

## Nurse Managers Emotional Intelligence and its Relation with Decision-making Styles

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### Abstract:

**Background:** Emotional intelligence plays a very important part in creating effective decisions in day to day life within the work place. The ability to deliver safe and proper care is relies on make accurate decision.

**Aims:** Assess Nurse Managers' emotional intelligence and decision-making styles and explore Nurse Managers' emotional intelligence and its' relation with decision-making styles, and personal characteristics at Assiut University Hospitals.

**Subject and method:** The study was carried out at the main Assiut University Hospital (no= 58), The Pediatric Health Hospital (no=12) and The El-Rajhy Assiut Hospital (no=20) nurse managers. Study tool included personal data, Emotional Intelligence Questionnaire, and Decision-making styles Questionnaire.

**Results:** Showed that there was high Level of Nurse Managers emotional intelligence (66.7 %) at Pediatric Health Hospital than at Main Assiut University Hospital & El Rajhy Assiut Hospital (63.8% & 60.0%) respectively, the high mean scores were in a participative style of decision-making in all Assiut University Hospitals.

**Conclusion:** There was high Level of Nurse Managers emotional intelligence at Pediatric Health Hospital than at Main Assiut University Hospital & El Rajhy Assiut Hospital, the high mean scores were in participative decision-making style in all Assiut University Hospitals, a positive significant correlation between age and emotional intelligence. Nurse Managers' emotional intelligence had significant relationships with Bachelor qualification and years of experience. While, there was a negative correlation between authoritative decision-making style and emotional intelligence, and negative correlation among delegative decision-making style and nurse managers who are married, had a Bachelor degree of Nursing, and administrative years of experience.

**Keywords:** Emotional Intelligence; Decision-Making Styles; Nurse Managers.

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### I. Introduction

Nowadays organizations back together with complicated or changing inner then outer environments, top-level personnel should have a lot of talents and capabilities to formulate decisions to manipulate excessive situations. Top level managers want in imitation of evaluating their cutting-edge capabilities yet advance more innovative approaches. According to imitation of **Diggins, (2004)** the excellent administrators' necessity in conformity with possessing emotional intelligence (EI) to do good decisions which focus on the mix of personal-management, communication talents and awareness of personal behavior's that affects on others in the organization. He concluded that EI represents a greater position than "classical intelligence" in finding out leaders then organizations' godsend then past so EI helps humans in accordance with being extra conscious regarding their interpersonal style. Recognize and manage have an effect on regarding feelings concerning their thoughts yet behavior, then grasp whether properly he superintend relationships and how to enhance (**Maree & Finestone, 2007**).

Every person and organization shares the objectives concerning improving the decision-making quality and manipulation skills of emotional intelligence which can assist in the attainment of the objectives. Decision makers who are self-aware and can accurately and truly investigate their strengths of evaluation after others in the agency hold the professionals concerning leveraging the attributes of others within the decision-making system (**Hess, 2011**).

Emotions play a vital role in decision making. Emotions allocate worth to objects, assist in understanding the ways to get those objects and provide motivation in doing so. The importance of emotions in decision making is apparent from the fact that most of the times decision making itself is an emotional process (**Khan, et al., 2016**).

Emotional Intelligence so an altogether vital non-public characteristic has an inevitable role of doing whole executive activities in appropriate ways; especially, among changing environments so much relying upon regarding cognitive smart is ineffective after performing best choices than to lie adaptive with unknowns for one-of-a-kind managers. Emotional Intelligence defined as like an integration regarding emotional, private than social potential or skills up to expectation affects an individual's capability in conformity with accustom correctly including environmental demands and stressors (Moghadam, et al., 2011).

EI is the mixture concerning abilities and expertise so symbolize a series on competencies supposed because coping with life effectively. EI represented an important role among various components of managers. It is precious after editing tremendous selections of day in conformity with season existence within an organization. Powerful feelings assist leaders to formulate advantageous decisions. Majority of health groups require decision-making yet entire selections hold each cognitive yet impassioned components. A decision maker's emotional treatment ability depends on previous experience, current emotional capacity and the emotional investment an individual is willing to make in the decision's outcome (Sumathy, et al., 2015).

