of shared aims in nursing. Management is a considerably narrower idea than leadership. Although managers must be leaders, management was primarily concerned with achieving corporate objectives⁽¹⁾.

Emotional intelligence consisted of five defining qualities: self-awareness, self-regulation, motivation, social awareness, and relationship management. All of the above qualities contribute to a person's emotional intelligence. Relatively new research shows that a person's ability to gauge a situation regarding the emotions of others is a driving force for successful collaboration⁽²⁾.

Management is a considerably narrower idea than leadership. Although managers must be leaders, management was primarily concerned with achieving corporate objectives. On the other hand, leadership: To be a good leader, you need to master three key skills: diagnose: the ability to comprehend the situation you want to affect; adapt: make changes to close the gap between where you are now and where you want to go; and communicate. If you can't communicate successfully, no matter how much you diagnose or adjust, you're unlikely to achieve your goal⁽³⁾.

The ability of a nurse leader's emotional intelligence to therapeutically handle interpersonal conflicts is closely linked to his or her ability to handle stressful situations and hospital environments. However, high emotional intelligence is an indicator of being able to handle stressful situations and hospital environments⁽³⁾.

Requires well-qualified and creative nurses' managers, those managers were considered a vital component for the success of their enterprises. Hence, it was imperative for them to be armed with the highly required skills, abilities, knowledge, and other

personal characteristics that mark high levels of proficiency, leadership competencies include leadership behaviors and skills that contribute to excellent job performance⁽⁴⁾.

In order to develop good interpersonal interactions, emotional intelligence is crucial. Emotional labor is necessary for developing therapeutic nurse-patient interactions, but it can lead to 'burnout' if it is lengthy or intense. To avoid this, nurses must employ health-protecting methods. The potential value of emotional intelligence in this emotional work is an issue that still needs to be explored, the nursing profession claims many true leaders, they have expressed bold visions, invested enormous amounts of energy to realize those visions, effectively engaged followers in the quest, been passionate about the futures they hoped to create, and absorbed criticism, setbacks, and opposition on the road to success⁽⁵⁾.

The current study is focusing on detection the relationship between emotional intelligence and leadership styles among nurse managers considering the emotional intelligence as an important part in solving conflict within management in nursing.

Objectives of the Study: The study aims at assessing the level of emotional intelligence as well as leadership styles and detecting the relationship between emotional intelligence and leadership styles.

METHODS AND MATERIALS

A descriptive study, correlational design that is initiated for the period of October 1st 2021 to June 1st, 2022; an assessment approach is applied in order to achieve the earlier stated objectives.

The ethical consideration of research is achieved by obtaining the agreement from the Committee of Research Ethics at College of Nursing, University of Baghdad. In addition, the agreements of the participants were asked for participation in research by filling the participation consent in covering letter of the questionnaire.

After getting approved by the College of Nursing Council/the University of Baghdad, the researcher provided a detailed description of the objectives and project of the study to Ministry of Planning, Central Statistical Organization approved the study instrument; Additional permission was got from the Ministry of Health and Environment /Baghdad Health Directorate /Training and Human Development Center/ for having access to teaching and non-teaching hospital at Baghdad city

The setting of the study was conducted at teaching and non-teaching hospital in Baghdad city.

Convenience sample “non-probability” of (260) Male and female nurses who worked in teaching and non-teaching hospital, sample of nurses had been selected from teaching and non-teaching hospital distribution in Baghdad.

The questionnaire of the study is adopted to fit the current study which consists of three parts; the first part is contained the covering letter and the socio-demographic variables that are: age, gender, and nursing qualification; the second part is concerned with Emotional Intelligence Scale; the third part is concerned with leadership styles competencies.

