

# THE ROLE OF EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL LEADERSHIP IN NURSING MANAGERS: A SYSTEMATIC REVIEW

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## Abstract

*The performance achievement produced by the organization cannot be separated from the role of a leader himself, how the leadership system is, and knowledge about self-management in leading so that it will directly have an impact on improving the resulting performance. The purpose of this study was to determine the role of emotional intelligence in transformational leadership. This literature review is based on the PRISMA checklist, searched through PubMed, ProQuest, and Google Scholar. This research question is structured using the PICO method (Population, Intervention, Comparison, and Outcome) and uses keywords based on the database. This search is limited by the journal publications reviewed, namely the last 10 years in 2013 to 2023 years. The result of this study showed 4 Studies reviewed based on the specified inclusion criteria, show that the role of emotional intelligence affects the transformational leadership model, with the instrument used referring to the emotional Questions (EQ-i 2.0) instrument used in emotional intelligence, while in transformational leadership using Multi-factor Leadership Question (MLQ). Achieving the desired organizational performance certainly requires a leader who is smart in managing his emotions, so a manager needs to continue to learn in terms of managing his emotional intelligence which has a positive impact on the transformational leadership model used.*

**Keywords:** Emotional Intelligence. Transformational Leadership. Nursing Manager. Systematic Review

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## Introduction

Achievement of performance generated by the organization can not be separated from the role of a leader himself, how the leadership system that is run directly will have an impact on improving the resulting performance. Currently, there are various types of leadership models that can be used to achieve organizational goals, one of which is the type of transformational leadership. Robbins (2016) According to explains that of the several types of leadership that exist, the transformational leadership type is the best type of leadership because this type of leadership is considered to be able to motivate employees to work in accordance with goals that have never been achieved before, pay attention to employees, are able to train, and make employees loyal to the organization. In other words, transformational leadership can create a sense of loyalty to employees towards their work. It takes a leader who can make change and succeed in making a change in a more positive direction and guide the organization in a new direction that has clear goals. Another finding noted that many nurses became formal leaders without prior leadership training (Kerfoot, 2008; Swearingen, 2009). Therefore, many nursing managers are not ready to carry out their roles as leaders (Newman, Patterson and Clark, 2015). So it is necessary for leaders to have the necessary skills for nurses to carry out the leadership process. Various articles note that leadership and training are very important for nurses (Dunne et al, 2015), especially since leadership development is considered essential for optimal success in managerial roles (Wong et al 2013). Turkel (2014) According to explaining that transformational leadership is a type of leadership that is authentic, innovative, and creative, where transformational leadership can increase the ability to build trust and relationships between superiors and subordinates. So that nursing leaders need to have this type of leadership to increase the motivation and creativity of their subordinates, so that they can create a sense of love for their work. Nurses are expected to take a role in the leadership process, so that they can design and improve a better nursing environment (American Nurse Association, 2010). The role of the nurse manager is one about how a manager can manage his role in the leadership process, so that nurses can work in leadership roles, this role has a significant impact on improving aspects of service (Shirey, et al, 2010).

Emotional intelligence is defined as “the ability to monitor one's own and other's feelings and emotions, to discriminate between them and use this information to guide one's thoughts and actions” (Salovey & Mayer, 1990; Zhu, Liu, Guo, Zhao, & Lou 2015). Law, Wong, and Song (2004) assert that emotional intelligence is a distinct conceptual personality trait, consisting of a set of abilities that a person can use to understand, regulate, and utilize his emotions, and that can be learned.

Emotional intelligence has also been linked to earnings in education and manufacturing with increased employee emotional intelligence correlated with decreased burnout and lower turnover rates (Alavinia & Ahmadzadeh, 2012; Jordan & Troth, 2011; Karakus, 2013). Research on the relationship between nursing staff emotional intelligence and retention/earnings is very limited, but preliminary findings suggest that emotional intelligence is positively correlated with both levels of performance and retention (Codier, Kamikawa, Kooker, & Shoultz, 2009) and that increasing emotional intelligence reduces the incidence of stress, chronic fatigue and work fatigue (Mansoor, Fida, Nasir, & Ahmad, 2011). Transformational leadership will certainly be better if a leader has good emotional intelligence, Transformational leaders who are oriented to innovation and creative abilities can certainly be supported by good emotional intelligence, where this intelligence can understand and regulate their emotions, which will ultimately have a positive influence on their subordinates. From the above background, the research question in this article is how does emotional intelligence play a role in transformational leadership in nursing managers?

