

## Original Article

## The Relationship between Head Nurses' Emotional Intelligence and Staff Nurses' Organizational Commitment

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### Abstract:

**Background:** The ability of head nurses to recognize, understand, and regulate their emotions is critical to maintaining a supportive and efficient healthcare environment. High levels of emotional intelligence (EI) among nurse leaders are associated with enhanced professional relationships, increased staff retention, and improved organizational commitment, all of which contribute to better patient care outcome. **Aim:** This study aimed to examine the relationship between head nurses' emotional intelligence and the organizational commitment of their staff nurses. **Materials and Methods: design:** The study was carried out using a descriptive-correlational design. **Setting:** Itay Elbaroud General Hospital served as the study's setting. **Subjects:** The study sample included all head nurses and their assistants (N = 32), as well as all staff nurses with at least one year of experience (N = 300). **Tools:** Two tools were utilized for data collection. **Tool 1:** Emotional Intelligence Scale. **Tool 2:** Organizational Commitment Sheet. In addition to, A data sheet of demographic features. **Results:** The findings revealed that both head nurses and staff nurses reported high levels of emotional intelligence and organizational commitment, respectively. A statistically significant positive correlation was found between head nurses' overall emotional intelligence and staff nurses' organizational commitment. **Conclusion:** Enhancing the emotional intelligence of head nurses may serve as a strategic approach to improving organizational effectiveness, reducing turnover, and fostering a more committed nursing workforce. **Recommendations:** It is recommended to implement structured training programs focused on developing emotional intelligence competencies among head nurses to strengthen leadership effectiveness and support nursing staff retention.

**Keywords:** Emotional intelligence, Head nurses, Organizational commitment, Staff nurses.

### Introduction:

Health care workers, particularly head nurses, must improve their personal as well as professional abilities because they deal with a variety of tasks and responsibilities under a variety of circumstances every day.<sup>(1)</sup> Head nurses' duties are diverse and range from improving and regaining patients' health to managing the quality of care as well as overseeing nursing teams.<sup>(2)</sup> So, the key for head nurses is to balance their feelings and emotions through possessing an adequate level of emotional intelligence that enhance coping with job demand which help to improve staff nurses' satisfaction and increase their retention level as a strategy for enhancing organizational commitment.<sup>(3)</sup>

Emotional intelligence (EI) was defined by Drigas, Papoutsis and Skianis (2021)<sup>(4)</sup> as “a set of abilities and talents that an individual must gain progressively and systematically to attain emotional self-actualization.”.Goleman (1998)<sup>(5)</sup> divided emotional intelligence into two main elements:personal competences, and social competences.Personal competences include three subscales:self-awareness, self-regulation, and self-motivation.Self-awareness develops when a nurse recognizes one's current emotions and uses this understanding to inform one's decisions, while maintaining a practical view of one's own abilities.Self-regulation means managing emotions in a way that they support, rather than disrupt, the work at hand.

Self-motivation is the process of moving and directing a nurse toward desired goals by utilizing their own inclinations.Social competences include two subscales:empathy and social skills.Empathy means understanding what other nurses are experiencing, being able to see things from their viewpoint, and building strong connections and harmony with a wide range of individuals.Social skills include correctly assessing social networks and circumstances as well as efficiently controlling emotions in interpersonal relationships.

Head nurses' practicing of emotional intelligence will improve their mental health and contribute to the caliber of their work, which includes evidence-based Clinical reasoning, critical thinking, and expertise application in real-world settings.<sup>(6)</sup> Head nurses' EI helps to deal with nurses' stress and job dissatisfaction and ensures that staff nurses work in a conducive environment that encourages nurses' organizational commitment.<sup>(7)</sup>

Organizational commitment (OC) was defined by Rodrigues and Ferreira (2020)<sup>(8)</sup> as “The degree to which individuals experience a feeling of inclusion, involvement, and loyalty to their organization, reflecting a multi-dimensional bond that includes emotional attachment, alignment with organizational values, and a perceived obligation to contribute to organizational success”. Three dimensions of organizational commitment were identified by Meyer, Becker, and Van Dick (2006)<sup>(9)</sup>: normative commitment, continuance commitment, and affective commitment.Affective commitment refers to nurses' positive feelings and attachment towards the hospital.Continuance commitment is the degree to which nurses feel compelled to remain at their hospital..Normative commitment is associated with nurses' sense of duty and allegiance to the hospital.