The Emotional Intelligence Scale was comprised of 45 items, all items were rated into 5-Likert scale and scored as follows: strongly disagree= 1, disagree=2, neutral=3, agree=4, and strongly agree=5. The total score of emotional intelligence was calculated by estimation the range score for total score and rated into three levels as follows: Low= 45 – 105, Moderate= 105.1 – 165, High= 165.1 – 225. The level of each item is calculated bay estimation the cut off point for mean score and rated into three level as follows: Low= 1 – 2.33, Moderate = 2.34 – 3.67, High = 3.68 – 5.

The Leadership Styles Scale was comprised of 23 items were distributed on four dimension as: 5 items for Leading Change; 7 items for Leading nurses; 6 items for Results Driven; 5 items for Communications, all items were rated into 5-Likert scale and scored as follows: strongly disagree= 1, disagree=2, neutral=3, agree=4, and strongly agree=5. The total score of leadership competencies was calculated by estimation the range score for total score and rated into three levels as follows: Poor= 23 – 53.66, Fair= 53.67 – 84.32, Good= 84.33 – 115; while each domain was scored as: leadership of change (Poor= 5 – 11.66, Fair= 11.67 – 18.32, Good= 18.33 – 25), subordinates leadership (Poor= 7 – 16.33, Fair= 16.34 – 25.66, Good= 25.67 – 35), result-focused leadership (Poor= 6 – 14, Fair= 14.1 – 22, Good= 22.1 – 30), and communication leadership (Poor= 5 – 11.66, Fair= 11.67 – 18.32, Good= 18.33 – 25). The level of each item in sub-domain is calculated bay estimation the cut off point for mean score and rated into three level as follows: Low= 1 – 2.33, Moderate = 2.34 – 3.67, High = 3.68 – 5.

The data have been collected through the utilization of the self-administrative report as a mean of data collection. The questionnaire was distributed after being willing to answer the questionnaire and participate in the study.

Statistical analyses were conducted by using statistical package for social science (IBM SPSS Statistics) version 26.0. Data analysis was employed through the application of descriptive and inferential statistical approaches to achieve the objectives of the study.

RESULTS

The descriptive analysis of nurse managers in this table shows that their average age is 39.05±8.298 years in which the highest percentage refers to 38.1% with age group 30 – less than 40 years.

The gender refers that 61.5% of nurse managers are females and 38.5% of them are males.

Regarding nursing qualifications, 42.7% of nurse managers are graduated with bachelor degree in nursing, 30% are graduated with diploma and only 7.7% of them are with postgraduate degrees.

Table 1: Distribution of Nurse Managers according to their Socio-demographic Characteristics

Characteristics	No	%	
Age M±SD= 39.05±8.298	20 – less than 30 year	40	15.4
	30 – less than 40 year	99	38.1
	40 – less than 50 year	89	34.2
	50 ≤ year	32	12.3
	Total	260	100
Gender	Male	100	38.5
	Female	160	61.5
	Total	260	100
Nursing qualifications	Secondary school	51	19.6
	Diploma	78	30
	Bachelor	111	42.7
	Postgraduate	20	7.7
	Total	260	100

No: Number, %: Percentage, M: Mean, SD: Standard deviation

Table 2: Assessment of Emotional Intelligence among Nurse Managers

Emotional Intelligence	No	%	M	SD
Low	0	0	189.42	13.084
Moderate	13	5		
High	247	95		
Total	260	100		

No: Number, %: Percentage

M: Mean for total score, SD: Standard Deviation for total score

Low= 45 – 105, Moderate= 105.1 – 165, High= 165.1 – 225

This table indicates that 95% of nurse managers are associated with high level of emotional intelligence (M±SD= 189.42±13.084).

Table 3: Assessment of Leadership Style of Change among Nurse Managers

Leadership of change	No	%	M	SD
Poor	0	0	21.23	2.664
Fair	34	13.1		
Good	226	86.9		
Total	260	100		

No: Number, %: Percentage

M: Mean for total score, SD: Standard Deviation for total score

Poor= 5 – 11.66, Fair= 11.67 – 18.32, Good= 18.33 – 25

This table indicates that nurse managers show good competencies regarding leadership of change style (M±SD= 21.23±2.664) in which 86.9% of them show good level.

