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Walden University

College of Management and Human Potential

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Nkechi Amaechina

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that any and all revisions required by
the review committee have been made.

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Implementing Emotional Intelligence to Enhance Leadership Abilities in a Skilled

Nursing Home

by

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Abstract

To meet dynamic changes in healthcare, effective leadership is necessary. A major problem with effective leadership is the lack of emotional intelligence (EI). The purpose of this integrative review is to identify strategies that enhance skilled nursing home leadership abilities using EI. The Leader-Member Exchange (LMX) theory was used, supported by Complex Adaptive Systems (CAS) Theory. LMX theory explains that leaders-members relationships affect an organization while CAS theory describes healthcare industry as ever-changing. The review question (RQ) that guided this integrative review is: what best EI strategies can be implemented to enhance leadership abilities in a skilled nursing home? Twenty-six articles selected for quality appraisal using Johns Hopkins Nursing Evidence-Based Practice Model (JHNEBP). The result of this integrative review identified two themes, quality relationships between leaders and their followers and dynamic interactions, and eight subthemes including empathy, trust and respect, communication, feedback, adaptive leadership, mindfulness practices and collaborative team-based trainings. The integrative review confirms that implementing EI is a powerful strategy for enhancing leadership capacity in a skilled nursing home. EI is integral to social change, especially within the framework of social determinants of health, promoting emotionally safe and responsive workplaces, and promoting emotionally intelligent leadership. EI supports mental well-being, job satisfaction, and professional empowerment. These are key social determinants that influence the quality of healthcare delivery.

Part 1: Practice-Based Problem

Problem of Interest

The research problem set out in the realm of health service organizations (HSOs) pertains to limited integration of emotional intelligence (EI) training into leadership development for effective nursing home administrators. The implementation of EI training in leadership development remains critically limited within HSOs, particularly in the context of nursing home administration. This has profound effects on the effectiveness of the leadership and teamwork in turn affecting patient care. Abraham and Scaria (2017) revealed that leaders with deficient EI were unable to maintain good relationships within their staff; thus, resulting in a high turnover rate and loss of job satisfaction. The NSI is ailing from a lack of staff retention among qualified nurses and reports have shown that leadership is a strong determining factor in these problems owing to loss of emotional congruence (Crowne et al. 2017). The absence of EI training exacerbates the complexities of leadership roles, making it crucial to address this gap.

The growing complexity of leadership roles in nursing has increased in recent years, necessitating leaders who can navigate the intricate emotional landscapes of their teams. Thus, an individual with EI would be in a better position to resolve conflicts, encourage the staff, and create an environment that supports high-quality patient care. For instance, Lartey et al. (2021) found that lack of EI among the leaders in nursing was associated with increased levels of emotionally drained in the staff, further hampering the quality of care. The findings emphasize the need for HSOs to prioritize EI in leadership training to improve team cohesion and enhance the overall

standard of service delivery. The same sentiment seems to be present in the nursing workforce challenges reports in the United Kingdom.

The urgency to address the integration of EI training into leadership development cannot be overstated. Unquestionably and in an increasing manner, the healthcare environment requires skilled administrators who can lead and manage the team mostly composed of diverse cultures and organizations. The effects of the absence of EI trainings are clear. Bittinger et al. (2020) reported that certified registered nurse anesthetists with higher EI experienced less occupational stress which results in better patient outcomes. It is high time that HSOs establish a focused EI training program based on the widely accepted theoretical framework, for example, Goleman's EI theory. HSOs will fill the gap currently existing in the knowledgebase of leadership-training and, hence, build strong and effective workforces that can meet an even greater challenge in the pace of today's healthcare delivery dynamic.

Healthcare Administration Problem

Background

In the realm of healthcare administration, a pressing issue has emerged regarding the integration of EI training within leadership development programs. This problem is particularly significant in the context of nursing facilities, where effective leadership is crucial for maintaining high standards of patient care and staff satisfaction. Recent studies have highlighted that differential in EI levels in nurse managers, then determined job satisfaction and hence high turnover among nurses. For example, in a study done by Phillips et al. (2021), EI within nurse managers was shown to influence retention

considerably; hence, a lack of that training could have dire consequences for healthcare organizations (HSOs) in the United States..

The current landscape of healthcare administration in the USA is characterized by increasing complexity and demand for skilled leadership. According to the NSI National Health Care report, RN staffing though improved, with nurse retention rates fallen from 27.1% 2021 post-pandemic to 16.4% in 2024, still reflecting an increasingly evident crisis in the stability of the workforce (NSI National Health Care report, 2024). This statistic underscores the urgent need for effective leadership strategies that incorporate EI to foster a supportive work environment. Reshetnikov et al. (2020) avowed that leaders with high EI can cope with team stresses and conflicts, especially in high-pressure healthcare settings. The integration of EI training into leadership development is not merely beneficial; it is essential for the sustainability of healthcare services.

Neglecting EI in healthcare leadership severely endangers staff and patients. Lartey et al. (2021) revealed a strong correlation between emotional fatigue among nurses and the EI of their leaders. In the absence of emotional awareness on the part of leaders, this results in work toxicity with resultant increased burnout and poor quality of care. Emotionally exhausted nurses may have poor communication and lack engagement, which leads to medical errors, decreased patient satisfaction, and decreased overall standards of care (Codier & Ferreira, 2020). The implications of this issue extend beyond individual organizations, affecting the overall healthcare system's ability to deliver quality care.

Empirical evidence supports the assertion that EI is a critical component of effective healthcare leadership. Liu et al. (2023) demonstrated a direct relationship

between EI and job stressors among psychiatric nurses, which means the leaders need to know how to handle emotional problems. EI in nursing leadership also has a significant impact on team culture and turnover intentions (Majeed and Jamshed, 2021). These findings reinforce the necessity for HSOs to prioritize EI training as part of their leadership development programs to enhance organizational performance and staff retention.

This issue aligns closely with the American College of Healthcare Executives (ACHE) professional domains, which emphasize the importance of leadership effectiveness in healthcare administration. The ACHE domains would provide a roadmap for developing leaders who can build an organizational culture while improving staff engagement. Through the incorporation of EI training into leadership development, health service organizations would be able to groom leaders who excel in clinical management yet can develop an understanding and interrogation of the emotional needs of their teams. That is critical in establishing a resilient workforce in healthcare that is able to absorb changes in modern healthcare delivery.

The ACHE domains advocate for the development of leaders who can foster a positive organizational culture and improve staff engagement. By integrating EI training into leadership development, HSOs can cultivate leaders who are not only skilled in clinical management but also adept at understanding and addressing the emotional needs of their teams. This alignment is crucial for creating a resilient healthcare workforce capable of meeting the challenges of modern healthcare delivery.

The implications of addressing EI in healthcare leadership are profound. Training in EI can lead HSO's staff to build morale, decrease turnover rates, and ultimately

improve the quality of care for patients. Khademi et al. (2021) highlighted that continuous professional development in EI in nursing would add to the quality of the nursing care provision. Thus, organizations investing in such an activity would expect better patient outcomes. The need to stimulate immediate action in health administration and urgency in this study is guaranteed by the possibility of improved performance within an organization through the development of EI abilities and training.

Operational Problem

The implementation of EI in nursing homes has historically faced significant challenges, leading to adverse outcomes for both staff and residents (Majeed & Jamshed, 2021; Liu et al., 2023). Recent research indicated that about 30% of nurses would report high levels of emotional overwhelmed, which would adversely affect their job performance and patient care quality (Khademi et al., 2021; Lartey et al., 2021). Further, over 50% of the nursing staff would express dissatisfaction about the environment of work because often they attributed this to the lack of emotional support and empathy from the management (Majeed & Jamshed, 2021). The effects of ignoring EI in nursing homes were serious; such facilities with no emphasis on an emotionally intelligent culture experienced a high rate of employee turnover, with some recording as much as 25% per year (Phillips et al., 2021). Not only does employee turnover drain resources, but it also causes discontinuity in the provision of care and leads to poor health outcomes for residents (Karimi et al., 2020). Thus, the operational problem of insufficient training and support towards the development of EI in nursing homes created a vicious cycle among employees of stress, dissatisfaction, and high turnover (Reshetnikov, et al. 2020),

eventually compromising the quality of care to which these vulnerable persons were subjected (Karimi, et al. 2020).

Ideal State of Operations

In light of the growing need to enhance resident satisfaction and care quality in nursing homes, implementing EI training for staff is essential. Research has indicated that integrating EI into care practices can significantly improve resident interactions and overall experiences (Kaslow et al., 2020). The ideal state of operations in this context is to establish a comprehensive EI framework that equips nursing staff with the tools to better understand and manage their emotions, as well as those of the residents and their families. By incorporating evidence-based EI initiatives, nursing homes can consistently improve leadership training scores by aiming to achieve or surpass national benchmarks for quality care, such as an HCAHPS score of 89 or higher. This proactive approach not only enhances the emotional well-being of residents but also fosters a positive workplace environment in the nursing homes,

Ideally, a nursing home would reduce its employee turnover rates by 20%, as an emotionally intelligent environment would leave the employees more satisfied and committed to the job (Al-Oweidat et al., 2023). The desired state of operations in nursing homes involves the successful integration of EI training programs that enhance staff well-being and improve patient care outcomes. EI, studies reveal, can raise job satisfaction among staff up to 40% and therefore reduce workforce turnover while improving care to the residents (Abraham & Scaria, 2017). Apart from that, institutions reporting on emotional-integration paradigms on training have recorded a 30% upsurge in

patient satisfaction scores since staff have been made better equipped to handle stress as well as communicate efficiently with residents (Khademi et al., 2021).

The integration of EI into nursing home operations is essential for fostering a positive culture that benefits both staff and residents, ultimately leading to improved quality of care. This ideal desired state of operations will provide a place where compassion and efficiency are evident in care delivery; the work environment for nursing staff would be enhanced and consequently have a significant impact on enhancing the quality of life for residents. Studies show that equipping nursing staff with EI skills results in elevated levels of job satisfaction and improved experiences and outcomes of the patients they serve (Cichoń et al., 2023; Petrie & Swanson, 2018). This ideal state can be measured quantitatively by targeting a 20% reduction in staff turnover rates and a 15% increase in resident satisfaction scores within the first year of implementing EI training programs. Filling this practice gap is vital as it bears directly on the operational effectiveness of healthcare organizations and the overall well-being of both staff and residents.

Professional Practice Gap Statement

The implementation of EI training in Nursing Homes shows a tremendous professional practice gap, with only 15% of nursing homes in the US having established formal EI training programs (Lu & Shorey, 2021; Lampreia-Raposo et al., 2023). Different countries and continents face a similar problem. This is more evident in administration under healthcare conditions within which a workforce untrained in EI is often fundamentally unqualified to meet the emotional demands associated with caregiving. In America, the situation is the same as surveys showed that less than 20% of

health care organizations infuse EI in their leadership development courses (Crowne et al., 2017). Such a shortfall has far-reaching consequences; for example, it has been observed by Bittinger et al. (2020) that a lack of EI training leads to increased levels of stress and burnout among nurses. Also, over 60% of nurses surveyed in a study conducted by Cichoń et al. (2023) reported experiencing feelings of isolation and lack of support, which tend to lead to increased conflict at the workplace and decrease organizational commitment.

Bridging the practice gap that currently exists in EI training is paramount for achieving emotional resilience among nursing personnel and the overall care environments of nursing homes. According to Khademi et al. (2021), continuing professional development in EI is necessary and should be considered an important aspect of maintaining high standards for nursing care. In the US, where the health system finds itself under pressure to improve the quality of care to patients and retain its staff, closing this gap would be very important (Petrie & Swanson, 2018).

Summary of Evidence

The evidence strongly supports the need for implementing EI in nursing homes where the healthcare system faces increasing pressures (Barr, 2024; Karimi, et al. 2020). Studies have established that EI has links with higher job satisfaction (Khademi, et al. 2021), low turnover (Majeed & Jamshed, 2021), and better patient care outcomes (Reshetnikov, et al. 2020). For example, one of the major hospitals with EI training indicated a reduction in the turnover of staff, by about 25%, and challenged an increase in patient satisfaction with 30% (Dou et al., 2022). Such studies indicated that there was a positive correlation between EI nurses and the ways they coped with work-related stress

in contrast to those who were not emotionally intelligent, leading to less average burnout reported, by 40% (Barr, 2024; Cichoń, Jet al. 2023). The consequences of not conducting this training are enormous: without EI, nursing homes might simply perpetuate a turnaround, with low morale for the employees, and consequently substandard care for residents and higher operational costs (Liu et al., 2023). With these issues in mind, there is a clear and urgent need for nursing homes to make EI training a major tenet of their operation in terms of ensuring a more conducive environment for the staff and the residents.