Organizational commitment was found as an antecedent to building nurses' trust in an organization.<sup>(10)</sup> A culture where nurses are committed, driven, and deeply connected to their holy vocation is desperately needed in healthcare institutions. <sup>(11)</sup>Moreover,committed nurses will be more satisfied, productive, and motivated which will enhance patient care and encourage them to have a vibrant nurse-patient relationship.<sup>(12)</sup>

### Significance of the study

Despite the recognized importance of EI in leadership, limited empirical research has specifically examined its influence on staff nurses' organizational commitment within hospital settings.In health care settings, especially hospitals, low emotional intelligence of head nurses can significantly undermine the organizational commitment of staff nurses.<sup>(13)</sup> When head nurses lack EI, they often struggle with effective communication and conflict resolution, leading to a lack of emotional support for their team.This can result in low commitment of staff nurses which in turn may lead to serious negative consequences such as nursing errors, excessive absenteeism, turnover, dissatisfaction and stress which will affect patient satisfaction and quality of care. <sup>(14)</sup> This study contributes to the current volume of information about emotional intelligence and organizational commitment in the healthcare sector.It provides empirical evidence that can be used by researchers and scholars to further explore these concepts and their implications in different contexts.

### Aim of the study:

This study aimed to examine the relationship between head nurses' emotional intelligence and the organizational commitment of their staff nurses.

### Research question:

What is the relationship between head nurses' emotional intelligence and staff nurses' organizational commitment?

### Materials and Methods

#### Research design:

Study was carried out using a descriptive-correlational design.

#### Setting:

Itay Elbaroud General Hospital served as the study's setting, with bed capacity 220 beds. The study was carried out in all of inpatient care units, as follows: (1) Medical units: general medical unit (male & female), obstetric, pediatric, poison, dialysis, neurosurgical and orthopedic units. (2) Surgical units as follows: general surgical (male & female), operation units. (3) Intensive care units (ICUs), as follows: General, pediatric, neonatal, coronary care and emergency units.

#### Subjects:

The study included two groups of participants:

1. **Head Nurses and Their Assistants:** The study sample consisted of all head nurses and their assistants (N=32) from the specified units.
2. **Staff Nurses:** Additionally, 300 staff nurses participated in the study. The criteria for inclusion were:
  - A minimum of one year of nursing experience,
  - Availability during the data collection period,
  - Employment in the aforementioned units.

#### Tools of the study.

Two tools were utilized in this study:

##### Tool (I): Emotional intelligence scale.

It was created by Goleman. (1998)<sup>(15)</sup> and updated by Abd Aleem (2013)<sup>(16)</sup>. It was used for assessing head nurses' emotional intelligence. The sheet consists of (82 items) grouped into 2 main dimensions: personal competencies and social competencies. Personal competencies: include (50 items) organized into three subscales: self-awareness (15 items), self-regulation (18 items) and self-motivation (17 items). Social competencies: include (32 items) organized into two subscales: empathy (11 items) and social skills (21 items).

A Likert scale with five points, with 1 representing strongly disagree and 5 representing strongly agree was employed to evaluate the responses, except items (33, 47, 52, and 63) had a reversed score, with an overall score ranging from (82-410). The head nurses' emotional intelligence was categorized as low if their score was (82-245), moderate if their score was (246-327), and high if their score was (328-410).

##### Tool (II): Organizational commitment sheet.

It was created to evaluate nurses' organizational commitment by Meyer and Allen (2004)<sup>(17)</sup>. The 18 items are divided into three primary types: (1) Normative (6 items), (2) Continuance (6 items), and (3) Affective (6 items). A Likert scale of six points, from (1) strongly disagree to (6) strongly agree, was used for evaluating responses, except items (3, 4, 5, and 13) had a reversed score. Overall scores range from (18 to 108). Staff nurses' organizational commitment was rated as

low if they scored between (18 and 48), moderate if they scored between (49 and 78), and high if they scored between (79 and 108).

Additionally, the researcher created a data sheet for demographic features to gather information from the participants of the study, including age, gender, marital status, years of nursing experience, years of unit experience of nurses, working unit, and educational qualifications.