Managers usually confer decision-making (DM) namely theirs mean assignment due to the fact she needs to continuously pick what ought according to keep done, any choice performs it, when the place then once in a while too how many that choice is done. We can talk as managers face chances and threats so much bear in imitation of edit selections among doing every their activities; therefore, decision-making is very importance of whole managerial things to do in the organizational processes (Moghadam, et al., 2011).

Decision-making is certain about the near vital existence advantage for everyone. Making an effective decision is not easy and it is one of the main challenges for every administrator and leader. Decision-making is an essential leadership skill which will move forward individuals and teams to success. People make many good decisions which cause them to succeed but they make many bad decisions which cause them to fail. If they understand and learn about the different kinds of choices which are available to them, their lives would be more satisfying and particularly more effective in the workplace (Beri, 2013).

**Vroom and Yetton's, (2013) Theory of decision-making styles** - Autocratic decision-making styles in which the decision-maker usually collects specific information from his/her team, then make a final decision based on the specific information he/she has received. They do not tell the team or other people involved that their input is to be used to make the decision. - Consultative decision-making style in which the decision-maker shares and explains his/her ideas to the team to collect some different ideas, suggestions from them and then makes a decision. Group decision-making style, in which the decision maker always shares his /her ideas, asks for suggestions and brainstorms together in a group to find a solution to the problem. He/she brings the problem or cause to their team and discusses different ideas or suggestions to make a decision. The decision-maker believes that his/her role is to facilitate and guide the team to reach their goals and make final decisions together. The final decision will be the result of everyone agreeing and being satisfied with the decision.

### **The significance of the study**

It is strong up to expectation above in conformity with that moment, nationally in that place is no studies have been done to associate among EI and DM styles. So issue of nurse managers' emotional intelligence is required for best decisions to become extremely valued. Two main objectives are studied. 1<sup>st</sup> as it is valuable to assess nurse managers' EI and DM styles at Assiut University Hospitals. 2<sup>nd</sup> the study explores Nurse Managers' EI and its' relation with DM styles. The researchers suggest that nurse managers with high level of EI make the best decision according to the instances regarding the situation.

### **Aims of the study**

- Assess Nurse Managers' emotional intelligence levels and decision-making styles at Assiut University Hospitals.
- Explore relation among emotional intelligence, decision-making styles, and their personal characteristics among nurse managers at Assiut University Hospitals.

### **Research question**

- What are Nurse Managers' emotional intelligence and its' relation with decision-making styles, and their personal characteristics at Assiut University Hospitals?

## II. Methods

A correlational descriptive research design was used in the current study. The current study was carried out at Assiut University Hospitals namely: The main Assiut University Hospital, The Pediatric Health Hospital, and The El-Rajhy Assiut Hospital. The subject includes all available nurses working in aforementioned settings with a total number of 90 nurse managers which classified into (no= 58) in the main Hospital and (no=12) in the Pediatric Health Hospital and (no=20) in the El-Rajhy Assiut Hospital.

### 2.1. Tools of data collection

A questionnaire sheet which consisted of three tools: personal characteristics data about study participants included the following: name of the hospital, age, gender, marital status, educational qualification, years of experience, and administrative years of experience; The Emotional Intelligence Questionnaire which adopted from Mohamed and Yousef, (2014). It consisted of 17 statements which used to assess nurse managers EI level. The used scoring system is (1 = most of the time, 3 = often of the time, 5 = sometimes, 7 = rarely, and 9 = never). The levels of EI are classified into the following: from 50 to less than 70 is a very low level of EI, 70- less than 85 is a low EI, 85 to less than 115 is a mild level of EI, 115 to less than 130 is a High level of EI, 130 to 150 is a Genius EI. Decision- making styles Questionnaire which developed by Clark, (1998) and updated it in December 2007, it has consisted of 30 statements. Ten of them reflect the authoritative style, 10 items reflect a participative style, and 10 items reflect delegative decision-making style. Responses were based on 5 points Likert scale ranged from (5) always true to (1) never true.