Emotional intelligence as evolved as a significant issue in healthcare, particularly in nursing homes, upon its emergence during the 1990s. Initially introduced into the public lexicon by Daniel Goleman's 1995 book, *Emotional Intelligence: Why It Can Matter More Than IQ*, the theory emphasized learning about and managing one's and others' emotions (Goleman, 1995; Petrie & Swanson, 2018). In nursing homes, EI was critical as caregivers were faced with emotionally charged situations when interacting with residents, the majority of whom were experiencing age-related complications, cognitive impairment, and emotional disturbances. Studies in the late 1990s and early 2000s emphasized the way that high-EI nursing staff was able to coordinate their professional complexities and provide improved results for patients (Mayer et al., 2000; Galanis, et al. 2024)

By the early 2000s, research appeared to quantify EI impacts in nursing home environments. In a publication by Cummings et al. (2006), it reported that the nursing staff whose EI measures were better developed showed higher satisfaction levels at work and reported lower burnout rates. The study reported 48% highly emotionally intelligent

nursing staff exhibited lesser emotional exhaustion compared to counterparts with low measures of EI. This connection emphasized the applicability of EI not just to enhancing the emotional well-being of nursing staff but also to creating a more compassionate atmosphere for the residents, resulting in better overall care quality. As the number of elderly individuals in the U.S. continued to grow, the need for emotionally intelligent caregivers became increasingly evident.

Over the years, the consequences of ignoring EI within care homes became apparent. Evidence indicates that low EI amongst staff was amongst the factors leading to high rates of staff turnover, as seen in the average 100% annual turnover for certified nursing assistants (CNAs) in some homes (Abraham & Scaria, 2017). This volatility eroded the continuity of care for older residents who thrive in secure environments.

The growing body of evidence highlighted the pressing need for a systematic approach to integrate EI training into nursing home staff development programs. With over 1.5 million U.S. nursing home as of the year 2020 (CDC, 2020), enhancing nursing staff EI has become a critical issue for enhancing patient satisfaction and quality of care. Healthcare increasingly being more holistic in its approach and patient-centered in its focus, understanding the role of EI within nursing homes has never been more imperative. The research will seek to investigate the state of EI in nursing homes and its implication on leadership development training and overall quality of healthcare in the U.S.

Purpose of the Integrative Review

The purpose of this integrative review is to identify initiatives used to implement EI to enhance leadership abilities in nursing homes. The focus will be on implementing

EI training and practices to create a supportive and caring work environment for nursing staff and helping them manage the emotional challenges in their roles. This integrative review will explore the best practices to identify effective ways of improving the emotional competencies of leaders in nursing homes for a better supportive workplace environment. By equipping nurses with essential soft skills, this integrative review aims to enhance their ability to handle their emotions, build better relationships with colleagues, and communicate effectively with residents. The goal is to foster a more resilient and effective nursing administrators, which will ultimately benefit both staff and residents in nursing facilities. Implementing EI in these settings is expected to lead to improvements in workplace morale and the quality of care provided.

Integrative Review Question

The review question guiding this integrative review is: What best EI practices can be implemented to enhance leadership abilities in a skilled nursing home? Research has shown that leaders with strong EI can create a more supportive work environment, which in turn improves employee satisfaction and reduces turnover (Majeed & Jamshed, 2021). By exploring best practices for EI training, this integrative review aims to identify effective strategies that can enhance the emotional competencies of nursing home leaders, ultimately leading to a more positive workplace culture and improved care for residents (Khademi et al., 2021). The findings are expected to contribute to developing a resilient nursing workforce, positively impacting both staff and the quality of care provided.

This integrative review will address the practice gap that most nursing facilities lack an organized program of EI training for their leaders. The focus on evidence-based best practices should allow the review to present actionable recommendations for actual

implementation in nursing homes to foster EI, increase effectiveness of leadership, and improve thereby residents' quality of care. This inquiry is not only beneficial to the academic literature but also offers practical solutions to some of the most pressing challenges in management in nursing homes.

Theoretical and/or Conceptual Framework

The leader-member exchange (LMX) theory as articulated by Ordun and Beyhan Acar 2014 helps in understanding EI in the context of healthcare administration. LMX theory further explains that leaders-members relationships have effects on the organization. In healthcare settings, such relationships prevent the barriers to effective teamwork and patient care as they promote trust, communication and respect among the members even in the presence of hierarchy. For that matter, high EI leaders can establish and maintain such relationships that enhances engagement and reduces turnover among staff. This framework provides a solution to the problem of leadership effectiveness in healthcare administration. It states that EI among leaders can be increased to stimulates good patient care.

The complex adaptive systems (CAS) theory, investigated by the likes of Petrie and Swanson (2018), provides a fascinating perspective regarding healthcare organizations and the associated cognitive burdens on their leaders. In line with the CAS theory, the healthcare sector is ever-changing, and therefore, leaders must create strategies and matrices on the go. The authors note that the skills of a leader should go beyond technical skills. They should have EI to deal with their roles. Such a framework points towards the need for building resilience as well as adaptability among healthcare leaders since these aspects are critical for dealing with creating situations that are bound

to happen during patient care. In this way, EI can be incorporated into the leadership development strategy within healthcare organizations and enhance the capacity of leaders to work in complex adaptive systems.

Though LMX theory is important in understanding how the leader-follower relationship can emerge, it possesses considerable drawbacks which limit its application towards implementing EI within the nursing home context. The most significant limitation is the way it divides staff into in-groups and out-groups, which can promote cliques and can diminish cohesion within teams. This kind of hierarchical differentiation amounts to exclusion in terms of the feelings among the team members which affects morale and collaboration that are important for high-stretched environments such, like the nursing home. On the contrary, Complex Adaptive Systems (CAS) highlight a more comprehensive scope in the sense of connectedness and adaptiveness of individuals in the system. Based on the dynamic nature of nursing homes as environments required to have EI integrated at all levels for communication, collaboration, and resilience, it shows where it can be positioned across all staff to improve its use in care provision. One such culture is inclusivity and collective problem solving, and these would overcome the limitations of LMX while enhancing a better environment that benefits staff and residents alike. Such transformations are, therefore, more essential in the improvement of EI implementation, which in the end would raise the quality of care within the nursing facilities.

Part 2: Literature Review, Quality Appraisal, and Analysis

Literature Search Strategy

An integrative review of literature published 2015-2024 was conducted using different databases including PubMed, Google Scholar, Medline, SCOPUS, Web of Science, DOAJ, BioMed Central, ERIC, JSTOR, and Science Direct. The use of appropriate keywords including, and structure search strategy was implemented to systematically narrow down to relevant literatures related to in identifying initiatives used to EI to enhance nursing leadership abilities.

The keywords and phrases used in the search included, *emotional intelligence, nursing leadership, self-awareness, empathy, self-regulation, social skill, motivation, organizational structure, governance* and *nursing homes*. By employing these keywords in various combinations, the search aimed to retrieve pertinent articles that address the relationship between EI and leadership effectiveness in nursing home environments.

To refine the search results further, Boolean operators such as AND, OR, and NOT were employed to create more focused queries. For instance, combinations like *emotional intelligence AND nursing leadership, organizational structure OR governance*, and *emotional intelligence AND nursing homes* were utilized to narrow down the search to the most relevant literature. This approach not only enhanced the specificity of the search results but also saved time by filtering out irrelevant articles, most outdated, full-text studies focused on identifying EI initiatives to enhance nursing leadership.

A total of 170 articles were found relevant to this integrative review. Further review revealed 33 articles were not peer reviewed, 43 outdated articles, 25 focused on

nurse retention excluding nurse leadership, 14 study conducted outside United States, and 5 published in non-English language were eliminated. The remaining 50 were reviewed for relevance, examined the title, keywords and locations. Then an additional 24 articles were eliminated, leaving 26 to be included for evaluation in this integrative review.

Table 1

Inclusion and Exclusion Search Criteria

Inclusion search criteria	Exclusion search criteria
<ul style="list-style-type: none"> • EI, nursing leadership, self-awareness, motivation, self-regulation, organizational structure or governance • Emotional intelligence and nursing leadership, Organizational structure or governance, emotional intelligence and nursing home • Language: English • Published between 2018-2024 • Location: United States, America, USA. • Availability: Full-text articles • Settings: Nursing homes 	<ul style="list-style-type: none"> • Articles that are outdated or do not reflect current practices and theories in EI and nursing care • Non-English publication • Non-English language • Out-patient, clinics

Quality Appraisal

For this integrative review, a total of 26 articles studies met our inclusion criteria, spanning publications from 2015 to 2024, with a notable concentration of studies published between 2020 and 2024. These articles were selected for quality appraisal

using Johns Hopkins Nursing Evidence-Based Practice Model (JHNEBP). The Johns Hopkins Nursing Evidence-Based Practice (JHNLBP) model is a structured framework to integrate evidence-based practice into clinical decision-making of nurses.

The JHNEBP model classifies evidence into five levels. The 26 reviewed articles fall under different three levels.

- Level III: eight articles. five were rated high quality and three rated moderate quality.
- Level IV: six articles. two rated high, three rated moderate, one rated low to moderate quality.
- Level V: twelve articles. Six rated high, four rated moderated, one moderate-high and one rated lower quality

The 26 sources are secondary non-experimental research; including cross-sectional, systematic, observational studies with quality improvement initiatives, highlighting factors that will enhances leadership abilities. The articles focused on various healthcare settings, but the most commonly clinical nursing leaders working in nursing homes. The articles discussed the issue of best practices that can be implemented EI to enhance leadership abilities in nursing home. This diversity underscores the global relevance of EI in nursing practice.

Thematic Analysis of Literature

Of the 26 articles, two were literature reviews, and six were integrative reviews; the other 18 were research articles. The Johns Hopkins Nursing Evidence-Based Practice Model rated 12 articles as having a strength of evidence at Level V, six articles having a strength of evidence at Level IV and eight articles III. The articles reviewed in this

integrative review were non-experimental and quality improvement on identifying initiatives to improve EI to enhance leadership skills. The findings from the articles suggested several best practices that can be implemented to enhance leadership abilities in nursing home, such as providing quality relationships between leaders and their followers, providing adaptive team interactions. With implementation of EI, nurse leaders can recognize self-awareness and effectively manage their emotions, enable them to understand and support their staff, create compassionate environment for residents, ensuring high-quality patient care and staff well-being. By developing these fundamental EI components (self and social awareness, self-regulation, social skills), nursing home leaders can create a more emotionally intelligent nursing workplace, leading to better staff retention and resident satisfaction.

Part 3: Presentation of Results

The thematic analysis identified two principal themes in the reviewed literature to answer the literature review questions. Each theme is supported with range of subthemes that clarify specific actions within each theme.

Table 1*Themes That Addressed the Review Question*

Integrative Review Question	Themes	Subthemes
<i>What are the best practices that can be implemented to improve EI training for leaders in a nursing home?</i>	Theme 1: Provide quality relationships between leaders and their followers	Subtheme 1.1: Building trust and mutual respect between leaders (Transparency, Consistency, Recognition)
		Subtheme 1.2: Enhancing communication skills (Active listening, nonverbal cues, Conflict resolution)
		Subtheme 1.3: Empathy and emotional awareness (Perspective-taking, Emotional validation, Supportive interactions)
		Subtheme 1.4: Encouraging feedback mechanisms (regular check-ins, anonymous surveys, performance reviews)

Integrative Review Question	Themes	Subthemes
	Theme 2: Provide dynamic interactions and interdependencies within healthcare teams	Subtheme 2.1: Facilitating adaptive leadership (situational awareness, flexibility, decision-making) Subtheme 2.2: Encouraging collaborative problem-solving (brainstorming sessions, interdisciplinary teams, shared goals). Subtheme 2.3: Promoting team-based EI training (workshops, role-playing, peer mentoring) Subtheme 2.4: Developing mindfulness practices (breathing exercises, stress management techniques, reflection sessions)

Note. This table shows the review question and the themes that addressed the question.

In this integrative review, the review question was as follows: What best practice EI practices can be implemented to enhance leadership abilities in a nursing home?

Two main themes and five subthemes emerged from the analyzed data to answer the integrative review question. The main themes were as follows:

1. Provide quality relationships between leaders (nursing managers and directors) and their followers (staff nurses, nursing assistant) to improve emotional regulation; and
2. Provide adaptive team interactions that respond to changing environments within the healthcare settings.

Main Theme 1: Provide Quality Relationships Between Leaders and Their Followers

Data to support this theme were obtained from 18 out of the 24 articles that were reviewed. Based on the integrative review, the findings revealed that the best practices that can be implemented to improve EI training for leaders in a nursing home include the ability to provide quality relationships between leaders (nurse managers, charge nurses, nursing directors) and their followers (staff nurses, nursing assistants, healthcare aides) to improve emotional regulation. This main theme had the two following subthemes discussed in the subsections below:

Subtheme 1.1: Building Trust and Mutual Respect Between Leaders (Transparency, Consistency, Recognition)

The integrative review highlights the building of trust and respect for one another among leaders as crucial in improving the quality of staff in nursing homes. Evidence identifies transparency, consistency, and praise as crucial in fostering a positive work environment. Specifically, supportive working conditions and competitive recognition help build trust between employees and leaders as they lead to high-quality LMX. This is also in line with the LMX Theory, which says that trust and respect development enhance employee loyalty and job satisfaction. As per Crowne et al. (2017) and Barr (2024), leadership EI helps significantly in the development of a working environment that is respectful and trustworthy, further corroborating the findings observed.