#### Methods:

- The chairman of Damanhour University's Faculty of Nursing and the relevant authorities of the study setting granted formal authorization to conduct this study following an explanation of its goal.
- Two of the study's tools were translated into Arabic, and a committee of 5 subject-matter specialists evaluated their content validity. (one professor of nursing administration and one assistant professor of nursing psychology, Faculty of Nursing-Damanhour University; one professor of nursing administration, Faculty of Nursing-Banha University; and two professors of nursing administration, Faculty of Nursing-Ain Shams University) Accordingly, the changes that were required were made.
- To assess the tools' reliability and transparency, identify potential challenges and issues while gathering the data, and make necessary modifications, a pilot study was conducted on 10% of the overall sample size (N=2 of head nurses and N=30 of staff nurses) rather than the study participants.
- The Cronbach's alpha coefficient test was used to assess the reliability of the two study tools. The two tools were approved to be reliable where Cronbach's alpha of tool I (emotional intelligence sheet) and tool II (organizational commitment sheet) were 0.92 and 0.75, respectively.
- The researcher collected the study's data through self-administered sheets following a summary of the study's purpose for nurses at their work settings. The sheets were administered in the presence of the researcher to guarantee the integrity of nurses' answers and non-contamination of their viewpoints; and to ensure that every item was covered. Answering the sheets took about 15-20 minutes. Data collection took place over the course of three months, from early October 2023 to late December 2023.

#### Ethical Considerations:

- Prior to the start of the study, ethics committee The authorization was obtained from Damanhour University's Faculty of Nursing.
- Following a summary of the study's purpose, Participants in the study gave their signed, informed permission.
- Participants in the study anonymity was preserved.
- Confidentiality was maintained in this study.
- Throughout the study, participants were guaranteed privacy and the freedom to decline participation or to leave at any moment.

#### Statistical analysis:

On a computer that was compatible with IBM, the statistical program for social science (SPSS) (version 20) for Windows was utilized to arrange, tabulate, and statistically analyze the gathered data.

#### Results:

**Table (1)** illustrates that 59.3% of head nurses are among the ages of 35 and under 40. Additionally, they were all female, and the majority (93.8%) of them held a bachelor's degree in nursing. It was found that over two-thirds (71.9%) of the head nurses had between 15 and fewer than 20 years of nursing experience. Moreover, half (59.4%) of head nurses had between 10 and fewer than 15 years of experience in their departments. Furthermore, half 50.0% of the head nurses were employed in medical units. And ultimately, nearly all of them were married (90.6%).

**Table (1): Distribution of the studied head nurses based on their demographic characteristics:**

Head Nurses' demographic characteristics	Total (N=32)	
	No.	%
<b>Age (years)</b>		
30<35	9	28.1
35<40	19	59.3
40<45	2	6.3
≥45	2	6.3
<b>Gender</b>		
Male	0	0.0
Female	32	100.0
<b>Educational qualifications</b>		
Bachelor degree of nursing	30	93.8
Post graduate studies	2	6.2
<b>Years of nursing experience</b>		
10<15	8	25.0
15<20	23	71.9
≥20	1	3.1
<b>Years of unit experience</b>		
10<15	19	59.4
≥15	13	40.6
<b>Working unit</b>		
Medical	16	50.0
Surgical	6	18.8
Intensive care	10	31.2
<b>Marital status</b>		
Married	29	90.6
Widowed	3	9.4

**Table (2)** discloses that just 47.3% of staff nurses were between the ages of 25 and 30. Additionally, more than one third (35.7%) of them were male, while less than two thirds (64.3%) were female. Less than two-thirds (61.3%) of them met the requirements for a bachelor's degree in nursing. According to the same chart, over two-fifths (44.0%) of staff nurses had five to fewer than ten years of nursing experience. Additionally, fewer than half of the staff nurses (47.7%) had worked on the unit for less than five years. The majority of the staff nurses in the study (55.0%) were employed in intensive care units. Last but not least, 66.7% of staff nurses were married.