### 2.2 Study procedures

Testing the tools clarity, and practicability, and time required for data collection and accessibility of nurse managers were done through the pilot study. It was carried out on 20 nurse managers from different inpatient departments at Main Assiut University Hospital. The pilot study which applied on nurse managers' not involved in the total sample of the study. Collected data from the pilot study were reviewed and used in making the necessary modifications prior to the finalization of the data collection tool.

Formal agreement was taken from the hospital's directors, nursing directors, and the Medical principal of each department before beginning on the study. After the finishing of the study tools, the collection of data was started in January 2019 and ended in March 2019. The researchers met with the targeted nurse managers, illustrated to them the aims of the study, and requested from them oral agreement to participate. Those who agreed to participate were given the tools and asked to fill them out and return them anonymously in the same setting or at most the next day. The researchers were available for any clarifications.

All the related principles of ethics in the research were followed. The study protocol was approved by the pertinent authority. Nurse Managers' approval obtained after telling them about their rights to participate, refuse, or withdraw at any time. Confidentiality was ensured for any obtained information. The study maneuver could not entail any harmful effects on participants.

Data coded, penetration and statistical evaluation were done by means of using SPSS 19.0 statistical software package. Permanency data had been presented using descriptive statistics. Pearson context evaluation was once used for evaluation of the inter-relationships amongst quantitative variables, Spearman appointment contextual connection because of ranked ones. The statistical significant value was regarded at p-value <0.05.

## III. Results

**Table (1):** Personal characteristics distribution of nurse managers' at Assiut University Hospitals (n=90)

Items	Main Assiut University Hospital (n=58)		El Rajhy Assiut Hospital (n=20)		Pediatric Health Hospital (n= 12)		Total (n=90)	
<b>Age: (years)</b>	No.	%	No.	%	No.	%	No.	%
25 - < 35	28	48.3	11	55.0	8	66.7	47	52.2
35- < 45	14	24.1	6	30.0	2	16.7	22	24.4
≥45	16	27.6	3	15.0	2	16.7	21	23.3
Mean ± SD	1.79±0.85		1.90±0.31		1.83±0.39		1.71±0.82	
<b>Marital status:</b>								
- Single	23	39.7	6	30.0	0	0.0	33	36.6
- Married	35	60.3	12	60.0	12	100.0	55	61.1
- Widow	0	0.0	1	5.0	0	0.0	1	1.1
- Divorced	0	0.0	1	5.0	0	0.0	1	1.1
<b>Educational qualification:</b>								
- Secondary School of Nursing Diploma	6	10.3	2	10.0	0	0.0	8	8.9

- Bachelor of Nursing Sciences	48	82.7	15	75.0	4	33.3	67	74.4
- Master degree	0	0.0	2	10.0	8	66.7	10	11.1
- Doctorate degree	4	7.0	1	5.0	0	0.0	5	5.5
<b>Gender</b>								
- Male	6	10.3	2	10.0	2	16.7	10	11.1
- Female	52	89.7	18	90.0	10	83.3	80	88.9
<b>Years of experience:</b>								
< 5	36	62.1	14	70.0	6	50.0	56	62.2
5 - >10	7	12.1	0	0.0	3	25.0	10	11.1
10 and more	15	25.8	6	30.0	3	25.0	24	26.7
Mean ± SD	2.29±1.32		1.85±1.35		1.83±1.03		2.13±1.29	
<b>Administrative years of experience:</b>								
< 5	36	62.1	15	75.0	6	50.0	57	63.3
5 - >10	7	12.1	3	15.0	2	16.7	12	13.3
10 and more	15	25.8	2	10.0	4	33.3	21	23.4
Mean ± SD	1.74±1.29		1.60±1.09		2.33±2.27		1.60±0.86	

**Table (1):** Illustrated that, the highest percentages of Nurse Managers had Bachelor degree of Nursing Sciences in Main Assiut University Hospital and El Rajhy Assiut Hospital (82.7% & 75.0 %) respectively, while they had Master degree in the Pediatric Health Hospital (66.7 %). The majority were females (90.0%) , aged less than 35 years old, had less than 5 yrs of experience, and had administrative yrs of experience (75.0%) at El Rajhy Assiut Hospital , while All Nurse Managers of Pediatric Health Hospital were married (100.0%), aged between 25 - < 35 years old ( 66.7 %).

