



شبكة المعلومات الجامعية  
التوثيق الإلكتروني والميكروفيلم

# بسم الله الرحمن الرحيم



**MONA MAGHRABY**



شبكة المعلومات الجامعية  
التوثيق الإلكتروني والميكروفيلم



# شبكة المعلومات الجامعية التوثيق الإلكتروني والميكروفيلم



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التوثيق الإلكتروني والميكروفيلم

# جامعة عين شمس التوثيق الإلكتروني والميكروفيلم

## قسم

نقسم بالله العظيم أن المادة التي تم توثيقها وتسجيلها  
علي هذه الأقراص المدمجة قد أعدت دون أية تغييرات



## يجب أن

تحفظ هذه الأقراص المدمجة بعيدا عن الغبار



**MONA MAGHRABY**

# **Head Nurses' Emotional Intelligence and Staff Nurses' Engagement**

Thesis

Submitted for partial fulfillment of the requirements  
of the Master Degree in Nursing Sciences  
(Nursing Administration)

By

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2020**

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# *Dedication*

**This Thesis is dedicated to my family  
members**

**who inspired me and supported me  
throughout my entire life**

**My father and my mother,**

**My sisters,**

**My husband,**

**and**

**My lovely daughter Rody**

**Their continuing tolerance and  
encouragement made this work  
possible**

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## **List of Abbreviations**

<i>Abbr.</i>	<i>Full-term</i>
<b>CIPD</b>	: Chartered institute of personnel and development
<b>COR</b>	: Conservation of theories
<b>EI</b>	: Emotional intelligence
<b>EQ</b>	: Emotional quotient
<b>IQ</b>	: Intelligent quotient
<b>JD-R model</b>	: Job demand resource model
<b>MBI</b>	: Maslach burn-out inventory
<b>OLBI</b>	: Oldenburg burn-out inventory
<b>SD</b>	: Standard deviation
<b>SPSS</b>	: Statistical package for social science
<b>UWES</b>	: Utrecht work engagement scale

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## ABSTRACT

**Background:** Emotional intelligence (EI) is important for nurse managers. Understanding the interaction between managers' EI and staff nurses' engagement is deemed important. **Aim of study:** to identify the relationship between head nurses' EI and staff nurses' engagement. **Design:** a descriptive correlational design. **Setting:** This study was conducted at Shebin El-kom Educational Hospital, at Menoufia. **Subjects:** It involved 30 head nurses and 30 of their assistants, in addition to a convenience sample of 222 of their subordinate staff nurses. **Tools:** Data collection tools were a standardized validated EI scale for head nurses and an engagement questionnaire for staff nurses. **Results:** Overall, 75.0% of the head nurses and their assistants had high EI. Significant weak positive correlations were shown between their experience years and EI score ( $r=0.299$ ). A higher qualification was a positive predictor of total EI scores, while training courses was a negative predictor. Staff nurses mostly (73.9%) had a moderate level of engagement and only 11.7% had a high level. Age was a significant positive predictor of the scores of "leadership/managements" and "communication" domains; Experience years was a significant positive predictor of the "the job" domain score, but a negative predictor of the scores in the domains of "leadership/ management" and "communication. **Conclusion:** Head nurses' EI is not correlated to staff nurses' engagement. **Recommendation:** It was recommended to conduct intensive training programs for staff nurses to foster their engagement and future study of the effect of improving emotional intelligence on nurses' work engagement is proposed.

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**Keywords:** Emotional Intelligence, Engagement, Head nurse, Staff nurse

## Introduction

Close working relationships with nurse managers were a central part of modern nursing. Leaders can play an important role in creating empowering work environments and that relationships with supervisors were important to job satisfaction. Current organizational changes with flatter structures and wider spans of control hinder nurse managers' ability to support the professional development of staff nurses (*Rakhshani et al., 2018*).

Nursing leaders are responsible for facilitating the achievement of nursing, organizational and patient outcomes. A wide variety of skills and competencies are required, including fiscal management, quality improvement, human resource management and negotiation, strategic planning and change management. Recently, another skill set, emotional intelligence (EI), has been identified as important for leaders in all healthcare environments (*Dall'Ora et al., 2015; Prapanjaroensin et al., 2017*).

Emotional Intelligence is the ability to identify, understand, and use emotions positively to manage anxiety, communicate well, empathize, overcome issues, solve problems, and manage conflicts. According to the Ability EI model, it is the perception, evaluation, and management of emotions in oneself and others. Emotional Intelligence (EI),