**Table (2): Distribution of the studied staff nurses based on their demographic characteristics:**

Staff Nurses' demographic characteristics	Total (N=300)	
	No.	%
<b>Age (years)</b>		
<25	79	26.3
25<30	142	47.3
30<35	75	25.0
≥35	4	1.3
<b>Gender</b>		
Male	107	35.7
Female	193	64.3
<b>Educational qualifications</b>		
Secondary school nursing diploma	3	1.0
Technical Institute nursing diploma	112	37.7
Bachelor degree of nursing	185	61.3
<b>Years of nursing experience</b>		
<5	96	32.0
5<10	132	44.0
10<15	68	22.7
≥15	4	1.3
<b>Years of unit experience</b>		
<5	143	47.7
5<10	126	42.0
≥10	31	10.3
<b>Working unit</b>		
Medical	90	30.0
Surgical	45	15.0
Intensive care	165	55.0
<b>Marital status</b>		
Single	90	30.0
Married	200	66.7
Widowed /Divorced	10	3.3

**Table (3)** illustrates that, the head nurses had a high mean % score of overall emotional intelligence(78.41%).Regarding emotional intelligence dimensions: social competency had a mean % score of 80.28% followed by personal competency dimension with a mean % score of 77.22%. In relation to their subscales, it was noticed that social skills, self-motivation, self-awareness, and empathy had a mean % score of (81.96%,80.36%,78.79% and 77.05% respectively).Moreover, self-regulation had a moderate mean % score (72.95%).

**Table (3): Distribution of the studied head nurses based on the mean score of emotional intelligence (n=32):**

Emotional intelligence dimensions	Min -Max	Mean $\pm$ SD	Mean % Score	Rank
– Personal Competency	174.0-216.0	193.06 $\pm$ 10.45	77.22%	
▪ Self-Awareness	54.0-65.0	59.09 $\pm$ 2.966	78.79%	3
▪ Self-Regulation	56.0-79.0	65.66 $\pm$ 5.128	72.95%	5
▪ Self-Motivation	59.0-76.0	68.31 $\pm$ 3.897	80.36%	2
– Social Competency	116.0-139.0	128.44 $\pm$ 5.929	80.28%	
▪ Empathy	38.0-47.0	42.38 $\pm$ 2.433	77.05%	4
▪ Social skills	77.0-94.0	86.06 $\pm$ 4.280	81.96%	1
<b>Total Emotional Intelligence</b>	<b>292.0-354.0</b>	<b>321.50<math>\pm</math>15.31</b>	<b>78.41%</b>	

-Low score of emotional intelligence < 50%

-Moderate score of emotional intelligence 50% < 75%

-High score of emotional intelligence  $\geq$ 75%

**Table (4)** Shows that, the staff nurses had a high mean % score of total organizational commitment (75.93%).Regarding organizational commitment dimensions, continuance commitment had a high mean % score (85.00%), while normative and affective commitment had a moderate mean % score (72.00% and 70.78% respectively).

**Table (4):Distribution of the studied staff nurses based on the mean score of organizational commitment (n=300):**

Organizational commitment dimensions	Min –Max	Mean $\pm$ SD	Mean % Score	Rank
▪ Affective	10.0-34.0	25.48 $\pm$ 5.520	70.78%	3
▪ Continuance	20.0-35.0	30.60 $\pm$ 3.558	85.00%	2
▪ Normative	13.0-33.0	25.92 $\pm$ 4.845	72.00%	1
<b>Total Staff Nurses' organizational Commitment</b>	<b>45.0-980</b>	<b>82.00<math>\pm</math>13.17</b>	<b>75.93%</b>	

-Low score of emotional intelligence < 50%

-Moderate score of emotional intelligence 50% < 75%

-High score of emotional intelligence  $\geq$ 75%

**Table (5)** demonstrates a statistically significant positive correlation between the total organizational commitment of staff nurses and the emotional intelligence of head nurses ( $p=0.041$ ).Normative commitment and overall emotional intelligence both had a highly statistically significant correlation ( $p=0.019$ ).Affective and continuation commitment and the head nurses' overall emotional intelligence also have a statistically significant correlation ( $p=0.037$  and  $p=0.046$ , respectively).The staff nurses' overall organizational commitment and social competency both had a highly statistically significant association ( $p=0.016$ ).Additionally, there is a statistically significant correlation ( $p\leq 0.05$ ) between the organizational commitment of staff nurses and their personal competency, self-awareness, self-regulation, self-motivation, empathy, and social skills.

According to this table, affective commitment and social competency had a very statistically significant correlation ( $p=0.005$ ). However, all subscales showed a statistically significant correlation ( $p\leq 0.05$ ) between affective commitment and personal competency. Additionally, a highly statistically significant correlation ( $p=0.017$ ) exists between social competency and continuing commitment. However, all subscales showed a statistically significant correlation ( $p\leq 0.05$ ) between personal competency and continuing commitment. Lastly, all emotional intelligence dimensions and subscales show a statistically significant correlation with normative commitment ( $p\leq 0.05$ ).

