

# Understanding the Relationship Between Nurse Leader Emotional Intelligence and Nurse Satisfaction

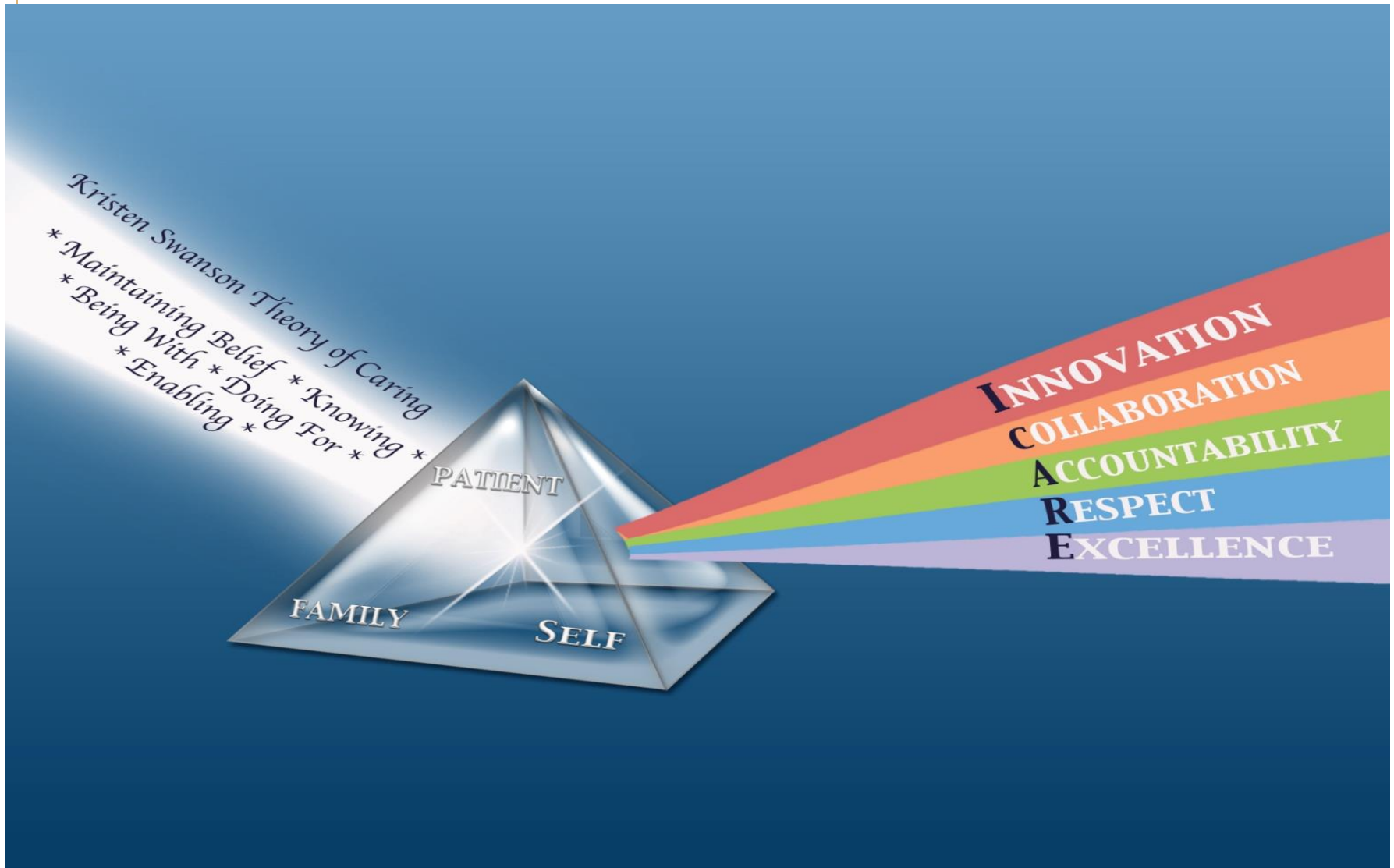
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# Professional Practice Model



# Study Purpose and Objectives

- To investigate the extent to which the level of nurse leader Emotional Intelligence (EI) is associated with staff nurse satisfaction in the acute hospital setting
  - Determine the relationship, between the level of nurse leader EI and staff nurse job satisfaction
  - Determine if there are any specific components of EI that impact staff nurse satisfaction