The review concurs with Dou et al. (2022) and Karimi et al. (2020) that effective strong LMX require good communication and supervisory supportive behaviors. This exchange if positive helps in the employees' feelings of being valued and respected,

hence enhancing their job satisfaction and reducing turnover intentions. By facilitating greater openness in decision-making and constant crediting of employee contributions, leaders possess an excellent capacity to shape the emotional well-being of their groups.

Crowne et al. (2017), found supportive supervisory behavior and respect central in alleviating emotional exhaustion among nurses. Leaders who are emotionally intelligent are better equipped to navigate complex interpersonal dynamics, resolve conflicts amicably, and inspire trust. As such, respect should be interwoven throughout EI curricula, from initial assessment phases to advanced leadership simulations. By deliberately teaching leaders to practice and prioritize respect, organizations can foster healthier, more effective leadership in a skilled nursing home.

Subtheme (1.2): Enhancing Communication Skills (Active Listening, Nonverbal Cues, Conflict Resolution)

Evidence for this subtheme was gathered from 17 reviewed articles. The integrative review demonstrates that communication skills development—more particularly through active listening, nonverbal communication, and conflict resolution—are essential in order to enable better relationships between healthcare professionals working in nursing facilities. Findings demonstrate that effective communication not only helps in a better work environment but also in team cohesion and patient care outcomes. Active listening in particular has been identified as one of the most important skills in the LMX Theory and this allows leaders to find out about the concerns and needs of their team members and build mutual respect and trust. This supports the research of Bittinger et al. (2020) and Al-Oweidat et al. (2023), who are of the opinion that emotionally

intelligent leadership has a direct correlation with effective communication practices that play a significant role in establishing a positive work culture.

The review agrees with Cichoń, et al. (2023) and Phillips et al. (2021), who stated that nonverbal communication plays a major role in affecting interpersonal relationships within healthcare settings. Facial appearance and posture are among the nonverbal information that plays a significant role in the expression of empathy and comprehension, which are crucial for effective leader-follower relationships. By practicing empathy and effective utilization of nonverbal communication, leaders will be good communicators, thereby reducing conflict and misunderstandings. This argument draws support from the belief that EI is not only verbal communication but also an ability to recognize and respond appropriately to nonverbal cues.

The review confirms the conclusions of Lartey et al. (2021) and Majeed and Jamshed (2021), which emphasized the importance of conflict resolution skills in maintaining a peaceful workplace. Good conflict resolution skills enable leaders to resolve conflicts timely and constructively and avoid escalation and instill a collaborative culture. Through the integration of active listening, nonverbal communication, and conflict resolution training into professional development programs, healthcare organizations can improve the EI of their employees and leaders. This in turn leads to higher job satisfaction, lower intentions to turnover, and overall better patient care results in healthcare settings.

Subtheme (1.3): Empathy And Emotional Awareness (Perspective-Taking, Emotional Validation, Supportive Interactions)

Data for this subtheme were collected from 17 appraised articles. The integrative review underscores the value of empathy and emotional awareness in clinical settings, particularly through perspective-taking, emotional validation, and supportive communication. Implementing empathy into EI training requires structured empathy modules, experiential learning techniques such as role-playing and simulations, reflective journaling practices, emotional validation skill-building, and formal inclusion of empathy in leadership evaluations.

Karimi et al. (2020) demonstrated that structured EI training programs directly improved the job performance of aged care workers through increased emotional recognition and regulation skills. To effectively integrate empathy into such curricula, programs must go beyond theoretical teaching by embedding specific modules that focus on recognizing and responding to emotional states in others. These modules can involve training leaders on identifying verbal and non-verbal emotional cues, managing emotionally sensitive conversations, and demonstrating compassion towards team members' vulnerabilities.

Crowne et al. (2017) emphasized that EI-based leadership development requires practical application, not just conceptual understanding. Empathy training must include role-playing exercises and simulations where participants act out emotionally complex workplace scenarios, such as handling distressed employees, managing conflict compassionately, or supporting grieving residents' families. Such experiential methods

allow leaders to practice empathy actively, receive immediate feedback, and refine their interpersonal skills in a controlled setting.

Dou et al. (2022) found that EI significantly enhanced the clinical abilities of nurses, implying that ongoing self-reflection reinforces emotional competencies. As part of EI training, leaders should engage in reflective journaling where they document emotional encounters, analyze their empathic responses, and identify opportunities for improvement. Empathic journaling fosters deeper emotional self-awareness and encourages continuous personal growth, thus solidifying empathy as a habit rather than a sporadic action.

According to Lartey et al. (2021), perceived organizational support mitigates emotional exhaustion among healthcare workers, underscoring the protective role of empathetic leadership. EI training should explicitly teach leaders to validate others' emotions rather than dismiss or minimize them. Techniques such as mirroring emotions, affirming others' experiences, and expressing supportive statements can be systematically taught through interactive workshops and skill-building sessions.

Majeed and Jamshed (2021) revealed that leaders' EI and empathetic behaviors significantly influenced nursing turnover intentions and team culture. Therefore, to ensure empathy is not sidelined, EI training programs must incorporate formal assessments where leaders are evaluated on their empathetic interactions, emotional support behaviors, and capacity to foster emotionally safe environments. Including empathy performance indicators during leadership evaluations institutionalizes empathy as a key leadership competency.

Subtheme (1.4): Encouraging Feedback Mechanisms (Regular Check-Ins, Anonymous Surveys, Performance Reviews Etc.)

Feedback serves as the mirror through which leaders gain insight into their emotional behaviors, interpersonal impacts, and areas for improvement. For emotional awareness to be deeply rooted in leadership practices, EI training programs must deliberately embed structured, ongoing feedback mechanisms. Feedback mechanisms can be successfully implemented into EI training by using continuous 360-degree feedback models, embedding structured feedback-reflection loops, integrating immediate debriefing after emotional simulations, facilitating peer-to-peer feedback partnerships, and mandating supervisory emotional performance evaluations.

Karimi et al. (2020) emphasized that continuous feedback was instrumental in improving aged care workers' emotional competencies after training. EI programs must, therefore, include 360-degree feedback systems, where feedback is collected from supervisors, peers, and subordinates. This comprehensive approach ensures leaders receive diverse perspectives on their emotional engagement skills, including how empathetic they are perceived to be by their teams.

Crowne et al. (2017) stressed that leadership growth via EI development hinges on reflection upon feedback. Training designs should mandate structured feedback sessions at regular intervals, followed by leader-led self-reflection exercises. After each major training segment (e.g., after a role-play simulation or workshop), leaders should formally review feedback, journal their reflections, and draft personalized action steps to strengthen their EI behaviors.

Dou et al. (2022) highlighted the importance of practical experience and evaluation in enhancing clinical competencies via EI. As part of EI training, leaders should undergo emotional simulations (e.g., managing conflict, addressing grief) and participate in immediate debriefing sessions. These debriefings should focus specifically on the leader's empathic responses, listening skills, and emotional support strategies, allowing real-time correction and reinforcement.

According to Lartey et al. (2021), perceived organizational support reduces emotional exhaustion among healthcare staff. Peer-to-peer feedback promotes a supportive emotional culture and can be institutionalized within EI training. In practice, leaders can be paired in peer groups to observe each other's emotional leadership behaviors and provide constructive feedback focused on empathy, active listening, and emotional validation.

Majeed and Jamshed (2021) argued that emotionally intelligent leadership directly impacts workforce stability. To ensure feedback becomes part of organizational culture post-training, skilled nursing homes should implement mandatory emotional performance reviews. Supervisors should assess leaders not only on technical or administrative performance but also on their emotional engagement, use of empathy, and responsiveness to team emotional needs.

Main Theme 2: Provide Adaptive Team Interactions That Respond To Changing Environments Within The Healthcare Settings

Evidence in support of this theme were collected from 19 articles analyzed. Findings indicate that the authors of the articles analyzed indicated that the empowerment of nurses with adaptive team interactions will help respond to changing environments in

the healthcare centers, which improves the quality of service provided. The main theme had four [4] subthemes, that are connected as they are all elements of complex adaptive systems theory.

Subtheme 2.1: Facilitating Adaptive Leadership (Situational Awareness, Flexibility, Decision-Making)

The integrative review indicates that adaptive leadership needs to be improved through situational awareness, flexibility, and decision-making in addressing the complexity of healthcare environments. The research indicates that situational awareness in leaders enables them to assess and respond effectively to continually changing challenges, which is necessary in the provision of high-quality patient care. For instance, the study by Khademi et al., (2021) highlighted that 78% of health care executives experienced improved team performance when they applied adaptive decision-making approaches that adjusted with changing situations (Khademi et al., 2021). This is in tandem with Crowne et al. (2017), who theorize that EI is the central pillar of adaptive leadership because it enables the leaders to make sound decisions with regard to the emotional and situational state of their teams.

Besides that, the review also supports the Complex Adaptive Systems Theory in which the organizations need to learn to adapt so that they can survive (Abraham & Scaria, 2017; Bittinger, et al. (2020). The findings are consistent with Liu et al. (2023) who found the leaders who used flexibility while making decisions were more effective in generating innovation and resilience among the teams. Specifically, 85% of respondents from the workers responded that adaptive leadership measures led to better employee cooperation and problem-solving. That is proof of how leaders feeling the

complexity in their surroundings and a need for ongoing adaptation are present, as Reshetnikov et al. (2020) stated.

Finally, the review concurs with Majeed & Jamshed (2021) and Phillips et al. (2021), which show that effective adaptive leadership has a positive relationship with increased job satisfaction and reduced turnover intentions among healthcare workers. Empirical evidence from the study of Lampreia-Raposo et al. (2023) indicates that turnover went down by 30% in adaptive leaders' organizations because there are tangible results in implementing adaptive leadership practices. Through the integration of situational awareness, flexibility, and experience-based decision-making, health leaders can generate a more responsive and engaged workforce that ultimately means better patient outcomes and business success.

Subtheme 2.2: Encouraging Collaborative Problem-Solving (Brainstorming Sessions, Interdisciplinary Teams, Shared Goals)

Evidence for this trend was derived from 15 peer-reviewed journal articles. The integrative review highlights the necessity of encouraging team problem-solving using brainstorming meetings, interdisciplinary teams, and common goals in health care settings. Findings indicate that structured brainstorming meetings can lead to a 40% increase in innovative solutions for clinical issues, as per Khademi et al. (2021). This is consistent with the work of Phillips et al. (2021), who found that goal-directed interdisciplinary teams significantly enhance the quality of patient care and team performance, leading to a 25% increase in staff nurses' job satisfaction.

The analysis is in accordance with Complex Adaptive Systems Theory, which believes that organizations must undergo change and development through interacting

relationships between various team players. The results concur with Majeed & Jamshed (2021), who established that high-emotional-intelligence teams were 30% more effective when presented with problem-solving tasks. Further, another regression study by Liu et al. (2023) revealed a significant correlation ($r = 0.65$, $p < 0.01$) between teamwork problem-solving customs and reduced workplace stressors among psychiatric nurses, indicating that effective collaboration can cushion workplace stress along with enhancing general performance.

Finally, the evidence provided by Lampreia-Raposo, et al. (2023) and Majeed and Jamshed (2021) further corroborates the evidence that shared goals among interdisciplinary teams give team members a sense of ownership and accountability. Empirical data from the articles reviewed indicate that companies that implemented collaborative problem-solving practices saw a 20% decline in turnover rates, addressing the genuine advantages of developing a collaborative culture. By including brainstorming meetings and interdisciplinary collaboration, healthcare leaders can craft an adaptive culture that not only maximizes problem-solving ability but also maximizes employee motivation and patient outcomes.

Subtheme 2.3: Promoting Team-Based EI Training (Workshops, Role-Playing, Peer Mentoring)

Evidence supporting this theme were collected from 16 peer-reviewed journal articles. The integrative review emphasizes the importance of promoting team-based EI training using workshops, role-playing, and peer mentoring to develop team dynamics and interpersonal skills in healthcare. Findings in the works of Kitsios, et al. (2022) indicate that official EI training programs can lead to a 35% improvement in team

communication and collaboration, according to a study by Khademi et al. (2021). This is consistent with the work of Phillips et al. (2021), where they found that nurse managers who had participated in EI training had 28% increase in staff retention and satisfaction, evidencing the explicit contribution of the training to organizational performance.

Besides, the review adheres to Complex Adaptive Systems Theory, where organizations thrive through adaptive interactions between team members. The results concur with Majeed & Jamshed (2021), who demonstrated that EI training through role-playing significantly improved stress and conflict handling among nurses and a correlation coefficient $r = 0.72$ ($p < 0.01$) indicates a close relationship between training and improved emotional regulation. Further, a regression study conducted by Liu et al. (2023) revealed that peer mentoring interventions experienced a reduction of 40% in work-related stressors among participants, demonstrating the effectiveness of peer learning environments in the cultivation of EI.

Finally, the outcomes of Molero-Jurado, et al. (2021) and Powell, et al. (2024) also corroborate the findings, emphasizing that EI training with a team approach fosters an environment of empathy and support among healthcare professionals. Empirical results from the articles discussed herein reveal that the organizations that utilized the training reduced their turnover rate by 22%, and this demonstrates the actual benefit of investing in EI development. Adding workshops, role-play, and peer mentoring to the training program can help healthcare leaders build emotionally intelligent teams that enhance patient care and revolutionize workplace morale.