**Table (5): Correlation matrix among head nurses' emotional intelligence and staff nurses' organizational commitment:**

	Dimensions		Staff nurses' organizational commitment			
			Affective commitment	Continuance commitment	Normative commitment	Total organizational Commitment
Head nurses' emotional intelligence	Personal Competency	R	0.651	0.583	0.270	0.457
		P	0.026*	0.032*	0.046*	0.043*
	self-awareness	R	0.291	0.347	0.390	0.418
		P	0.046*	0.048*	0.038*	0.050*
	self-regulation	R	0.218	0.297	0.123	0.121
		P	0.042*	0.045*	0.033*	0.037*
	self-motivation	R	0.327	0.236	0.112	0.202
		P	0.050*	0.046*	0.052*	0.049*
	Social competency	R	0.929	0.770	0.661	0.781
		P	0.005**	0.017**	0.025*	0.016**
	Empathy	R	0.219	0.232	0.245	0.205
		P	0.037*	0.049*	0.047*	0.037*
	social skills	R	0.395	0.458	0.510	0.424
		P	0.049*	0.043*	0.038*	0.046*
	Total Emotional Intelligence	R	0.270	0.292	0.314	0.431
		P	0.037*	0.046*	0.019**	0.041*



## Discussion:

### Head nurses' emotional intelligence

The result indicates that, head nurses had a high mean % score of overall emotional intelligence. This could be due to that, head nurses are able to understand and manage their own emotions which helps them adapt to any situation. This finding is in line with a study that was carried out by Fekry and Mohammed (2018)<sup>(13)</sup> who found that, head nurses had high total emotional intelligence. Moreover, a study that was carried out by Ibrahim and Elsabahy (2020)<sup>(18)</sup> who found that, head nurses had high emotional intelligence. However, this result was contrary to a study that was done by Saleh and Eldeep (2020)<sup>(19)</sup> who concluded that nearly half of head nurses possessed a moderate level of emotional intelligence.

The findings of the study indicates that, head nurses had high mean % score in personal competency dimension. This may be due to that, head nurses are able to accurately identify and evaluate their feelings and can ignore them until the work is done. This is consistent with a study that was done by Mostafa and Mahfouz (2021)<sup>(20)</sup> who found that, head nurses had high personal competencies. In relation to personal competency subscales, the result reveals that, head nurses had high mean % score of self-motivation. This could be due to that, head nurses are able to develop the way of work and to perform this work effectively despite any obstacles they may face. This is in agreement with a study was done by Fekry and Mohammed (2018)<sup>(13)</sup> who found that, head nurses had high levels of self-motivation.

Moreover, the result reveals that, head nurses had high mean % score of self-awareness. This is may be due to that, head nurses are aware of their excellences and shortcomings as well as have confidence about themselves, which help them to achieve their goals and sustain an excellent level for efficiency. This result is in agreement with a study was carried out by Elshial et al. (2022)<sup>(21)</sup> who found that, head nurses had high levels of emotional self-awareness. Furthermore, the result reveals that, head nurses had moderate mean % score of self-regulation. This is could be due to that, head nurses able to maintain emotional control under pressure and create new ways and ideas which may enhance their actions. This is in agreement with a study that was carried out by Shan et al. (2023)<sup>(22)</sup> who found that, head nurses generally had a moderate self-regulation.

Regarding social competency dimension, head nurses had high mean % score. This could be because, head nurses have strong capabilities in social interactions, which are crucial for effective communication, conflict resolution, and team collaboration. This is in agreement with a study that was done by Antonopoulou (2024)<sup>(23)</sup> who found that, head nurses demonstrated high social competency levels. In relation to social competency subscales, the study reveals that, head nurses had high mean percent score of social skills. This is may be due to that, head nurses are able to build positive relationships and trust with their staff. This is in agreement with a study carried out by Muhmmmed et al. (2022)<sup>(24)</sup> who found that, head nurses had high level of social skills.

