



Correlation between Emotional Intelligence and Leadership Style of Nursing Managers in educational hospitals of Hamadan University of Medical Sciences

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Correlation between Emotional Intelligence and Leadership Style of Nursing Managers in educational hospitals of Hamadan University of Medical Sciences

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ABSTRACT

Introduction: Nursing managers can use convenient emotional intelligence and leadership style to more effectively manage the staff and provide the base for exhibiting better quality care for patients and their families. This study aimed to determine the correlation between emotional intelligence and leadership style of nursing managers of educational hospitals of Hamadan University of Medical Science.

Methods: A cross-sectional study was carried out on 370 nursing managers of educational hospitals of Hamadan University of Medical Sciences. Data collection tools



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were bradberry's emotional intelligence and Metzcas and Bardon's leadership style questionnaires. Data were analyzed by SPSS software version 16 and Pearson correlation coefficient, t-test, and ANOVA were analyzed.

Findings: Nursing managers had emotional intelligence mean score of 80.46 ± 7.7 which was at appropriate level. Moreover, majority (92.4%) of nurse managers had people-oriented leadership style. Emotional intelligence of nursing managers had a positive and significant correlation with people-oriented leadership style ($P=0.001$) and in contrast had not correlation with task-oriented leadership style.

Conclusion: Continuous theory and practical training courses could promote the emotional intelligence and leadership style of nursing managers.

Key Words: Emotional intelligence, leadership style, nursing managers



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1- INTRODUCTION

The continuous change of today's societies needing has led to challenges in various organizations, including hospitals. The most important factor in achieving the goals of these organizations is to pay attention to the leadership style of their managers (1, 2). Metzcas and Burden categorized leadership styles according to the theory of leadership behavior into two main types of people-oriented and task-oriented style and a hybrid approach leadership style (3). people-oriented leadership style considers teamwork and acting in a secure environment where all individuals have free voting rights while in a task-oriented leadership style, it is important to give the highest degree of competence and expertise in the organization's tasks (4). In contrast at the hybrid approach of leadership style, the attention of the manager is on the work and social needs of employees to achieve the goals of the organization (5).

Managers need different capabilities and skills to resist failures, control impulses, and overcome environmental pressures and create adaptive and humanitarian behaviors such as emotional intelligence (6). Emotional intelligence creates a person's motivation and hope in order to make proper decisions in his or her personal and work life (7). Bradberry considered emotional intelligence as the product of two main skills including individual ability and social capability. Individual ability is divided into two areas of self-awareness and self-management and social capability include social awareness and relationship management (8).

Nursing managers are responsible for creating and maintaining a professional work environment for nurses and a safe environment for patients (9). Their ability to understand and manage their and others' emotions and also their proper usage could lead to increasing employee's satisfaction, motivation and consequently organizational efficiency (10). Consequently, managers' emotional intelligence could indicate the positive impact of excitement on their leadership style (11). Moreover, it should be mentioned that lack of job force and job satisfaction of nurses, emphasize the need for high emotional intelligence in nursing managers (12).

Some theorists consider high emotional intelligence to be very crucial for nursing managers. Managers use appropriate leadership styles to guide employees using



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important features to identify their emotional qualities, employees, as well as effective and flexible interactions (13).

2- METHOD

A cross-sectional study was conducted on 349 nursing managers of educational hospitals of Hamadan University of Medical Sciences. Sample size was estimated considering the level of error of the first type, $\alpha=0.05$ and the test power of $\beta-1=0.9$, 349 nursing managers (14) which with 10% attrition 384 people. Nursing managers were randomly assigned to the study in educational hospitals of Hamadan University of Medical Sciences.

The data collection tool of Bradbury's emotional intelligence questionnaire (8) was a 28-items (question) in which the scores of 90-100 (excellent ability), 80-89 (good ability), 70-79 (average ability with need to be strengthened), 60-69 (weak ability), scores less than 59 (very weak or the emergency intelligence status). Moreover, the data collection tool of Metzcas and Bardon's leadership style questionnaire was a 35-item (question) consisted of two sections (15 questions) of people-oriented leadership style and (20 questions) of task oriented leadership style. After calculating the people-oriented and task oriented leadership style scores of each manager, (people and task oriented axes with a 90-degree angle and a half-centered axis in the middle that showed the hybrid leadership style) on their own axis of the location and the connection of those two points on the middle center axis, score of the hybrid leadership style of each manager was obtained.