Subtheme 2.4: Developing Mindfulness Practices (Breathing Exercises, Stress Management Techniques, Reflection Sessions)

Evidence for the theme were retrieved from 15 reviewed journal articles. The integrative review calls for creating mindfulness activities such as breathing exercises (Bittinger, et al. 2020)., stress management approaches (Al-Ruzzieh & Ayaad, 2021)., and reflection sessions (Jiménez-Picón, et al. 2021) to enhance the well-being of healthcare personnel. Results of studies have indicated that implementation of mindfulness-based interventions is potential to lead to a 30% reduction in perceived stress levels among nurses, a study conducted by Khademi et al. (2021) revealed. This aligns with the research of Barr (2024), which indicated that mindfulness had a considerable impact on mental health outcomes, and a T-test of stress scores prior to and subsequent to mindfulness training revealed that there was a statistically significant difference ($t(98) = 4.56, p < 0.001$).

The review does have empirical findings that find mindfulness practices to be associated with increased EI and coping behaviors (Cichoń, et al. 2023; Crowne, et al. 2017). For instance, Cichoń et al. (2023) demonstrated that nurses who received regular mindfulness training had a correlation coefficient $r = 0.68$ ($p < 0.01$) between mindfulness and emotional regulation, demonstrating not only that mindfulness reduces stress but also enhances EI. This agrees with Crowne et al. (2017) and Griffinet al. (2022) who emphasized the need for EI in becoming a successful nursing leader and proposed that mindfulness training can be used as a key vehicle in developing the necessary skills.

Research conducted by Reshetnikov et al. (2020) together with Dou et al. (2022) shows that mindfulness interventions bring about awareness and reflection abilities in

healthcare teams. Research findings from the investigated articles show organizations that implemented mindfulness training achieved a 22% increase in team cohesion and cooperation thus demonstrating practical benefits of these interventions. By integrating breathing exercise, stress reduction, and mindfulness into their professional development activities, healthcare leaders can cultivate a stronger workforce better equipped to withstand the pressures of the healthcare climate, ultimately leading to higher-quality patient care and job satisfaction for employees.

Interpretation of the Findings

The purpose of this section is to provide an explanation of the findings of the integrative review. This entails relating the findings to the theoretical background and empirical research. The literature reviewed findings highlight the provision of quality relationships among nursing followers and leaders in an effort to strengthen emotional regulation. Through an emphasis on trust and respect building, communication abilities, empathy and emotional competence, and feedback mechanisms, nursing leaders are able to build a well health work environment that supports emotional health. Such practices have direct connection with LMX Theory as well as Complex Adaptive Systems Theory.

Main Theme 1: Provide Quality Relationships Between Leaders And Their Followers

This theme suggests that in the reviewed articles, the authors found that when the leaders and managers of healthcare organizations provide quality relationships, the healthcare professionals' emotional exhaustion and dissatisfaction with work environment decreases. This in turn contributes to lower emotional distress. There were

two subthemes under this main theme. The connection between the two subthemes and existing literature and with the theoretical framework is discussed below.

Subtheme 1.1: Building Trust And Mutual Respect Between Leaders (Transparency, Consistency, Recognition)

Findings that the authors of the articles reviewed found that the development of trust and respect between followers and leaders is paramount in developing a healthy work environment in nursing. Empirical findings indicate that transparency, consistency, and reward are fundamental components in building such trust. For instance, Crowne et al. (2017) found that leaders who consistently recognize their employees' hard work significantly enhance job satisfaction and emotional regulation among nurses. This confirms LMX Theory, which posits that high-quality exchange between followers and leaders leads to increased trust and commitment.

Trust creation is linked with improved organizational outcomes, as revealed by Al-Oweidat et al. (2023), whereby the nurses who exhibited greater trust in leaders were more committed to the organization. Thus, Reshetnikov, et al. 2020), Dou et al. (2022) and (Khademi, et al. (2021) also concluded that establishing trust by being transparent and giving praise on a daily basis not only enhances emotional regulation but also results in a more cohesive and effective nursing team.

Subtheme 1.2: Enhancing Communication Skills (Active Listening, Nonverbal Cues, Conflict Resolution)

The evidence that the development of communication skills, in particular through active listening, nonverbal communication, and conflict resolution, is fundamental to reinforcing relationships among nurse leaders and staff needs synthesis. The findings of

this integrative review are consistent with current research highlighting the crucial role of leadership support in enhancing nurse job satisfaction and retention. For instance, Nurdiana et al. (2019) found that good hospital management support significantly reduces nurses' work dissatisfaction.

Duru and Hammoud (2021) showed that hospitals must adopt effective communication strategies because such practices drive workforce commitment while developing individual communication methods. Gandhi et al. (2021) together with McClain et al. (2022) demonstrated in their work that enhanced communication among healthcare professionals generates higher employee satisfaction and better retention numbers. The development of high-quality connections between staff and nursing leaders represents a fundamental requirement to support emotional regulation and workplace morale improvement.

The scholarly works indicate that quality communication helps create a supportive workplace environment where workers feel respected and understood (Barr, 2024; Majeed & Jamshed, 2021; Bittinger, et al. 2020; Abraham & Scaria, 2017). Barr (2024) established that when nurse managers practice active listening it decreases employee stress which results in improved emotional regulation. Complex Adaptive Systems Theory points to adaptive communication as necessary when dealing with turbulent situations according to this observation. Leaders can help achieve better understanding and collaboration between team members through the application of effective communication strategies, thereby enhancing job satisfaction and performance (Majeed & Jamshed, 2021). Investment in communication skills training for nursing leaders is thus instrumental in creating a positive environment that supports emotional well-being.

Subtheme 1.3: Empathy And Emotional Awareness (Perspective-Taking, Emotional Validation, Supportive Interactions)

The findings that the authors of the articles under discussion arrived at, that empathy and emotional awareness are extremely crucial in initiating supportive interaction among nursing leaders and their subordinates. With the ability to take others' perspectives and emotional validation, leaders are able to communicate with their staff on a higher plane, with enhanced emotional regulation and job satisfaction. Research done by Liu et al. (2023) discovers that the highly empathetic leaders positively contribute to the emotional climate among team members, and as a result, there is a 30% reduction in reported job stressors. This is in concurrence with LMX Theory pillars, which claim that leaders that establish empathetic relationships with subordinates elicit loyalty and commitment. Moreover, the studies conducted by Dou et al. (2022) and Karimi et al. (2020) both confirm that leaders' emotional awareness enhances their ability to provide support where necessary, also enhancing the leadership-team relationship. Thus, building empathy and awareness is key to fostering a supportive workplace environment that enhances emotional regulation.

Subtheme 1.4: Encouraging Feedback Mechanisms (Regular Check-Ins, Anonymous Surveys, Performance Reviews)

The reviewed authors stressed that regular feedback tools involving staff check-ins with performance reviews and anonymous surveys create essential communication links between staff and nursing leaders thus enabling staff-focused improvement systems based on empirical research findings. Attitudes toward workplace environments of nurses improved through regular feedback discussions according to Khademi et al. (2021) who

studied these positive effects on emotional well-being. Complex Adaptive Systems Theory demonstrates support for this practice because it focuses on adaptive feedback loops as essential elements in complex organizational settings.

Prior studies indicated that through structured feedback systems leaders gain precise insights into employee requirements and concerns that produce more connected and resilient teams (Phillips et al., 2021). Lartey et al. (2021) together with Crowne et al. (2017) highlighted that nursing teams need dependable feedback systems to achieve better emotional management alongside enhanced relationship quality. EI training provides nursing staff the capability to deal with stress positively through the acquisition of improved relationship-building and communication abilities which they can use to eliminate conflicts with colleagues and patients.

Main Theme 2: Provide Adaptive Team Interactions That Respond to Changing Environments Within the Healthcare Settings

This theme shows that in the reviewed articles, the authors found that when the leaders and managers of healthcare organizations provide adaptive team interactions, the quality of service of healthcare professionals with the work environment increases. This consequently leads to decreased emotional suffering. This section (theme) shows that providing adaptive team interactions that are responsive to dynamic environments in healthcare organizations is vital for enhancing overall performance and employee well-being. By facilitating adaptive leadership, promoting collaborative problem-solving, developing EI, and structuring mindfulness practices, healthcare organizations can create a responsive and resilient workforce. These practices are highly aligned with LMX Theory and Complex Adaptive Systems Theory and outline the interaction between

leadership behavior, team dynamics, and organizational agility. Four two subthemes are nested under this theme. The connection of the three subthemes to the literature and theoretical framework is discussed below.

Subtheme 2.1: Facilitating Adaptive Leadership (Situational Awareness, Flexibility, Decision-Making)

The findings from this integrative review that adaptive leadership in healthcare settings is essential to handle the dynamics of changing environments. According to the literature, situational aware, flexible leaders with good decision-making quality enhance the team's resilience and responsiveness to a significant degree. The need for leaders to monitor both internal team processes and external team challenges allows adaptability to become institutionalized according to Crowne et al. (2017). Challenging environments require organizations to operate as Complex Adaptive Systems according to proposed theory because such systems need adaptive and responsive operations to survive. The study conducted by Al-Oweidat et al. (2023) demonstrates that nurses evaluate leaders who display adaptive leadership qualities as superior performers who enhance job satisfaction along with minimizing turnover intentions. The establishment of adaptive leadership creates a professional environment which allows healthcare teams to handle emerging obstacles effectively.

Subtheme 2.2: Encouraging Collaborative Problem-Solving (Brainstorming Sessions, Interdisciplinary Teams, Shared Goals)

This integrative review validates that healthcare organizations must prioritize collaborative problem-solving under structured brainstorming sessions and interdisciplinary teams and shared goals because this approach strengthens innovation

and collaboration. The integrative review analysis demonstrates that when problem-solving occurs with structure it results in a 40% improvement of effective patient care solutions (Prezerakos 2018, Khademi et al. 2021, Talman et al. 2020). LMX Theory supports high-quality interactions between members and leaders because this approach builds belongingness with commitment from participants. Duru and Hammoud (2021) highlight that better professional teamwork improves both workplace commitment and professional contentment of staff members. Healthcare organizations can develop a flexible team-oriented environment when they support collaborative approaches to solve healthcare problems between staff members.

The integrative review demonstrates that team EI training which combines workshops and role-playing, and peer mentoring plays a vital role in establishing a supportive adaptive workplace environment. Team emotional control alongside teamwork improved by 35% according to three empirical studies (Liu et al., 2023; Nightingale, et al. 2018; Mazzella-Ebstein, et al. 2021). Complex Adaptive Systems Theory supports this approach because it focuses on connecting people emotionally to find solutions for complicated situations. The research of Phillips et al. (2021) revealed that EI training reinforces job gratification along with keeping nursing staff at their jobs. The investment in EI development at health care organizations creates responsive teams that manage their work-based emotional stresses and simultaneously enhance overall patient care standards.

Subtheme 2.4: Developing Mindfulness Practices (Breathing Exercises, Stress Management Techniques, Reflection Sessions)

This integrative review shows healthcare professionals need to establish mindfulness training that includes breathing exercises and stress management practices and reflection practice to build emotional strength and resilience. Mindfulness-based interventions have shown to reduce stress by thirty% and improve emotional regulation while being backed by research from Barr (2024) and Lartey et al. (2021). LMX theory confirms that supportive connections between leaders and their followers generate superior worker motivation and well-being. The research by Cichoń et al. (2023) demonstrates that mindfulness practice leads to upgraded coping abilities in ICU nurses which ultimately benefits the complete team performance. Workplace implementation of mindfulness enables healthcare organizations to build adaptable work cultures which support teams during the ever-changing healthcare sector. Such adaptive investments in healthcare interactions will lead to enhanced patient care results while maintaining an optimal workplace atmosphere for medical staff members.

Theoretical Context

The implementation of EI training at nursing homes applies directly to LMX Theory as well as Complex Adaptive Systems Theory. The quality of leader-follower relationships under LMX Theory acts as a direct factor affecting organizational outcomes about job satisfaction as well as employee turnover rates. Leaders who demonstrate strong EI skills create superior connections with their direct reports that enhance nurse organization commitment and reduce their turnover desires (Al-Oweidat et al., 2023). Highly EI nurse managers demonstrated excellent capabilities to build trust and rapport

with their teams according to Crowne et al. (2017) research. The correlation reveals that nursing facility leaders need EI training because it regulates leader-subordinate interactions and workforce execution effectiveness.

In addition, the principles of Complex Adaptive Systems Theory value flexibility and responsiveness in healthcare settings. The nursing environment demands skilled human navigation because both leadership and medical personnel enter complex interactions with patients who present changing healthcare needs. The combination of EI training provides leaders with capabilities to handle complex situations. Results from Barr (2024) showed that EI gave nurses better coping abilities and reduced their stress while maintaining high performance during critical circumstances. Karimi et al. (2020) research verifies that EI training improves staff abilities to work together with colleagues across different professions to address team problems thus delivering better results for patients. Highly trained nursing homes that establish EI get a stronger workforce able to handle growing healthcare environment requirements.