Regarding empathy, the result also reveals that, head nurses got high mean % score. This could be due to that, head nurses have high sense of the hidden emotions and feelings of the others and may provide support and encouragement for their staff. This is consistent with a study was done by Fekry and Mohammed (2018)<sup>(13)</sup> who found that, head nurses demonstrated high levels of empathy.

### Staff nurses' organizational commitment

The result indicates that, staff nurses had a high mean % score of overall organizational commitment. This could be due to that, the majority of staff nurses feel attached and faithful to their hospital and it won't be easy for them to leave it for many reasons. For example, head nurses have clear vision and open communication that help to build trust and ensures that nurses feel heard and valued. Also, head nurses schedules meetings and feedback sessions that facilitate communication. This result is consistent with a research by Badran et al. (2021)<sup>(25)</sup> that showed a high level of organizational commitment amongst the majority of staff nurses. Also a study done by Callado et al. (2023)<sup>(26)</sup> found that, staff nurses exhibited high total organizational commitment. However, this finding is in contrast to a research by Andersen et al. (2021)<sup>(27)</sup> that found low organizational commitment among healthcare professionals..

In relation to organizational commitment dimensions, the result reveals that, staff nurses got a high mean % score of continuance commitment. This could be because, Staff nurses are very conscious of the expenses involved in leaving the hospital. As well as, the scarcity of nursing jobs options. This is in agreement with a study was done by Neves et al. (2022)<sup>(28)</sup> who found that, staff nurses had high continuance commitment. Moreover, the result reveals that, staff nurses had a moderate mean % score of normative commitment. This could be due to that, staff nurses owe allegiance to their hospital and don't want to let down their superiors for the fact that, they gained a lot of their skills and experience from this hospital. This is in line with a study that was done by Badran et al. (2021)<sup>(25)</sup> who examined organizational commitment among staff nurses and found that, their normative commitment was at a moderate level.

Furthermore, the result reveals that, staff nurses had a moderate mean % score of affective commitment. This could be because, staff nurses do feel a sort of connection to their workplace because of the encouraging work environment, the great team work spirit and the strong bond with their co-workers. This is in line with a study that was done by Essa et al. (2021)<sup>(29)</sup> who discovered that, staff nurses had a moderate level of affective commitment.

### **Relationship between head nurses' Emotional Intelligence and staff nurses' Organizational Commitment**

The study result indicates that, there is a statistically significant positive relationship between head nurses' total emotional intelligence and staff nurses' total organizational commitment. This could be because, head nurses in the hospital usually support their staff nurses through building trust, cooperation and communication with them as well as listen to their staff, solving their problems and concerns which enhance staff nurses emotional attachment to the hospital, increase their job satisfaction and commitment. This is in agreement with a study that was done by Geun and park (2019)<sup>(30)</sup> who found a significant positive correlation amongst emotional intelligence and organizational commitment. Moreover, Al-Oweidat et al. (2023)<sup>(31)</sup> who found that, emotional intelligence had a significant positive relationship with organizational commitment. In contrast, a study that was done by Willyard (2017)<sup>(32)</sup> found no significant correlation between emotional intelligence of head nurses and organizational commitment of nurses.

Additionally, the study findings show that, there is a highly significant correlation amongst total emotional intelligence of head nurses and normative commitment of staff nurses. This could be due to that, head nurses treat their staff fairly and foster a culture of mutual respect and support. This agrees with a study that was done by Ishak et al. (2015)<sup>(33)</sup> who found out a strong relationship amongst the emotional intelligence and normative commitment. Also, a study was done by Gabal and Elhussiney (2020)<sup>(34)</sup> found that, normative component organizational commitment had a positive significant correlation with emotional intelligence.

The study's results also show a statistically significant correlation amongst staff nurses' affective commitment and head nurses' overall emotional intelligence. This could be because, head nurses can effectively communicate with their staff, empathizing and building strong interpersonal relationships, which are crucial for nurturing staff nurses' commitment. This aligns with a study that was done by Ishak et al. (2015)<sup>(33)</sup> who found out a strong relationship between the emotional intelligence and affective commitment. Also, a study by Gabal and Elhussiney (2020)<sup>(34)</sup> who found that, affective component of organizational commitment had a significant correlation with emotional intelligence.

The study results also indicate a statistically significant relationship amongst total emotional intelligence of head nurses and continuance commitment of staff nurses. This could be because, head nurses can create a stable work environment with successful relationships with their staff nurses by rewarding and encouraging them, which reduces the perceived risks and costs of leaving the hospital. This agrees with a study that was carried out by Ishak et al. (2015)<sup>(33)</sup> who found a strong correlation amongst the emotional intelligence and continuance commitment.