## Methods

This review uses a non-experimental design that tests instruments that can be used on the variables used. This article is based on PRISMA's guidelines on systematic report writing. The authors used the PRISMA guidelines for the review protocol as well as study selection. The PRISMA guideline used is an item evidence-based instrument for reporting systematic reviews and meta-analyses. The aim is to help the authors improve the reporting quality of the systematic review which consists of a 30-item checklist and goes through four phases (Moher et al, 2009).

The search was limited to research published in peer-reviewed journals. Studies that meet the requirements if all criteria are met include 1). All designs: 2) all articles are in English; 3) all articles focus on the emotional intelligence of nurse managers and 4) all articles discuss transformational leadership. Each identified article is read in its entirety and assessed for its level of relevance using inclusion criteria, following criteria the article must provide information about the role of emotional intelligence on transformational leadership types in nursing managers.

Articles obtained from search results and cannot be used as literature are limited to articles that are not English, double-published articles, articles that do not match the research questions, are not full text, and are not the results of research. The search was carried out by formulating an electronic strategy PICO (Population, Intervention, Control, Outcome) (Frandsen & Eriksen (2018). The PICO in this article is: P : Nursing Manager, I: Emotional Intelligence, C: No comparison O: Transformational Leadership, Keyword search based on a database in MeSH Term. Sources from the literature search used electronic databases to identify studies deemed relevant. The search was carried out on four electronic databases including PubMed, Proquest, Ebsco, and Google Scholar. This search is limited by the journal publications reviewed, namely the last 10 years from 2013 to April 2023. Where the search is limited to English-language literature and full text which is used as literature material.

A literature search is limited to the time of publication, namely articles published in the last 10 years, and the identification of 29 articles. Then the articles obtained were screened for titles and abstracts by two researchers, excluding articles published in the last 10 years according to the research question. The articles that have been identified have 10 double-published articles. Then the screening was carried out to obtain 19 articles, of the 19 articles screened there were 10 articles that were not full text and did not match the research questions. The articles that are suitable for use are identified as 9 articles and there are 5 articles that are not from the results of research, so the articles that are included and used as references in this writing are 4 articles consisting of 2 articles from the PubMed database search, 1 article from Proquest and 1 article from google scholar. The included articles were reviewed using the Checklists Critical Appraisal Skill Program (CASP, 2018).