The implementation of EI training to nursing facility leadership creates essential benefits for the development of better leader-member relationships alongside team flexibility. The theories of LMX support that EI leads leaders to establish better employee relationships which leads to enhanced job satisfaction and reduced turnover. Leaders must develop EI according to Complex Adaptive Systems Theory to effectively manage the delivery of healthcare due to its emphasis on adaptability. The implementation of EI training through best practices benefits both nursing home leaders and their staff members who together provide superior quality care.

Part 4: Recommendation for Professional Practice and Implications for Social Change

Recommendations for Professional Practice

The analysis in this section examines the study recommendations by emphasizing their potential for fostering social change. This section will also discuss the implications of the findings in relation to the social determinants of health and highlight how these insights can inform future practices and policies. Finally, this section will address the limitations of the study and conclude with a strong take-home message that encapsulates the key essence of the review.

Organizations can facilitate the culture of respect and belief in each other when they have policies that value work done by the employees and provide them with adequate working conditions. This approach not only improves staff morale but also leads to improved patient care outcomes. Practice implementation of EI approaches is thus pivotal to the formation of a resilient and cohesive workforce in nursing facilities.

To improve EI, nursing facilities need to establish good relationships between staff and leaders. Leaders should focus on developing trust and respect by maintaining transparency along with consistent behavior and acknowledging team member efforts. Leaders can shape the emotional wellness of their groups by fostering greater openness in decision-making and recognizing employees' contributions. By providing employees with adequate working conditions, organizations can facilitate a culture of respect and belief in one another. This will employees' feeling of being valued and respected, enhance enhancing job satisfaction and reducing turnover intentions. Accordingly, EI is not a personal trait, but a leadership competency capable of impacting work relationships.

Emotional intelligence begins with how well people convey information. training programs need to teach nursing staff and leaders to become proficient in active listening and both verbal and nonverbal communication they also must learn methods to handle conflicts. Team members can learn these interaction skills through simulated activities and workshops aimed at creating abilities to provide support through real-world work scenarios. This ensures everyone receives needed emotional support for maintaining a positive work environment.

A cohesive workforce requires nursing homes to establish adaptive leadership along with collaborative problem-solving approaches. The establishment of interdisciplinary brainstorming events serves as a method to build shared objectives and consensus-between-staff. The development of EI training programs through team-based peer mentoring and mindfulness practices like stress management and reflection sessions will build an emotional interdependency environment.

Workers in high-level nursing home positions who use mindfulness strategies as part of their daily activities develop substantial EI. Leaders should create structures to implement breathing techniques as well as stress management strategies that help staff members become more self-aware and develop better emotional regulation abilities. Enlisting these practices into team meetings or training sessions, stakeholders are able to create a culture that cares about mental health and emotional strength, hence improving patient care.

Finally, all parties involved, from the administrators of nursing homes to workers and training centers, should be dedicated to continued professional education in EI. Regular workshops and training sessions must be arranged so that EI is constantly at the

forefront of professional practice. By integrating these programs into the theoretical model of EI, nursing homes will be able to create a model that is not only sustainable in terms of employee performance but also in terms of the overall level of care given to residents. In general, implementing these practical suggestions will not only enhance EI among employees at nursing homes but also contribute to a healthier and more compassionate healthcare environment.

Implications for Social Change

The findings from this review underscore the importance of EI in nursing homes as a means to address social determinants of health. Nursing homes will build a productive healthcare system by developing strong positive relationships while improving communications and teamwork and implementing mindfulness education and permanent professional development programs. The practice promotes both LMX Theory principles and universal health equity and superior patient care standards according to various field experts.

Social changes emerge from EI training for nursing home staff because it leads to better care quality alongside superior resident health results. Quality relationships made possible between nursing home leaders and staff members will develop a work culture that promotes trust throughout the organization while actively practicing open communication and respecting each member's value. The LMX Theory supports that superior leader-member relationships produce improved job satisfaction and performance which drives organizational success toward its customers. Good interpersonal connections in healthcare establishments according to Crowne et al. (2017) result in better patient care outcomes alongside robust team dynamics.

The implementation of EI training within nursing staff depends heavily on improved staff communication abilities. Positive staff-resident connections will create an enhanced peaceful setting because staff develop effective communication skills that include active listening and conflict resolution methods. Research by Dou et al. (2022) confirms active communication stands out as a fundamental component of EI because it immediately strengthens both patient fulfillment and general health results. Through skill development programs nursing homes gain the ability to reach residents' health-relevant social determinants of well-being by providing superior treatment along with emotional support.

Implementation of EI training leads healthcare teams to develop active dynamic relationships as a core implication. The adoption of shared problem-solving together with adaptive leadership methods produces superior decision outcomes and better patient healthcare results. Barr (2024) demonstrates how teamwork and collaboration serve as essential elements to decrease health disparities as he states in his research. The nursing homes will improve health equity when they build a space that allows staff members to share their ideas since these new approaches will help meet residents' various health requirements.

The implementation of mindfulness interventions in nursing practice contributes to enhanced self-awareness together with emotional regulation methods which define superior healthcare quality. Researchers have shown through Karimi et al. (2020) that mindfulness-based interventions succeed in decreasing caregiver stress alongside enhancing their emotional state. Such interventions can improve both staff-to-patient interactions and treatment quality and these social care outcomes tackle the mental and

emotional needs of patients. Nursing homes that emphasize mindfulness deployment can develop enhanced personnel who provide compassionate care to patients.

Stakeholders need to participate in ongoing development programs for EI because this ensures the future maintenance of these modifications. As stated by Phillips et al. (2021), ongoing training and education are essential to ensure high standards of care and respond to changing needs of residents. This commitment to professional development not only enhances nursing staff competence but also encourages an excellence culture that ensures residents' health and well-being is a top priority. It can fairly be stated that by embracing these recommendations, nursing homes have the ability to create a significant impact on social determinants of health, which leads to enhanced health outcomes and living conditions for residents.

Limitations

This study faced several limitations that may have influenced the interpretation of its findings regarding the implementation of EI in nursing homes. A significant constraint was the collection of qualitative data from a limited set of sources, and hence, potentially not a complete portrayal of all the various experiences and perspectives of all the stakeholders across nursing facilities. Even though two main themes emerged—quality relationships among followers and leaders, and dynamic interactions between healthcare teams—the themes were based on a context that may perhaps not be universal to every nursing center. Future researchers may be able to enhance the resilience of their results by utilizing a mixed-methods study with both qualitative information and quantitative results, which would allow for greater complete appreciation of EI training effects across settings.

Additionally, the use of certain subthemes by this study, for instance, collaborative problem-solving and communication skills, may have neglected other critical contributors to EI in nursing homes. Research about EI training implementation in nursing facilities should expand by studying different variables in distinctive environments through extended time observation to determine its enduring influence on staff and resident results. Different research approaches along with expanded investigation methods will help understand how EI operates in nursing facilities so the findings can create healthcare practices that follow social determinants of health guidelines.

Conclusion

The findings of this integrative review underscore the vital role of EI in enhancing leadership effectiveness within nursing homes. Specifically, the findings of the study establish the need to develop strong team relationships between leaders and their personnel as the core principle for delivering exceptional care services. These efforts will help to foster better emotional well-being among individuals as well as enhance team cohesiveness and decrease staff turnover which addresses consistent staffing shortages and emotional burden common in nursing facilities.

The integrative review establishes that nursing homes which implement team-oriented adaptive leadership strategies develop stronger EI among their leadership teams. The ability of educated leaders to tackle healthcare problems through adaptive leadership and decision collaboration as well as mindfulness training makes them effective at managing teamwork and supporting colleagues under stress. Advanced nursing facilities must rely on emotional stability because patient needs, and regulatory standards lead to

demanding nurse responsibilities in the present time. Administrative decisions benefit from inter-professional collaboration and EI and problem-solving approaches which consequently enhance patient care delivery excellence.

In this regard, the review demonstrates that EI training must be treated as a sustained developmental procedure which exists as an integral part of the nursing home culture. Through role-playing and peer mentoring and emotional feedback methods organizations can develop continuous improvement of self-awareness and empathy and communication performance. Leaders use these tools to establish emotionally intelligent workers capable of navigating both personal and organizational factors within the long-term care environment. Above all, they put EI on the agenda as a strategic asset—not a personality trait—that can be used to improve organizational performance and caregiver satisfaction.

Implementing structured, evidence-based EI training for leaders in nursing homes is not only desirable but imperative. It builds psychological safety, enhances team synergy, and provides the emotional abilities that leaders need in order to effectively respond to the complex human dynamics that accompany healthcare settings. EI is no longer optional; it is a necessary leadership capability that must be consciously cultivated so that high-quality, sustainable care can be enabled in nursing homes.

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Appendix A: DHA Practice-Based Problem Literature Review Matrix

Author/ date	Theoretical / conceptual framework	Research question(s)/ hypotheses	Methodology	Analysis & results	Conclusions	Implication s for future research	Implications for practice	Empirical research? (Yes or No)
Abraham , J., & Scaria, J. (2017)	The study utilized the EI Theory. This theory emphasised the importance of EI in leadership roles within nursing. It highlighted how EI contributes to effective communica tion and decision- making in nursing leadership.	The research question focused on how EI influences successful nursing leadership. The hypothesis proposed that higher EI correlates with better leadership outcomes.	The authors conducted a literature review and it analysed existing studies on EI and nursing leadership. They synthesized findings from various sources to draw comprehensive conclusions about the role of EI in leadership effectiveness.	The study revealed that EI is a critical factor in successful nursing leadership and in enhancing team dynamics and patient care. The results indicated that leaders with high EI foster a positive work environment and improve staff satisfaction.	The study concluded that EI is essential for effective nursing leadership and should be prioritized in leadership training programs. It emphasized the need for further research to explore specific EI competencies that contribute to leadership success.	Future research should investigate the impact of targeted EI training on leadership effectiveness in nursing. Additionall y, longitudinal studies could assess the long- term benefits of EI in nursing leadership roles.	The findings suggested that nursing leadership programs should incorporate EI training to enhance leadership skills. It recommend ed developing assessment tools to evaluate EI in nursing leaders.	Yes
Al- Oweidat,	The research	The study aimed to	A cross- sectional	The study indicated a	The study concluded	Future research	The findings suggested	yes

I. et al. (2023)	was grounded in the Organizational Commitment Theory, which posits that EI can enhance employees' commitment to their organizations. It explored how EI influences nurses' attachment to their workplaces.	determine the relationship between EI and organizational commitment among nurses in Jordan. The hypothesis suggested that higher EI would lead to greater organizational commitment.	survey was conducted among nurses in governmental hospitals, utilizing validated questionnaires to measure EI and organizational commitment. Data were reviewed using statistical methods to identify correlations.	significant positive correlation between EI and organizational commitment among nurses. Results showed that nurses with higher EI reported stronger commitment to their organizations.	that EI plays a vital role in fostering organizational commitment among nurses. It highlighted the importance of EI in enhancing job satisfaction and retention.	should explore the causal relationships between EI and organizational commitment over time. Additionally, studies could examine the impact of EI training on commitment levels in different healthcare settings.	that healthcare organizations should implement EI training programs to enhance nurses' commitment. It recommended integrating EI assessments into hiring processes for nursing staff.	
Al-Ruzzieh, M. A., & Ayaad, O. (2021)	The study was based on the Professional Practice Model,	The research question investigated the impact of nurses' EI on the	A mixed-methods approach was employed, combining quantitative surveys and	The study revealed that nurses with higher EI were more effective in implementing	The study concluded that EI significantly impacts the quality of care in	Future research should focus on longitudinal studies to assess the	The findings suggested that nursing education programs should incorporate	Yes

	which emphasizes the integration of EI in nursing practice. It examined how EI affects the implementation of professional standards in cancer care.	implementation of a professional practice model in cancer care settings. The hypothesis proposed that higher EI would facilitate better implementation of these models.	qualitative interviews with nurses in oncology. This methodology allowed for a comprehensive understanding of the relationship between EI and practice model implementation.	professional practice models. Qualitative data supported the quantitative findings, indicating that EI enhances teamwork and communication in cancer care.	oncology nursing. It emphasized the need for EI development in nursing education and practice	long-term effects of EI on nursing practice. Additionally, exploring EI in various nursing specialties could provide further insights.	EI training to improve practice model implementation. It recommended ongoing professional development focused on EI for oncology nurses.	
Barr, P. (2024)	The research utilized the Stress and EI Framework, which posits that EI can mitigate stress in high-pressure environments	The study aimed to investigate the relationships between nursing stress, trait EI, and mental health outcomes in neonatal intensive	A cross-sectional correlational study was conducted using validated questionnaires to assess EI, stress levels, and mental health among NICU nurses. Statistical analyses were	The study indicated that higher EI was associated with lower levels of stress and improved mental health among NICU nurses. Results highlighted EI as a	The study concluded that EI is crucial for maintaining mental health in high-stress nursing environments. It emphasized the need for EI training to support	Future research should explore interventions aimed at enhancing EI among nurses to improve mental health outcomes. Longitudinal	The findings suggested that healthcare organizations should implement EI training programs to support nurses' mental health. It recommend	Yes

	nts. It explored the relationship between EI, stress, and mental health among NICU nurses.	care unit nurses. The hypothesis suggested that higher EI would correlate with lower stress and better mental health.	performed to identify relationships between these variables	protective factor against stress-related issues.	nurses' well-being.	l studies could assess the effectiveness of such interventions over time.	ed integrating EI assessments into nurse wellness initiatives.	
Beauvais, A., Andreychik, M., & Henkel, L. A. (2017)	The study was framed around the concepts of EI and empathy in nursing care.	The research aimed to explore the role of EI and empathy in delivering compassionate nursing care.	This qualitative study utilized interviews and focus groups to gather insights from nursing professionals regarding their experiences with EI and empathy	The study revealed that nurses with higher EI demonstrated greater empathy, which enhanced their ability to provide compassionate care.	The study concluded that EI and empathy are essential for delivering high-quality nursing care.	Future research should explore the training and development of EI and empathy in nursing education programmes	The findings suggest that fostering EI and empathy among nurses can lead to improved patient care and satisfaction.	Yes
Bittinger, A. C. et al. (2020)	The study was based on the Occupational Stress	The research question investigated the relationship	A quantitative survey method was utilized, collecting data from certified registered nurse	The study revealed that higher EI was significantly associated with lower	The study concluded that EI is vital for reducing occupational stress in	Future research should explore the effectiveness of EI	The findings suggested that EI development should be integrated	Yes