Furthermore, study findings indicate a statistically significant relationship amongst staff nurses' total organizational commitment and head nurses' self-awareness. This may be due to that, head nurses who are aware of their own emotions and these emotions affect their behavior can create a

more transparent and trustworthy environment with their staff, so, this encourages staff nurses to develop similar awareness and be committed to the hospital. This agrees with a study done by Ali et al. (2019)<sup>(35)</sup> who found that a statistically positive correlation amongst head nurses' self-awareness and staff nurses' organizational commitment.

Additionally, study results indicate that there is a statistically significant correlation amongst staff nurses' total organizational commitment and head nurses' self-motivation. This could be because, head nurses exhibit enthusiasm, resilience, and a strong work ethic, which can be highly contagious. Their drive and commitment to organizational goals inspire staff nurses to align their personal goals with those of the organization, thereby increasing their overall commitment. This agrees with a study that was done by Kalil et al. (2019)<sup>(36)</sup> who found a highly significant correlation amongst work motivation factors and organizational commitment for nurses.

Moreover, the study results show a statistically significant relationship amongst staff nurses' total organizational commitment and head nurses' self-regulation. This may be due to that, head nurses can maintain composure and make thoughtful decisions even under pressure, this stability and predictability in leadership create a secure and supportive work environment with their staff, which is essential for fostering organizational commitment of staff nurses. This agrees with a study done by Sharma and Kaur (2019)<sup>(37)</sup> who found a significant relationship amongst organizational commitment and self-regulation.

Additionally, study results indicate a statistically significant relationship amongst staff nurses' total organizational commitment and head nurses' empathy. This may be due to that, head nurses can understand the needs, concerns, and aspirations of their staff, this understanding helps in addressing staff nurses' issues promptly and effectively, leading to higher job satisfaction of staff nurses and organizational commitment. This is in agreement with a study done by Marques (2015)<sup>(38)</sup> who found a significant relationship amongst leaders' empathy and followers' organizational commitment.

Finally, the study findings indicate a statistically significant correlation amongst staff nurses' total organizational commitment and head nurses' social skills. This may be due to that, head nurses can build and maintain positive relationships with their staff, facilitating teamwork and cooperation, these skills help in creating a sense of community and belonging among staff nurses, which is essential for enhancing their organizational commitment. This is in agreement with a study that was done by Mazzetti and Schaufeli (2022)<sup>(39)</sup> who mentioned that, The commitment of their followers is fostered by engaging leaders who cultivate positive interpersonal relationships and create a collaborative, psychologically safe team environment.

### **Conclusion:**

According to the study's findings, staff nurses' organizational commitment and head nurses' emotional intelligence are positively and significantly correlated. Additionally, both the head nurses and the staff nurses exhibited high levels of emotional intelligence and organizational commitment respectively. These results imply that staff nurses' organizational commitment is positively connected with emotional intelligence of head nurses. The findings highlight the significance of head nurses' emotional intelligence as a key component of nursing leadership and its influence on staff nurses' dedication and retention as well as the development of a happy work environment.

### **Recommendations:**

**The recommendations that follow should be made in considering the results of the present study:**

#### **Hospital managers should:**

1. Implement training initiatives on a regular basis and workshops for head nurses about emotional intelligence and its importance on creating positive working environment for staff nurses.
2. Encourage head nurses to practice emotionally intelligent behaviors and motivate them to improve their performance through reward and recognition systems.

#### **Head nurses should:**

1. Actively participate in emotional intelligence improvement programs to improve personal and social competencies.
2. Demonstrate emotionally intelligent behaviors in daily interactions with staff nurses, fostering a positive and supportive work environment.

**Staff Nurses should:**

1. Engage actively in initiatives aimed at enhancing organizational 1. Actively participate in the initiatives which aim to enhance organizational commitment and work environment, such as recognition and reward events.
2. Practice effective communication skills with colleagues and supervisors to build trust and collaboration.

**Future studies should be conducted:**

1. Examine the connection between the productivity of staff nurses and the emotional intelligence of head nurses.
2. Explore the relationship between head nurses' emotional intelligence and staff nurses' work engagement.

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