**Table (2):** Distribution of emotional intelligence levels among the studied nurse managers at Assuit University Hospitals (n=90)

EI Levels	Main Assiut University Hospital (n=58)		El Rajhy Assiut Hospital (n=20)		Pediatric Health Hospital (n= 12)		Total (n=90)	
	No.	%	No.	%	No.	%	No.	%
• Very low	3	5.2	1	5.0	1	8.3	5	5.5
• Low	11	18.9	5	25.0	2	16.7	18	20.0
• Mild	37	63.8	12	60.0	8	66.7	57	63.4
• High	6	10.4	2	10.0	1	8.3	9	10.0
• Genius	1	1.7	0	0.0	0	0.0	1	1.2

**Table (2):** Shows that, there was high level of Nurse Manager's emotional intelligence (66.7 %) for Pediatric Health Hospital than at Main Assiut University Hospital & El Rajhy Assiut Hospital (63.8% & 60.0%) respectively.

**Table (3):** Decision-making styles mean scores among studied nurse managers at Assuit University Hospitals (n=90)

DM styles	Main Assiut University Hospital (n=58)	El Rajhy Assiut Hospital (n=20)	Pediatric Health Hospital (n= 12)	Total (n=90)
	M±SD	M±SD	M±SD	M±SD
• Authoritative style	34.67±4.35	35.15±4.79	33.58±6.45	25.35±4.66
• Participative style	39.62±4.36	40.65±5.40	38.25±6.06	20.31±4.75
• Delegative style	35.52±5.99	36.15±4.21	34.83±5.30	24.54±5.18

**Table (3):** Explores high mean scores as regard to participative style of decision-making in all Assiut University Hospitals (40.65±5.40; 39.62±4.36 & 38.25±6.06) respectively.

**Table (4):** Correlation matrix between emotional intelligence, decision-making styles scores and nurse managers' personal characteristics

Characteristics	Spearman rank correlation coefficient			
	Emotional Intelligence	Decision-making Styles Scores		
		Authoritative style	Participative style	Delegative style
Age <sup>#</sup>	0.238*	0.119	0.133	0.064

Marital status (reference married)	0.035	0.135	0.074	-0.080
Qualification (reference: Bachelor)	0.229*	0.125	0.153	-0.043
Experience years	0.256*	0.003	0.207	0.091
Administrative years of experience	0.055	0.032	0.135	-0.023
Emotional Intelligence	-----	-0.022	0.118	0.020

(#) Pearson correlation coefficient

(\*) statistically significant at  $p < 0.05$

**Table (4):**

Displays a positive significant correlation between age and Emotional Intelligence (0.238\*). Nurse Managers' emotional intelligence had significant relationships with Bachelor qualification and years of experience (0.229\* & 0.256\*) respectively. While, there was a negative correlation between authoritative decision-making style and emotional intelligence (-0.022), and negative correlation among delegative style and nurse managers are married, had a Bachelor degree of Nursing, and administrative years of experience (-0.080; -0.043 & -0.023) respectively.

#### IV. Discussion

Management decision-making is a necessary piece of organizational behavior. However, managers' decision-making styles and decisions made by them are mainly affected by their perceptions. EI seems to be one of the factors that affect management decision-making styles, which has been emphasized noticeably through deep scholars then has created great traits into the discipline of organizational conduct management theories (Nowzari, 2015).