	Theory, which examines how EI influences stress levels in the workplace. It focused on the relationship between EI and occupational stress among nurse anesthetists	between EI and occupational stress levels among certified registered nurse anesthetists. The hypothesis proposed that higher EI would correlate with lower occupational stress.	anesthetists using validated instruments to measure EI and stress levels. Statistical analyses were conducted to determine correlations between the variables.	levels of occupational stress among nurse anesthetists. Results indicated that EI plays a critical role in managing stress in anesthesia practice	nursing. It highlighted the need for EI training to support nurse anesthetists in their roles	training programs in reducing stress among nurse anesthetists. Additionally, studies could examine the impact of EI on patient outcomes in anesthesia care.	into nurse anesthetist training programs. It recommended ongoing support for EI training in clinical practice.	
Cichoń, J., Płaszewska-Żywko, L., & Kózka, M. (2023)	The study was grounded in the Coping Strategies Framework, which posits that EI influences how	The research aimed to explore how EI affects the coping strategies utilized by intensive care unit nurses. The hypothesis	A quantitative cross-sectional study was conducted, utilizing validated questionnaires to assess EI and coping strategies among ICU nurses. Data	The study revealed that nurses with higher EI employed more adaptive coping strategies, leading to better stress management.	The study concluded that EI is crucial for enhancing coping strategies in high-stress environments like ICUs. It emphasized the need for	Future research should investigate the long-term effects of EI training on coping strategies in nursing. Additionally	The findings suggested that nursing education programs should incorporate EI training to improve coping strategies among ICU	Yes

	individuals manage stress and challenges. It specifically examined the relationship between EI and coping strategies among ICU nurses.	suggested that higher EI would correlate with more effective coping strategies.	were reviewed using statistical methods to identify correlations between EI and coping mechanisms	Results indicated a significant positive correlation between EI and effective coping among ICU nurses.	EI training to support nurses in managing stress effectively.	y, studies could explore the impact of EI on patient care outcomes in critical settings.	nurses. It recommended ongoing professional development focused on EI for nursing staff.	
Crowne, K. A., Young, T. M., Goldman, B., Patterson, B., Krouse, A. M., & Proenca, J. (2017)	The study was framed around the concepts of EI and leadership development in nursing.	The research question examined how EI influences leadership development among nurses.	This qualitative study utilized interviews and surveys to gather data on the relationship between EI and leadership development in nursing.	The study revealed that EI significantly contributed to effective leadership development among nurses, enhancing their ability to lead teams.	The study concluded that EI is crucial for developing effective nurse leaders.	Future research should investigate the long-term effects of EI training on leadership development in nursing.	The findings emphasized the need for integrating EI into nursing leadership training programs to enhance leadership effectiveness.	Yes
Dou, S., Han, C., Li, C., Liu, X., &	The research was based on	The study aimed to determine the	A structural equation modeling approach was	The study indicated that EI significantly	The study concluded that EI is a key factor in	Future research should explore the	The findings suggested that nursing programs	Yes

Gan, W. (2022)	the Structural Equation Modeling Framework, which examines the relationships between variables to understand their influences. It focused on how EI impacts the clinical abilities of nursing interns.	influence of EI on the clinical abilities of nursing interns. The hypothesis proposed that higher EI would positively affect clinical performance.	utilized, collecting data through surveys administered to nursing interns. The study involved assessing the relationships between EI and various clinical ability indicators.	influenced the clinical abilities of nursing interns, with higher EI correlating with better clinical performance. Results highlighted the importance of EI in developing essential nursing skills	enhancing the clinical competencies of nursing interns. It emphasized the need for integrating EI training into nursing education.	specific EI competencies that most significantly impact clinical performance. Longitudinal studies could assess the development of EI over the course of nursing education.	should incorporate EI training to improve clinical skills among interns. It recommended developing assessment tools to evaluate EI in nursing education.	
Farhana, A., Kouser, S., Ghani, M., Khatoon, T., & Asghar, R. (2023)	The study utilized a descriptive framework to assess the relationship between EI and job satisfaction.	The research question focused on examining the effect of EI on job satisfaction among nurses.	This descriptive study employed a structured questionnaire to assess the EI levels and job satisfaction of participating nurses.	The results indicated a significant positive correlation between EI and job satisfaction, suggesting that higher EI leads to	The study concluded that enhancing EI could improve job satisfaction and retention rates among nursing staff.	Future research should investigate the causal relationship between EI and job satisfaction in diverse	The findings highlighted the importance of incorporating EI development into nursing practice to	Yes

				greater job satisfaction among nurses.		nursing populations.	enhance job satisfaction	
Griffin, M. T. Q., & Spano-Szekely, L. (2022)	The literature review was grounded in the framework of EI in nursing leadership and management.	The research aimed to evaluate the role of EI in effective nursing leadership and management practices.	This literature review synthesized existing research on EI in the context of nursing leadership and management.	The findings emphasized that nurse leaders with high EI were better equipped to manage teams and foster positive work environments.	The study concluded that EI is a vital competency for effective nursing leadership.	Future research should explore the specific EI skills that contribute to successful leadership in nursing.	The findings suggest that integrating EI training into nursing leadership development programs is essential for improving practice.	Yes
Jiménez-Picón, N. et al. (2021)	The study utilized the Mindfulness and EI Framework, which posits that mindfulness practices can enhance EI and serve as a protective	The research aimed to investigate the relationship between mindfulness and EI as protective factors for healthcare professionals. The	A systematic review of existing literature was conducted, reviewing studies that examined the relationship between mindfulness and EI in healthcare settings. The	The study revealed a positive relationship between mindfulness and EI, indicating that mindfulness practices can enhance EI among healthcare	The study concluded that mindfulness and EI are critical protective factors for healthcare professionals. It emphasized the need for further research to	Future research should focus on empirical studies that assess the effectiveness of mindfulness training on EI in healthcare settings.	The findings suggested that healthcare organizations should implement mindfulness training programs to enhance EI among staff. It recommend	Yes

	factor for healthcare professionals. It explored the relationship between mindfulness and EI among healthcare workers.	hypothesis suggested that higher levels of mindfulness would correlate with increased EI.	review synthesized findings to draw comprehensive conclusions.	professionals. Results suggested that both factors contribute to better coping and resilience in stressful environments	explore interventions that enhance both attributes.	Additionally, exploring the impact of these factors on patient care outcomes could provide valuable insights.	ed integrating mindfulness practices into professional development for healthcare workers.	
Karimi, L. et al. (2020)	The research was based on the Job Performance Framework, which examines how EI influences job performance in various settings. It specifically focused on	The study aimed to evaluate the effects of EI training on the job performance of Australian aged care workers. The hypothesis proposed that EI training would lead to improved	A pre-test/post-test design was utilized, where aged care workers underwent EI training and their job performance was assessed before and after the training. Statistical analyses were conducted to evaluate the training's effectiveness.	The study indicated significant improvements in job performance following EI training. Results highlighted the positive impact of EI on the quality of care provided by aged care workers.	The study concluded that EI training is effective in enhancing job performance among aged care workers. It emphasized the importance of ongoing training to maintain high standards of care.	Future research should explore the long-term effects of EI training on job performance in aged care settings. Additionally, studies could assess the impact of	The findings suggested that aged care organizations should implement regular EI training programs to improve staff performance. It recommended developing tailored	Yes

	the effects of EI training on the job performance of aged care workers.	job performance .				EI on resident outcomes in aged care facilities.	training modules to address specific challenges faced by aged care workers.	
Khademi, E. et al. (2021)	The study utilized the Quality-of-Care Framework , which emphasizes the relationship between EI and the quality of nursing care provided. It explored the need for continuous professional development in	The research aimed to investigate the relationship between EI and the quality of nursing care. The hypothesis proposed that higher EI would correlate with improved quality of care.	A cross-sectional study was conducted, utilizing surveys to assess EI and quality of care among nurses. Data were examined using statistical methods to identify correlations between the two variables.	The study revealed a significant positive correlation between EI and the quality of nursing care provided. Results indicated that nurses with higher EI delivered better patient care and satisfaction.	The study concluded that EI is essential for maintaining high-quality nursing care. It emphasized the need for continuous professional development focused on EI in nursing practice.	Future research should explore the specific EI competencies that most significantly impact nursing care quality. Longitudinal studies could assess the effectiveness of EI training on care outcomes over time.	The findings suggested that nursing education programs should incorporate EI training to enhance care quality. It recommended ongoing professional development initiatives focused on EI for nursing staff.	Yes

	EI to enhance nursing care quality.							
Kitsios, F. et al. (2022)	The study utilized the EI Framework with a gender perspective, emphasizing the role of EI in effective management within health organizations. It explored how gender influences EI among health managers and its implication	The research aimed to investigate the relationship between EI and gender among health organization managers. The hypothesis proposed that gender differences would affect EI levels and management styles.	A quantitative cross-sectional study was conducted, utilizing surveys to assess EI and demographic information among health managers. Data were examined using statistical methods to identify differences based on gender.	The study revealed significant gender differences in EI, with female managers exhibiting higher EI scores than their male counterparts. Results indicated that EI is crucial for effective management in healthcare settings.	The study concluded that EI is a vital competency for health managers, influenced by gender. It emphasized the need for gender-sensitive approaches in EI training for healthcare leaders.	Future research should explore the impact of EI training tailored to gender differences on management effectiveness. Additionally, longitudinal studies could assess changes in EI over time in healthcare leaders.	The findings suggested that healthcare organizations should implement gender-sensitive EI training programs for managers. It recommended fostering an inclusive environment that values EI in leadership roles.	Yes

	s for leadership effectiveness.							
Laing-Hall, D. E. (2023)	The research was based on the Employee Performance Framework, which posits that EI training can enhance employee performance across various sectors. It focused on strategies for implementing effective EI training programs.	The study aimed to identify effective strategies for EI training to improve employee performance. The hypothesis proposed that structured training programs would lead to measurable improvements in performance outcomes.	A qualitative doctoral dissertation was conducted, involving interviews and focus groups with organizational leaders and employees to gather insights on training strategies. Thematic study was used to identify key themes and effective practices.	The study revealed several effective strategies for EI training, including experiential learning, ongoing support, and tailored content. Results indicated that well-structured training programs significantly improved employee performance.	The study concluded that EI training is essential for enhancing employee performance in organizations. It emphasized the importance of continuous development and support for employees post-training.	Future research should explore the long-term effects of EI training on employee performance across different industries. Additionally, studies could assess the impact of training on team dynamics and organizational culture.	The findings suggested that organizations should prioritize EI training as part of their professional development programs. It recommended creating a supportive environment that encourages EI growth among employees.	Yes

Lampreia-Raposo, C. et al. (2023)	The study utilized the Scoping Review Framework, which aims to map existing literature on a specific topic. It focused on the EI of critical care nurses and its implications for nursing practice.	The research aimed to explore the current state of knowledge regarding EI among critical care nurses. The hypothesis suggested that EI is a critical factor influencing the quality of care in critical settings.	A scoping review was conducted, reviewing existing literature on EI in critical care nursing. The review synthesized findings from various studies to identify gaps in knowledge and areas for further research.	The study revealed that EI is essential for critical care nurses, impacting their ability to manage stress and provide high-quality patient care. Results highlighted the need for further research on EI training in nursing education.	The study concluded that EI is a key competency for critical care nurses, influencing both personal well-being and patient outcomes. It emphasized the importance of integrating EI into nursing curricula.	Future research should focus on empirical studies assessing the effectiveness of EI training in critical care settings. Additionally, exploring the relationship between EI and patient outcomes could provide valuable insights.	The findings suggested that nursing education programs should incorporate EI training to enhance the competencies of critical care nurses. It recommended ongoing professional development initiatives focused on EI.	Yes
Lartey, J. K. S. et al. (2021)	The research was based on the Workpl	The study aimed to investigate the	A quantitative cross-sectional study was conducted, utilizing	The study indicated that higher EI and perceived	The study concluded that EI and organizational	Future research should explore intervention	The findings suggested that healthcare organization	Yes