# Applicability to PPM

- The PPM which incorporates both the nursing caring model and the hospital iCARE values is solidified through the relationships we have with our patients, families and ourselves.
- Evidence shows that leadership is critical to successful organizational outcomes and employee satisfaction
- Nursing job satisfaction is important to patients, families and healthcare practitioners because it has been linked to positive patient outcomes and quality of care

# Applicability to PPM

- EI is the ability to control impulses and delay gratification, regulate one's mood and when faced with frustrating situations continue to be motivated and empathize with others
- Strong leaders are skillful in relating to others and creating relationships that are essential in achieving their goals

# Applicability to PPM

- The four domains of EI are: self-awareness, self-management, social awareness and relationship management.
- Nurse leaders who possess high EI have an understanding of the impact other people have on their professional and personal well-being.

# Design and Methods

- A cross-sectional design with a convenience sample of 7 directors and 13 nurse managers (20 nurse leaders) of 17 inpatient units.
- To maintain confidentiality an independent consultant certified in EQ-i 2.0 was secured for distribution, analysis, interpretation and dissemination of the results.
- To assure anonymity a specific numerical identifier was assigned to each nurse leader and a letter code to each unit.

# Design and Methods

- Staff nurses included full and part-time RNs who spent 50% of their time in direct care, were employed at the hospital for a minimum of 3 months and completed the NDNQI nurse satisfaction survey in 2014.
- Instruments used EQ-i 2.0 to measure EI and NDNQI to measure nurse satisfaction



# Main Findings

- **Question 1: Is there a relationship, between the level of nurse leader EI and staff nurse job satisfaction?**
  - Nurse leaders mean Total EI was 104.76 (mid-range 90- 110).
  - Mean Total EI scores ranged from 81-129 (low to high)
  - Staff nurse mean job enjoyment score was 61.60 (> 60 high)
  - Job enjoyment score range was 49.77- 75.20 (40- 60 moderate satisfaction). Nurses on some units are less satisfied than others.
  - Mean manager ability, leadership and support of nurses score was 2.95 (> 2.5 is favorable).
- **Data showed no significant main effect on staff nurse job enjoyment related to nurse leader EI;  $F(3,30) = 31$ ,  $p = .822$  ( $p > .05$ ). There was however a strong correlation between job enjoyment and nurse manager ability, leadership and support of nurses ( $r = .82$ ,  $p < .01$ ).**

# Main Findings

- **Question 2: Are there any specific components of nurse leader EI that impacts staff nurse job satisfaction?**
  - All 5 composite scores fell in the mid-range.
  - The 15 subscales were in the mid-range with a mean score of 103.56.
  - The subscales of self-actualization and problem-solving had the lowest mean scores.
  - The subscales of empathy, optimism, reality testing and emotional self-awareness had the highest scores.
- **The self-perception composite significantly predicted job enjoyment,  $B = -.75$ ,  $t = -2.373$ ,  $p < .05$ . Additionally, the self-perception composite significantly predicted manager ability, leadership and support of nurses score  $B = -.72$ ,  $t = -2.360$ ,  $p < .05$**

# Main Findings

Subscale Scores	Mean Score	Score Range	SD
Self-regard	100.53	63-123	15.375
Self-actualization	97.88	71-125	11.729
Emotional self-awareness	107.15	84-126	11.024
Emotional expression	102.32	68-121	9.975
Assertiveness	103.15	67-127	11.032
Independence	102.32	70-120	13.334
Interpersonal relationships	103.35	81-125	13.282
Empathy	109.82	97-124	9.233
Social Responsibility	101.53	80-124	10.607
Problem-solving	98.41	70-123	12.033
Reality testing	107.91	86-130	11.36
Impulse control	104.85	62-125	13.725
Flexibility	102.53	94-122	7.325
Stress tolerance	104.24	76-124	13.296
Optimism	107.5	77-124	12.755

Table 1. Mean, Score Range and SD of subscale scores(n=20)

# Demonstrating and Informing Professional Practice

- Acknowledging emotions can be thought of as a “soft side of leadership”- nurse leaders need to provide guidance of both emotional and critical thinking processes.
- Employees tend to follow leaders they trust, are empathetic and have relationship with.
- Relationships are developed through communication that is:
  - Self-aware
  - Appropriately regulated
  - Cognizant of the emotions of others
  - Directed by knowledge of motivating factors

# Demonstrating and Informing Professional Practice

- Nurse leaders are instrumental in attracting and retaining productive and engaged staff.
- EI is both teachable and learnable and can be enhanced.
- EI competencies can be improved through EI development in leadership training.

# Questions