The emotional intelligence skill of social awareness and its core knowledge concerning of empathy, service orientation and organizational consciousness over decision-makers are to evaluate the impact of not only their decisions but additionally the behavior in whom those decisions are committed (Sumathy, et al., 2015).

The current study was conducted with the aims to assess nurse managers' emotional intelligence and decision-making styles and explore nurse managers' emotional intelligence and its' relation with decision-making styles at Assiut University Hospitals.

The results as shown in (table, 1) revealed that eighty percent of the studied Bachelor degree of Nursing Sciences in Main Assiut University Hospital while sixty percent of the studied Master degree in the Pediatric Health Hospital. The majority were females at El Rajhy Assiut Hospital, while All Nurse Managers of Pediatric Health Hospital were married.

The findings of the current study clarified the highest percentages of the Nurse Managers emotional intelligence were in Pediatric Health Hospital (Table, 2). This may be due to most of them had a Master Degree in Nursing Science. This finding was in accordance with the finding of Goleman, (2005) who illustrated that EI was the strongest indicator of human success. The emotions of personnel act a much greater role in the thinking process, decision-making, and personal success. Also, Conrad, (2007) mentioned that leaders who had high levels of EI exhibited better decision-making, high levels of social responsibility and displayed better communication skills.

Ongoing of the present study findings in (table, 3) clarified that participative decision-making style was the highest mean score. This finding was supported by Sharan, (2009) who found that emotionally intelligent personnel utilize improve sharing of decision-making possibilities in imitation of acquire their objectives as well as organizational objectives. Also in accordance with Sumathy, et al., (2015) the transformational leader's decision-making highly leveraged by way of sharing because transactional leader's decision-making was enhanced by felt accountability.

The results were shown in (table, 4) declared that a positive significant correlation between age and emotional intelligence. This may be due to when the age increased the manager will be able to improve emotional talents are satisfied and efficient in their life as they own intellectual habits which turn them into fruitful and competent people. Also, (table, 4) shown that there were nurse managers' emotional intelligence had significant relationships with Bachelor degree qualification and years of experience. This finding was in accordance with James & Arnold, (2019) who past so much the feelings human beings expect to trip then hold experienced so the result after taking their decision illustrated important determinants regarding their present and future behaviors.

Also, there was a negative correlation between authoritative style of DM and EI, and negative correlation among delegative style, and nurse managers are married, had a Bachelor degree of Nursing, and administrative years of experience (table, 4). These findings were in accordance with Nowzari, (2015) who found a negative relation between managers' EI and rational and avoidant decision-making styles and a positive significant relationship between managers' EI and intuitive decision-making style. Besides, EI predict rational, intuitive, and avoidant decision-making styles. This finding was consistent with study results conducted by Sumathy, et al., (2015) which found a statistical significant correlation between decision-making and emotional intelligence.

## V. Conclusion

There was high Level of Nurse Managers emotional intelligence at Pediatric Health Hospital than at Main Assiut University Hospital & El Rajhy Assiut Hospital, the high mean scores were in participative decision-making style in all Assiut University Hospitals, a positive significant correlation between age and emotional intelligence. Nurse Managers' emotional intelligence had significant relationships with Bachelor qualification and years of experience. While, there was a negative correlation between authoritative decision-making style and emotional intelligence, and negative correlation among delegative decision-making style and nurse managers who are married, had a Bachelor Degree of Nursing, and administrative years of experience.

## VI. Recommendations

- 1) Nurse Managers should be trained on how to use their emotional intelligence in formulating a good decision.
- 2) Professional development opportunities to develop first-line nurse managers' emotional intelligence and decision-making process.
- 3) Bachelor's level nursing curriculum in nursing educational institutions should include emotional intelligent course.
- 4) Bachelor's level nursing curriculum in nursing educational institutions should include decision-making course.
- 5) Further research on relationships between self-efficacy beliefs, uncertainty intolerance, emotional intelligence, and decision-making strategies can be examined.

### Conflicts of interest

The researchers declared that they have no conflict of interests.

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