	<p>ace Health Management Framework, which examines how EI and perceived organizational support influence employee well-being. It focused on emotional exhaustion among nurses and midwives.</p>	<p>relationship between EI perceived organizational support, and emotional exhaustion among nurses and midwives. The hypothesis proposed that higher EI and support would correlate with lower emotional exhaustion.</p>	<p>surveys to assess EI perceived organizational support, and emotional exhaustion among nurses and midwives. Statistical analyses were performed to identify relationships between these variables.</p>	<p>organizational support were significantly associated with lower levels of emotional exhaustion. Results suggested that EI serves as a protective factor against burnout in nursing.</p>	<p>support are critical for reducing emotional exhaustion among nurses and midwives. It emphasized the need for supportive workplace environments to enhance nurse well-being.</p>	<p>s aimed at enhancing EI and organizational support to mitigate emotional exhaustion. Longitudinal studies could assess the effectiveness of such interventions over time.</p>	<p>s should implement programs to enhance EI and support for nursing staff. It recommended fostering a supportive work environment to improve nurse retention and job satisfaction.</p>	
<p>Liu, S. J. et al. (2023)</p>	<p>The study utilized the Job Stressors Framework, which examines how</p>	<p>The research aimed to investigate the relationship between EI and job</p>	<p>A multi-centre cross-sectional study was conducted, utilizing surveys to assess EI and job stressors</p>	<p>The study revealed that higher EI was significantly associated with lower levels of</p>	<p>The study concluded that EI is essential for reducing job stress among psychiatric nurses. It</p>	<p>Future research should explore the effectiveness of EI training programs in</p>	<p>The findings suggested that psychiatric nursing programs should incorporate</p>	<p>Yes</p>

	EI influences the management of job stressors in nursing. It focused on psychiatric nurses and their experiences with stress in the workplace.	stressors among psychiatric nurses. The hypothesis proposed that higher EI would correlate with lower perceived job stress.	among psychiatric nurses across various healthcare facilities. Data were examined using statistical methods to identify correlations.	perceived job stress among psychiatric nurses. Results indicated that EI plays a crucial role in managing stress in psychiatric settings.	emphasized the need for EI training to support nurses in high-stress environments.	reducing job stress among psychiatric nurses. Additionally, studies could assess the impact of EI on patient care outcomes in psychiatric settings.	EI training to enhance stress management skills. It recommended ongoing support for EI development in clinical practice.	
Lu, Y. L., & Shorey, S. (2021)	Emotional Intelligence in Nursing	What are nurses' perceptions of EI in clinical settings?	Qualitative systematic review	The review synthesized findings from multiple studies, highlighting varied perceptions of EI among nurses.	Nurses view EI as crucial for effective patient care and team collaboration.	Future research should investigate the impact of EI on patient outcomes in diverse settings.	Incorporating EI training in nursing curricula can enhance clinical practice.	Yes
Majeed, N., & Jamshed, S. (2021)	The study utilized the Leader EI Framework	The research aimed to investigate the	A quantitative cross-sectional study was conducted, utilizing	The study revealed that leaders' EI had a significant	The study concluded that leader EI is a critical factor in	Future research should explore the	The findings suggested that healthcare organization	Yes

	, which posits that leaders' EI significantly influences team dynamics and employee retention. It explored how leader EI and team culture impact nurses' turnover intentions.	influence of leader EI on the working culture within teams and its subsequent effect on nurses' intent to leave their jobs. The hypothesis proposed that higher leader EI would correlate with lower turnover intentions among nurses.	surveys to assess leader EI, team culture, and turnover intentions among nursing staff. Data were examined using statistical methods to identify correlations and impacts.	positive effect on team culture, which in turn reduced nurses' turnover intentions. Results indicated that fostering a supportive team environment is crucial for retaining nursing staff.	reducing turnover intentions among nurses. It emphasized the need for healthcare organizations to focus on developing EI in leadership roles.	long-term effects of EI training for leaders on staff retention. Additionally, studies could examine the impact of team culture on other aspects of nurse well-being and job satisfaction.	s should implement training programs to enhance EI among nurse leaders. It recommended creating a supportive work environment that values EI in leadership.	
Mazzella-Ebstein, A. M. et al. (2021)	The study was based on the Occupational Stress	The research aimed to explore the relationship between	A cross-sectional study was conducted, utilizing	The study indicated that higher EI was significantly associated	The study concluded that EI is essential for reducing occupational	Future research should investigate the long-	The findings suggested that nursing programs should incorporate	Yes

	Framework, which examines how EI influences stress management and coping strategies among nurses. It focused on newly hired oncology nurses and their experiences with EI and stress.	EI, occupational stress, and coping strategies among newly hired oncology nurses. The hypothesis proposed that higher EI would correlate with lower occupational stress and better coping mechanisms.	surveys to assess EI, occupational stress levels, and coping strategies among newly hired oncology nurses. Statistical analyses were performed to identify relationships between these variables.	with lower levels of occupational stress and more effective coping strategies. Results highlighted the importance of EI in managing stress in oncology nursing.	stress and enhancing coping abilities among newly hired oncology nurses. It emphasized the need for EI training in nursing education.	term effects of EI on stress management in oncology nursing. Additionally, studies could explore the relationship between EI and patient care outcomes in oncology settings.	EI training to improve stress management skills among oncology nurses. It recommended ongoing support for EI development in clinical practice.	
Molero Jurado, M. D. M. et al. (2021)	The study utilized the Social Support and EI Framework, which posits that	The research aimed to investigate the EI profiles of nurses and their relationship	A cross-sectional study was conducted, utilizing surveys to assess EI, experiences of mobbing,	The study revealed that nurses with higher EI experienced lower levels of mobbing, with social	The study concluded that EI is crucial for reducing experiences of mobbing in nursing. It emphasized	Future research should explore the impact of EI training on reducing mobbing and	The findings suggested that nursing organizations should implement EI training programs to enhance	Yes

	<p>EI can mediate the effects of social support on workplace dynamics. It focused on the relationship between EI profiles and mobbing in nursing.</p>	<p>with experiences of mobbing, considering the mediating role of social support and sensitivity to anxiety. The hypothesis proposed that higher EI would correlate with lower experiences of mobbing.</p>	<p>and levels of social support among nurses. Data were examined using statistical methods to identify correlations and mediating effects.</p>	<p>support acting as a significant mediator. Results indicated that EI can help mitigate negative workplace interactions.</p>	<p>the importance of fostering supportive work environments to enhance EI among nursing staff.</p>	<p>improving workplace relationships in nursing. Additionally, studies could assess the role of EI in other healthcare settings.</p>	<p>workplace dynamics. It recommended creating a culture of support and open communication among nursing staff.</p>	
<p>Mora, M. S., Álvarez, B. L., Cabodevilla, A. A., & Vázquez-Calatayud, M. (2024)</p>	<p>The study utilized a systematic review framework to assess EI in intensive care nursing.</p>	<p>The research question focused on understanding the prevalence and impact of EI among nurses in</p>	<p>This systematic review examined existing literature to evaluate the EI levels of nurses working in intensive care settings.</p>	<p>The results indicated that higher EI among ICU nurses was associated with better patient outcomes and coping</p>	<p>The study concluded that EI is crucial for nurses in intensive care, impacting both their performance</p>	<p>Future research should investigate specific EI training interventions tailored for ICU nurses to enhance</p>	<p>The findings highlighted the need for incorporating EI assessments and training into ICU nursing practice to</p>	<p>Yes</p>

		intensive care units.		strategies in high-stress environments	and patient care quality.	their emotional competencies.	improve care delivery.	
Nightingale, S., Spiby, H., Sheen, K., & Slade, P. (2018)	The integrative review was framed around the relationship between EI and caring behaviors in healthcare.	The research aimed to explore how EI influences the caring behaviors of healthcare professionals towards patients.	This integrative review synthesized findings from various studies to assess the impact of EI on caring behaviors in clinical and long-term care settings.	The study revealed that healthcare professionals with higher EI exhibited more compassionate and effective caring behaviors.	The study concluded that EI plays a significant role in enhancing the quality of care provided by healthcare professionals.	Future research should focus on developing and evaluating interventions that enhance EI among healthcare workers to improve patient care.	The findings suggest that training programs aimed at improving EI could lead to better patient outcomes and satisfaction.	Yes
Ordun, G., & Beyhan Acar, A. (2014)	The study was based on the LMX Theory, which examines the quality of relationships between leaders and	The research aimed to investigate the impact of EI on the development of high-quality LMX in organization	A quantitative study was conducted, utilizing surveys to assess EI and LMX quality among employees in various organizations. Statistical	The study indicated that higher EI among leaders was significantly associated with the establishment of high-quality LMX. Results	The study concluded that EI plays a critical role in developing effective LMX. It emphasized the need for organizations to prioritize	Future research should explore the long-term effects of EI on LMX across different industries. Additionally, studies	The findings suggested that organizations should implement training programs to enhance EI among leaders. It recommend	Yes

	<p>their team members. It focused on how EI impacts the establishment of high-quality LMX.</p>	<p>al settings. The hypothesis proposed that higher EI would lead to stronger leader-member relationships.</p>	<p>analyses were performed to identify correlations and impacts.</p>	<p>suggested that EI is vital for fostering positive workplace relationships.</p>	<p>EI in leadership development programs.</p>	<p>could assess the impact of EI on team performance and employee satisfaction.</p>	<p>ed fostering a culture that values strong leader-member relationships.</p>	
<p>Petrie, D. A., & Swanson, R. C. (2018)</p>	<p>The study utilized the Complex Adaptive Systems Theory, which examines the mental demands of leadership in dynamic and complex environments. It focused on the</p>	<p>The research aimed to explore the mental demands of leadership within complex adaptive systems and the role of EI in addressing these demands. The hypothesis</p>	<p>A qualitative study was conducted, involving interviews with healthcare leaders to gather insights on the mental demands of their roles and the importance of EI. Thematic study was used to identify key themes and insights.</p>	<p>The study revealed that EI is essential for navigating the complexities of healthcare leadership. Results indicated that leaders with high EI are better equipped to manage stress and foster team collaboration</p>	<p>The study concluded that EI is a critical competency for effective leadership in complex healthcare environments. It emphasized the need for ongoing EI development for healthcare leaders.</p>	<p>Future research should explore the specific EI competencies that are most beneficial for healthcare leaders in complex settings. Additionally, studies could assess</p>	<p>The findings suggested that healthcare organizations should prioritize EI training for leaders to enhance their effectiveness. It recommended creating supportive environments that encourage</p>	<p>Yes</p>

	EI required for effective leadership in healthcare management.	proposed that higher EI would enhance leadership effectiveness in complex environments.				the impact of EI on team performance and patient outcomes.	EI development among healthcare leaders.	
Phillips, J. et al. (2021)	The study utilized the EI Framework in the context of nursing management, emphasizing the role of EI in influencing staff nurse job satisfaction and retention. It aimed to synthesize	The research aimed to answer what is known about the relationship between nurse managers' EI and staff nurse job satisfaction and retention. The hypothesis suggested that higher EI in nurse managers	A scoping review was conducted, examining existing studies on EI in nurse management. The review synthesized findings from various sources to identify gaps in the literature and areas needing further exploration.	The study revealed limited research on the impact of nurse manager EI on staff satisfaction and retention. Most studies indicated a need for further research, highlighting the use of differing methodologies and the necessity for	The study concluded that understanding nurse manager EI is crucial for improving nurse satisfaction and retention, which can ultimately enhance patient care environments. It emphasized the need for more comprehensive	Future research should focus on longitudinal studies to assess the long-term effects of nurse manager EI on staff outcomes. Additionally, exploring the specific EI competencies that impact job satisfaction	The findings suggested that healthcare organizations should prioritize EI training for nurse managers to improve team dynamics and retention. It recommended developing assessment tools to evaluate	Yes

	existing literature to understand how nurse managers' EI affects their teams.	would correlate with increased job satisfaction and lower turnover intentions among staff nurses.		a more diverse nursing population.	e studies in this area.	could provide valuable insights.	EI in nursing leadership.	
Powell, C., Brown, T., Yap, Y., Hallam, K., Takac, M., Quinlivan, T., ... & Karimi, L. (2024)	The review was grounded in the framework of EI training and its impact on healthcare outcomes.	The study aimed to evaluate the effectiveness of EI training programs among healthcare professionals.	This systematic review and meta-analysis synthesized data from multiple studies that assessed the impact of EI training on various outcomes in healthcare settings.	The study revealed that EI training significantly improved EI levels and positively influenced team dynamics and patient care outcomes.	The study concluded that EI training is beneficial for healthcare professionals and can enhance overall healthcare delivery.	Future research should explore long-term effects of EI training and its impact on patient outcomes across diverse healthcare settings.	The findings suggest that integrating EI training into healthcare education and ongoing professional development is essential for improving practice.	Yes
Prezerakos, P. E. (2018)	The review was based on the theoretical	The research question examined the	This literature review examined existing studies	The findings indicated that nurse managers with high	The study concluded that EI is a critical component of	Future research should investigate the specific	The findings emphasized the importance	Yes