Table 4: Assessment of Leadership Subordinate Style among Nurse Managers

Subordinate leadership	No	%	M	SD
Poor	0	0	29.61	3.863
Fair	32	12.3		
Good	228	87.7		
Total	260	100		

No: Number, %: Percentage

M: Mean for total score, SD: Standard Deviation for total score

Poor= 7 – 16.33, Fair= 16.34 – 25.66, Good= 25.67 – 35

This table indicates that nurse managers show good competencies regarding subordinate leadership style (M±SD= 29.61±3.863) in which 87.7% of them show good level.

Table 5: Assessment of Leadership Style Focus on Results Style among Nurse Managers

Focus on results	No	%	M	SD
Poor	1	.4	25.31	3.075
Fair	36	13.8		
Good	223	85.8		
Total	260	100		

No: Number, %: Percentage

M: Mean for total score, SD: Standard Deviation for total score

Poor= 6 – 14, Fair= 14.1 – 22, Good= 22.1 – 30

This table indicates that nurse managers show good competencies regarding focus on result style ($M \pm SD = 25.31 \pm 3.075$) in which 85.8% of them show good level.

This table indicates that nurse managers show good competencies regarding leadership of communication style ($M \pm SD = 21.60 \pm 2.491$) in which 90.8% of them show good level.

Table 6: Assessment of Leadership Style (Communication) among Nurse Managers

Communication style	No	%	M	SD
Poor	1	.4	21.60	2.491
Fair	23	8.8		
Good	236	90.8		
Total	260	100		

No: Number, %: Percentage

M: Mean for total score, SD: Standard Deviation for total score

Poor= 5 – 11.66, Fair= 11.67 – 18.32, Good= 18.33 – 25

Table 7: Correlation among Leadership Styles of Nurse Managers with regard to Their Emotional Intelligence (N=260)

Correlation		Leadership of change	Subordinate leadership	Focus on results	Communication style	Emotional intelligence
Leadership of change	Pearson Correlation	1				
	Sig. (2-tailed)					
Subordinate leadership	Pearson Correlation	.477**	1			
	Sig. (2-tailed)	.000				
Focus on results	Pearson Correlation	.269**	.485**	1		
	Sig. (2-tailed)	.000	.000			
Communication style	Pearson Correlation	.194**	.404**	.666**	1	
	Sig. (2-tailed)	.002	.000	.000		
Emotional intelligence	Pearson Correlation	.376**	.196**	.051	.132*	1
	Sig. (2-tailed)	.001	.001	.413	.033	

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

*. Correlation is significant at the 0.05 level (2-tailed).

This table displays that emotional intelligence of nurse managers is positively correlated with leadership style of change, subordinate leadership, and leadership of communication style at p-value= .001, .001, and .033.

DISCUSSION

The descriptive analysis of nurse managers in table 1 showed that average age of nurse manager is referring to 39.05±8.298 years and the highest percentage was seen with age group of 30 – less than 40 years. The analysis of gender variable revealed that more than half of nurse managers are females and remaining are males. The finding related to age reveals that nurse managers are young adult and they have to be in a position with bearing responsibilities that indicate they are administratively mature enough to get a responsibility. The finding related to gender may reveal the male – female ratio for nurses working in this field that indicate female nurses are more than males. On the other had such findings confirms that female nurses as manager reflects their aptitudes and competencies to be a leader. A study found supportive evidence that found nurse managers are young adult with average age 44.73 years and females were more than males⁽⁶⁾.

Regarding nursing qualifications, more than third of nurse managers are graduated with bachelor degree in nursing, and others are graduated with diploma and only some of them are with postgraduate degrees. Such findings indicate that more of those have hold administrative positions are with higher education and learned abilities about management; in addition to that, the high education is considered in appointment of managers according to organization policy. According to Oppenheimer, the nurse managers are to be appointed in the care institutions, they required at minimum a bachelor degree in nursing sciences; some other institutions require the level of master degree to appoint the nurse managers⁽⁷⁾.