The validity for the Bradbury and Graves' emotional intelligence questionnaire was achieved using Cronbach's $\alpha = 0.88$ and the correlative coefficient = 0.68 which is significant at 0.99 (15). Collected data were analyzed by SPSS Version 16 software and using descriptive and inferential statistics (Mean, standard deviation, Pearson correlation coefficient, T test and ANOVA).

3- FINDINGS

Nursing managers' emotional intelligence was 58.3% at good and excellent ability level, 36.2% at moderate ability level and only 5.4% at poor and very weak ability level. Moreover, mean score of emotional intelligence in nursing managers was 80.46 ± 6.7 which was interpreted in a good ability level as well.

Nursing managers had mean score 10.45 out of 15 at people-oriented leadership style, and 12.25 out of 20 at task-oriented leadership style and 7.7 out of 7.78 at hybrid



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leadership style which we aligned the scores to 30 points scale for comparing them together. The dominant leadership style of nursing managers was people-oriented leadership style. On the other hand, the majority (92.4%) of nursing managers used people-oriented leadership style and the least (71.6%) of them used task oriented leadership style (Table 1).

Emotional intelligence and its domains were not significantly correlated with task-oriented leadership style. However, emotional intelligence and its domains were significantly correlated with the people-oriented and hybrid leadership styles. In other words, managers with higher emotional intelligence used the people-oriented and hybrid leadership style more than task-oriented leadership style (Table 2).

4- DISCUSSION

Emotional intelligence of nursing managers was at good ability level which was consistent with the results of Tyczkowski's study which investigated the correlation between emotional intelligence and leadership style of nursing managers in six western health systems (12). The dominant leadership style of Hamadan nursing managers of educational hospitals was people-oriented, which is consistent with the results of NekoiMoghadam's study which emotional intelligence with people-oriented leadership style was significantly correlated (16).

This means that nursing managers with high emotional intelligence were more likely to use the people-oriented leadership style, which is consistent with the results of other studies (17, 18). Self-awareness dimension of emotional intelligence also has a significant correlation with people-oriented leadership style which was in line with result of Molazemian's study (19). Another finding of this study was a lack of correlation between emotional intelligence and task oriented leadership style which was consistent with the results of Pillay's study (20).

5- CONCLUSION

Regarding the results of this study, considering the emotional intelligence in the selection and appointment of nursing managers along with other effective indicators in their leadership style could improve the quality of educational hospitals care services and according to the learning capability of emotional intelligence should be teach and train to nursing managers.



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6- RESEARCH LIMITATIONS AND SUGGESTIONS

In this research, emotional intelligence and leadership style of managers were measured from the viewpoint of managers. The statistic sample of the research was limited to nursing managers of educational hospitals in Hamadan university of Medical Sciences. It could be suggested that in the future studies, emotional intelligence and leadership style of managers assess from the viewpoint of employees and also among managers of private and public hospitals.

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Table 1. Frequency of mean scores of leadership style of nursing directors based on cut point score after equalization of 30 scores using statistical indices

<i>Leadership Style</i>	<i>Percentage of people based on cutting point score</i>						<i>total</i>	
	<i>15<</i>		<i>15</i>		<i>>15</i>		<i>Numbe</i>	<i>Per</i>
	<i>r</i>	<i>centa</i>	<i>r</i>	<i>ge</i>	<i>r</i>	<i>ge</i>	<i>r</i>	<i>cent</i>
								<i>age</i>
People-oriented leadership style	342	92.4	0	0	28	7.3	370	100
Task-oriented style	265	71.6	38	10.3	67	18.1	370	100
Hybrid sub- leadership style	336	90.8	7	1.9	27	7.3	370	100

Table 2. Correlation between emotional intelligence and its domains with leadership style of nursing managers of educational hospitals

<i>Leadership styles</i>	<i>Task-oriented</i>	<i>People-oriented</i>	<i>Hybrid approach leadership style</i>
Emotional Intelligence	Rp=0.019 P=0.711	Rp=0.461 P=0.01	Rp=0.344 P=0.01
Self-awareness	Rp=0.015 P=0.766	Rp=0.242 P=0.01	Rp=0.163 P=0.049
Self-management	Rp=-0.018 P=0.733	Rp=0.297 P=0.01	Rp=0.208 P=0.01
Social capability	Rp=0.013 P=0.272	Rp=0.216 P=0.01	Rp=0.172 P=0.049
Social awareness	Rp=0.057 P=0.810	Rp=0.0134 P=0.04	Rp=0.144 P=0.04