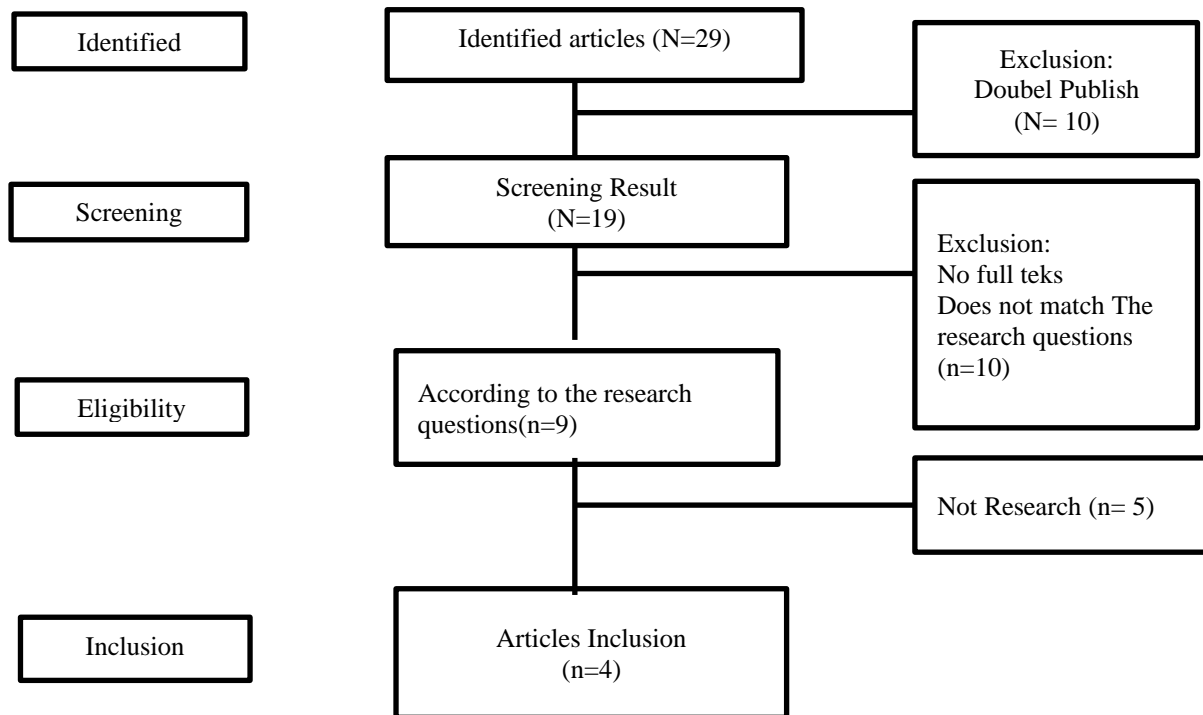


Figure 1. PRISMA flowchart for literature review

Focus on literature analysis on emotional intelligence and transformational leadership of nursing managers. The results of the related literature search are described in a grid synthesis by attaching the methods used along with the results of previous studies. The studies used took into account the quality of the articles used, the number of studies investigating the same intervention, and the consistency of the findings across all studies

## Results

The discussion was carried out based on the selection of studies that had been determined by the author, the results of the research were filtered and resulted in 4 studies where 2 studies had correlational designs, 1 study with cross-sectional design, and 1 study with descriptive exploratory design. The articles used were published between 2015 and 2019. These 4 studies were conducted in several countries including the UK, China, and the United States. The respondents involved in this study were 973 respondents with a total of 142-535 respondents.

In this study, the intervention focused on the role of emotional intelligence in transformational leadership. How can a nursing manager who has high emotional intelligence use transformational leadership methods so that they can carry out a good leadership process? The 4 articles discussed focused on the level of intelligence possessed by a nursing manager toward transformational leadership types. Where 3 research articles use the emotional question (EQ-i 2.0) as a measuring tool for emotional intelligence and the Multifactor leadership questionnaire (MLQ) to measure the type of transformational leadership (Echevarria, Patterson & Krouse (2016). Szekely, Griffin, Clevelle & Fitzpatrick (2016). Tyczkowski, et al (2015)) and 1 research article using different instruments, namely the WLEIS (Wang & Law Emotional Intelligence Scale), Law et al. (2004) to measure emotional intelligence which consists of 16 items with 4 sub-scales of assessment items and the Chinese version of the transformational leadership scale (CVTLS), Lie & Shi (2005) to measure the transformational leadership scale, Wang, et al (2017).

The studies included in this article are studies that demonstrate the role of emotional intelligence in transformational leadership. Of the 4 existing studies, 2 correlation studies, 1 cross-sectional study, and 1 descriptive exploratory study with

various samples contained in each article. All articles were carried out critically using the Critical Appraisal Skill Program (CASP) Checklists (CASP, 2018) instrument. So the articles used are considered to have good quality.

### **The role of emotional intelligence on the type of transformational leadership**

All of the 4 literature that has been reviewed. 3 articles using the same measurement scale (Echevarria, Patterson & Krouse (2016). Szekely, Griffin, Clevelle & Fitzpatrick (2016). Tyczkowski, et al (2015) and 1 article using different measurement scales (Wang, et al, 2017), but the results obtained are significant that emotional intelligence has a role in transformational leadership. The results of research conducted by Echevarria, Patterson & Krouse (2016) showed significant results between emotional intelligence and transformational leadership, statistical results showed a value ( $r = 0.59$ ;  $P < 0.001$ ) meaning that 34.8% of transformational leadership can be explained by the emotional intelligence of nursing managers. The results of a study conducted by Szekely, Griffin, Clevelle & Fitzpatrick (2016) showed a positive correlation between emotional intelligence and transformational leadership with statistical results ( $r = 0.47$ ,  $P < .001$ ).

A study conducted by Tyczkowski, et al (2015), shows that there is a relationship between emotional intelligence and transformational leadership, with a value of  $R^2 = 0.44$ , meaning that 44% of transformational leadership can be explained by emotional intelligence. Furthermore, the results of a study conducted by Wang, et al, (2017) showed significant results between transformational leadership and emotional intelligence with statistical results ( $P < 0.000$ , smaller than  $P < 0.05$ ), the variance showed that transformational leadership and emotional intelligence accounted for 34.3% of the variance in nurses to stay at work. Some of the articles reviewed provide interventions for nursing managers working in health services to assess the effectiveness of emotional intelligence on transformational leadership models in health services, some of the articles also explain, that interventions can be carried out in academia to see a manager's emotional intelligence. Of the 4 articles reviewed, the intervention used is the same in each article, namely by measuring emotional intelligence on transformational leadership. Some of the instruments used include the Emotional question scale (EQ.2.0), Multi-factor Leadership Questionnaire (MLQ), and WLEIS (Wang & Law Emotional Intelligence Scale).