It has known out of analysis in table 2 that most of nurse managers are associated with high level of emotional intelligence as indicated by mean and standard deviation of the total score (189.42±13.084). There's evidence out of studies that emotionally intelligent nurse managers can help their organizations create a competitive advantage through improved retention of top talent, intra-professional teamwork, use of time and resources, and increased motivation and innovation of team members, as well as established trust among nursing and leadership^{(8)&(9)}.

The table 3 indicated that nurse managers show good competencies regarding leadership of change style ($M \pm SD = 21.23 \pm 2.664$) in which most of them show good level. The finding explain the high competencies of nurse managers related to change style, these competencies are related to higher

performance and outcomes. This finding is supported by the study that found nurse leader are associated with high competencies related to change style⁽¹⁰⁾.

The analysis in table 4 indicated that nurse managers show good competencies regarding subordinate leadership style ($M \pm SD = 29.61 \pm 3.863$). These findings reflect the nurse managers' skills and competencies in management as they deal with subordinates in healthcare institution and have the abilities to motivate, inspire, and increase their competency that implies in providing good quality of care.. A study found supportive evidence for this study that nurse managers show good leadership competencies that reflected to their subordinates and influence on their job satisfaction⁽¹¹⁾.

The table 5 indicated that nurse managers show good competencies regarding focus on result style ($M \pm SD = 25.31 \pm 3.075$) in which 85.8% of them show good level. These finding reveals the leadership competencies in nurse managers and show their power of management by focusing on results which is going prolonged with the policy of health care institution which achieve the vision and mission of those institutions. The nurse managers are confirmed that they have the leadership competencies by focusing on outcomes of quality of care through evaluation and monitoring the plans and hold the responsibility for implication with in laws of health care institution, in addition they show their positive qualities in making decisions and problem solving skills to obtain the outcome that good in quantity and quality⁽¹²⁾.

The table 6 indicated that nurse managers show good competencies regarding leadership of communication style ($M \pm SD = 21.60 \pm 2.491$) in which they show in table 4-18 good competencies regarding leadership style of communication among all items. Such findings could be explaining that nurse manager have good communication skills enable them to be good managers. Their ability to communicate effectively is beneficial for patients' outcomes as well as increase job satisfaction of subordinates. The development and nurturing of communication skills is a core part of effective nursing leadership. Strong communication skills enable you to interact more effectively with both colleagues and patients. In fact, a study published by the National Institute of Health determined that good communication is essential for achieving successful health care outcomes. Skills such as public speaking, writing, presenting and listening are

important for a successful leader and help win trust from patients, colleagues and staff ⁽¹³⁾.

The correlation analysis in table (4-19) displayed that emotional intelligence of nurse managers is positively correlated with leadership style of change, subordinate leadership, and leadership of communication style at p-value= .001, .001, and .033. The relationship that has been reported is come along with the study hypothesis, in which the study hypothesized that there are significant relationships occur among leadership style and emotional intelligence among nurse managers. The point of view of such relationships could be interpreted in two ways relationship that mean the nurse managers with high emotional intelligence have good leadership competencies and styles and reversely, the nurse manager with good leadership competencies are associated with high emotional intelligence. A study found supportive evidence for current study that reported a positive correlation is seen between emotional intelligence and leadership style ⁽¹⁴⁾.

CONCLUSION

Based on the study finding, the study concludes that nurse managers are associated with high emotional intelligence and good leadership competencies. There is evidence of a two-way relationship between emotional intelligence and leadership style competencies among nurse managers

Recommendations: The study is recommended that The Health Institution administrators need to design a training program to improve conflict management and emotional intelligence for nurses to effectively manage conflicts among them which is inevitable in health care institutions.

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