The measurement scale in this article uses the Emotional Question-i (EQ-i) 2.0 measurement scale with 4 sub-scale items to measure emotional intelligence, and the Multi-factor Leadership Question (MLQ) measurement scale to measure transformational leadership. In the 4 articles reviewed, the implementation was carried out by the researchers themselves, although the methods used were different. There are those who use electronic media to conduct surveys or surveys that are carried out directly using questionnaires, Echevarria, Patterson & Krouse (2016). There are also those who distribute instruments directly to respondents, Szekely, Griffin, Clevelle & Fitzpatrick (2016), Wang, et al, (2017), Tyczkowski, et al (2015).

### **Discussion**

This literature review aims to identify the existing evidence on the role of emotional intelligence in transformational leadership models, it can also help nursing managers to improve the performance of their subordinates through an effective leadership system implemented. 3 of the 4 articles identified used the same measurement scale in measuring emotional intelligence, namely by using Emotional Questions-i 2.0 (EQ-i 2.0) and using the multifactor leadership questionnaire (MLQ) scale, Echevarria, Patterson & Krouse (2016). Szekely, Griffin, Clevelle & Fitzpatrick (2016). Tyczkowski, et al (2015).

Research conducted by Szekely, Griffin, Clevelle & Fitzpatrick (2016) identified the relationship between emotional intelligence and transformational nursing. Casida, et al (2012) revealed that nursing managers with a baccalaureate or master's degree tend to be skilled as transformational leaders compared to those with a diploma. The findings obtained from this article are that nurse managers who have administrative certifications score higher in terms of transformational leadership practices compared to nurse managers who only have clinical certificates, meaning that it is important for a nursing manager to always increase their knowledge of emotional intelligence to support the leadership transformational process.

The study conducted by Tyczkowski, et al (2015) explained that the majority of nursing managers in this study had high emotional intelligence scores and the dominant leadership style was transformational leadership style, 70% of respondents admitted that they had attended previous emotional intelligence training and education. Meanwhile, about three-quarters of respondents have attended previous leadership training. Various literatures note that transformational leadership is a skill that is acquired through training and education. Wang, et al (2017) argue that transformational leadership processes and emotional

intelligence are predictors to increase nurses' desire to stay at work, which in turn will increase nurses' motivation to improve their performance. Furthermore, Sungai, Pesata, Beasley, and Dietrich (2011) show that transformational leaders encourage and facilitate nurses to use evidence as a basis for practice, by providing support to nurses thereby increasing nurse retention. This finding has implications for nurse managers in implementing transformational leadership can be an effective strategy to increase the desire to stay for nurses and improve the quality of care. Training of nurse managers in transformational leadership skills may be necessary to promote nurses (Hughes, Avey, & Nixon, 2010).

Studies by Echevarria, Patterson & Krouse (2016) reveal that the transformational leadership style is an effective leadership style applied. Transformational leadership has been documented as a desirable and effective leadership style for nurse managers and the findings of this study have revealed that emotional intelligence explains the moderate variance in transformational leadership of nurse managers. Therefore, Nurse managers should delve deeper into emotional intelligence in order to gain an understanding of emotional intelligence and learn how to improve their emotional intelligence skills. With these findings, it can assist management in identifying what leadership learning processes are suitable that can be applied so that they can provide positive results for the desired organizational achievement. From the 4 studies above, the influence of emotional intelligence is needed for nursing managers who will apply a transformational leadership style, so it is very necessary for a nursing manager to further increase their knowledge and insight about how the process of managing emotional intelligence in using a transformational leadership model is considered effective in the workplace. apply to health services, but can also be applied to the academic process.

## **Conclusion**

All of the 4 literature reviewed, showed studies showing the effectiveness of applying transformational leadership styles in nursing managers, the variables that affect this leadership process are related to the emotional intelligence of the managers themselves, so a nursing manager needs to understand further through education and training about How to manage your own emotional intelligence. The article above confirms that to test emotional intelligence on transformational leadership, you can use existing tools such as the Emotional Questions-i 2.0 instrument which is used to measure emotional intelligence, and the multi-factor leadership questionnaire (MLQ) instrument to measure leadership models including transformational leadership.

## **Ethical aspects and conflicts of interest**

In writing this article, the author declares that he does not have a conflict of interest in making this article, this is done solely as a learning process for the author.

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