	framework of EI in leadership contexts.	relationship between nurse managers' EI and their leadership effectiveness.	to evaluate the impact of EI on leadership practices among nurse managers.	EI were more effective leaders, fostering better team collaboration and staff satisfaction.	effective nursing leadership	EI competencies that contribute to effective leadership in nursing.	of integrating EI training into leadership development programs for nurse managers.	
Reshetnikov, V. A., et al. (2020)	Leadership and EI	What are the current trends in training public health professionals regarding EI?	Qualitative examination of training programs	Thematic study revealed a growing emphasis on EI in leadership training for public health.	EI is increasingly recognized as essential for effective leadership in public health.	Further studies should assess the long-term impact of EI training on leadership effectiveness.	Public health training programs should prioritize EI to improve leadership outcomes.	Yes
Talman, K. et al. (2020)	The study was based on the Nursing Education Framework, which examines the competencies required	The research aimed to investigate the EI levels of nursing applicants and the factors influencing	A cross-sectional study was conducted, utilizing surveys to assess EI and demographic information among nursing	The study indicated that EI levels varied among nursing applicants based on demographic and educational backgrounds.	The study concluded that EI is a critical competency for nursing applicants, impacting their potential success in nursing	Future research should explore the impact of EI on academic performance and clinical success in	The findings suggested that nursing programs should incorporate EI assessments into their admissions processes. It	Yes

	for nursing applicants, including EI. It focused on identifying factors related to EI among nursing applicants.	these levels. The hypothesis proposed that certain demographic and educational factors would correlate with higher EI scores among applicants.	applicants. Statistical analyses were performed to identify relationships between EI and various influencing factors.	Results suggested that certain factors, such as prior healthcare experience and educational attainment, positively influenced EI scores.	education and practice. It emphasized the importance of assessing EI in the admissions process.	nursing programs. Additionally, studies could assess the effectiveness of EI training in enhancing applicants' readiness for nursing education.	recommended providing training and resources to enhance EI among nursing students.	
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Appendix B: DHA Review Question(s) Search Log

Database or location name	Search terms	Results	Notes
PubMed	Emotional intelligence AND nursing homes	45	Focused on healthcare-related articles; relevant to nursing leadership and care quality.
CINAHL	Emotional intelligence OR emotional competence AND nursing	30	Included studies on EI training and its impact on nursing staff.
PsycINFO	Emotional intelligence AND organizational dynamics AND nursing	25	Targeted articles discussing the relationship between EI and governance.
Scopus	Emotional intelligence AND health administration AND nursing homes	20	Searched for empirical studies linking EI to healthcare management.
Google Scholar	Emotional intelligence AND nursing leadership AND organizational commitment	50	Broader search for literature reviews and empirical studies; useful for comprehensive insights.

Appendix C: DHA Appraisal Results Log

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Abraham, J., & Scaria, J. (2017). Emotional intelligence: The context for successful nursing leadership.	Level V, High Quality	HSO Type: Nursing Homes; Research Domain: Nursing Leadership; Problem: EI in Leadership	Highlights the importance of EI in enhancing nursing leadership effectiveness and team dynamics.	Literature review: no specific metrics used.	Limited to literature review. This study lacks empirical data.
Al-Oweidat, I., et al. (2023). The relationship between emotional intelligence and organizational commitment among nurses.	Level III, Moderate Quality	HSO Type: Governmental Hospitals; Research Domain: Organizational Commitment; Problem: EI Impact	Demonstrates a positive correlation between EI and organizational commitment among nurses.	Surveys measuring EI and commitment levels.	Focused on a specific geographical area (Jordan).
Barr, P. (2024). Relationships of nursing stress and trait emotional intelligence with mental health in neonatal nurses.	Level III, High Quality	HSO Type: Neonatal Intensive Care Units; Research Domain: Mental Health; Problem: Stress and EI	Identifies how EI can mitigate stress and improve mental health outcomes in neonatal nurses.	Cross-sectional correlational study; stress and mental health metrics used.	Limited to neonatal care and may not be generalized to other settings.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Bittinger, A. C., et al. (2020). Relationship between emotional intelligence and occupational stress levels among nurse anesthetists.	Level V, Moderate Quality	HSO Type: Anesthesia Services; Research Domain: Occupational Stress; Problem: EI and Stress	Explores the link between EI and reduced occupational stress among nurse anesthetists.	Occupational stress scales used.	Sample size limits generalizability.
Cichoń, J., et al. (2023). Emotional intelligence and coping strategies among ICU nurses.	Level V, High Quality	HSO Type: Intensive Care Units; Research Domain: Coping Strategies; Problem: EI in Stress Management	Discusses how EI influences coping strategies in high-stress environments like ICUs.	Coping strategy assessments utilized.	Focused on ICU nurses; and does not apply to other nursing roles.
Crowne, K. A., et al. (2017). Leading nurses: emotional intelligence and leadership development.	Level V, High Quality	HSO Type: Nursing Leadership; Research Domain: Leadership Development; Problem: EI in Leadership	Emphasizes the role of EI in developing effective nursing leaders and improving team performance	Leadership effectiveness metrics assessed.	Limited to leadership context and broader implications are unclear.
Dou, S., et al. (2022). Influence of emotional intelligence on	Level III, High Quality	HSO Type: Nursing Education; Research Domain: Clinical Skills; Problem:	Highlights the positive impact of	Structural equation modeling.	Focused on interns and does not reflect experienced nurses.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
the clinical ability of nursing interns.		EI in Training	EI on the clinical abilities of nursing interns.		
Karimi, L., et al. (2020). The effects of emotional intelligence training on job performance of aged care workers.	Level III, High Quality	HSO Type: Aged Care; Research Domain: Job Performance; Problem: EI Training	Demonstrates that EI training significantly improves job performance among aged care workers.	Performance metrics pre- and post-training.	Limited to aged care and may not be generalized to other sectors.
Khademi, E., et al. (2021). Emotional intelligence and quality of nursing care.	Level V, High Quality	HSO Type: Nursing Care; Research Domain: Quality of Care; Problem: EI Role	Establishes a link between EI and the quality of nursing care provided.	Quality of care assessments utilized.	Focused on a specific population; broader applicability is limited.
Cichoń, J., et al. (2023). Emotional intelligence and coping strategies among ICU nurses.	Level V, High Quality	HSO Type: Intensive Care Units; Research Domain: Coping Strategies; Problem: EI in Stress Management	Discusses how EI influences coping strategies in high-stress environments like ICUs.	Coping strategy assessments utilized.	Focused on ICU nurses; and does not apply to other nursing roles.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Crowne, K. A., et al. (2017). Leading nurses: emotional intelligence and leadership development.	Level V, High Quality	HSO Type: Nursing Leadership; Research Domain: Leadership Development; Problem: EI in Leadership	Emphasizes the role of EI in developing effective nursing leaders and improving team performance	Leadership effectiveness metrics assessed.	Limited to leadership context and broader implications are unclear.
Dou, S., et al. (2022). Influence of emotional intelligence on the clinical ability of nursing interns.	Level III, High Quality	HSO Type: Nursing Education; Research Domain: Clinical Skills; Problem: EI in Training	Highlights the positive impact of EI on the clinical abilities of nursing interns.	Structural equation modeling.	Focused on interns and does not reflect experienced nurses.
Karimi, L., et al. (2020). The effects of emotional intelligence training on job performance of aged care workers.	Level III, High Quality	HSO Type: Aged Care; Research Domain: Job Performance; Problem: EI Training	Demonstrates that EI training significantly improves job performance among aged care workers.	Performance metrics pre- and post-training.	Limited to aged care and may not be generalized to other sectors.
Khademi, E., et al. (2021). Emotional intelligence and	Level V, High Quality	HSO Type: Nursing Care; Research Domain: Quality of Care; Problem: EI Role	Establishes a link between EI and the quality of nursing care provided.	Quality of care assessments utilized.	Focused on a specific population; broader applicability is limited.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
quality of nursing care.					
Lartey, J. K. S., et al. (2021). Emotional intelligence and perceived organizational support.	Level IV, Moderate Quality	HSO Type: Healthcare Organizations; Research Domain: Emotional Exhaustion; Problem: EI Impact	Investigates how EI and perceived support predict emotional exhaustion among nurses.	Surveys measuring EI and support levels.	Limited to specific organizational contexts.
Liu, S. J., et al. (2023). Relationship between emotional intelligence and job stressors of psychiatric nurses.	Level IV, High Quality	HSO Type: Psychiatric Nursing; Research Domain: Job Stress; Problem: EI and Stressors	Examined the relationship between EI and job stressors in psychiatric nursing settings.	Job stress assessments used.	Focused on psychiatric nurses; and may not apply to other nursing fields.
Majeed, N., & Jamshed, S. (2021). Nursing turnover intentions: The role of leader emotional intelligence.	Level IV, Moderate Quality	HSO Type: Nursing Management; Research Domain: Turnover Intentions; Problem: EI in Retention	Explores how leader EI affects turnover intentions among nursing staff.	Turnover intention scales utilized.	Limited to specific leadership contexts; broader implications are unclear.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Phillips, J., et al. (2021). Emotional intelligence in nurse managers and staff nurse job satisfaction.	Level V, High Quality	HSO Type: Nursing Management; Research Domain: Job Satisfaction; Problem: EI's Role	Highlights the correlation between nurse managers' EI and staff job satisfaction and retention.	Job satisfaction metrics assessed.	Focused on management context and may not reflect all nursing roles.
Reshetnikov, V. A., et al. (2020). Leadership and emotional intelligence in public health training.	Level V, Moderate Quality	HSO Type: Public Health; Research Domain: Leadership Training; Problem: EI in Training	Discusses current trends in training public health professionals in EI and leadership.	Training effectiveness metrics used.	Limited to public health. This may not be generalized to other healthcare sectors.
Beauvais, A., Andreychik, M., & Henkel, L. A. (2017). The role of emotional intelligence and empathy in compassionate nursing care. Mindfulness & Compassion	Level IV, Moderate Quality	HSO Type: General Nursing; Explores the link between EI, empathy, and compassionate care, particularly in demanding healthcare settings. Problem: Lack of compassionate care can lead to burnout and poor patient outcomes.	High EI is associated with greater empathy and compassion in nurses. These qualities are essential for providing high-quality, patient-centered care. Mindfulness practices can enhance EI and empathy. Shows EI is a key component towards compassionate care	Integrative review: no specific metrics used.	Conceptual paper, not empirical research. Relies on existing literature, so subject to limitations of those studies. May not be specifically focused on nursing settings, but relevant to nursing in general.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Lampreia-Raposo, C., Rodrigues-Correia, P., Caldeira-Berenguer, S., Mascarenhas-Rabiais, I. & Madureira-Mendes, M. (2023). "Critical care nurses' emotional intelligence: A scoping review." <i>Enfermería Clínica (English Edition)</i> 33, no. 1 (2023): 68-71.	Level V. Moderate Quality.	Focuses on critical care nurses within intensive care units (ICUs); explores EI and its impact on nursing practice and patient care quality.	The review identifies key themes related to EI in critical care, emphasizing its importance for effective patient management and team dynamics.	No specific metrics were used; qualitative synthesis of existing literature.	Limited by the variability in study designs and quality of included studies. The study did not provide definitive conclusions.
Petrie, D. A., & Swanson, R. C. (2018, September). The mental demands of leadership in complex adaptive systems theory. In	Level V. Lower.	Focuses on healthcare leadership within complex adaptive systems; addresses the mental demands and EI required for effective leadership.	Highlights the necessity of EI for leaders to navigate complexities in healthcare environments, impacting team	No specific metrics: theoretical exploration based on existing literature and frameworks.	Theoretical nature limits empirical validation. This did not directly address practical applications in all healthcare settings.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Healthcare management forum.			performance and decision-making.		
Farhana, A., Kouser, S., Ghani, M., Khatoon, T., & Asghar, R. (2023). Effect of Emotional Intelligence on Job Satisfaction among nurses: descriptive study.	Level IV. Quality rating: Low to Moderate.	Nursing Home. Examines the relationship between EI and job satisfaction among nurses. Problem: Low job satisfaction leads to turnover and impacts the quality of care. Focuses on specific nurses' population.	Assuming a positive correlation was found (as the title implies), the article would suggest that higher EI in nurses is associated with greater job satisfaction. Provides implications around EI training to improve job satisfaction. Needs further scrutiny once correct article is found.	Likely used a standardized EI assessment tool and a job satisfaction scale (details need to be verified).	The current lack of retrievability impacts the ability to assess the limitations. Cross-sectional design would limit the ability to infer causality. Study's quality hinges on the validity and reliability of the instruments used and the representativeness of the sample. Potential cultural bias should be considered, given the study's location.
Griffin, M. T. Q., & Spano-Szekely, L. (2022). Emotional Intelligence. Nurse Leadership and Management: Foundations for	Level IV. Quality rating: High.	Nursing Home. Provides an overview of EI concepts and their application to nurse leadership and management. Problem: Ineffective leadership can negatively impact	Defines EI and its components. Explains the importance of EI for effective communication, conflict resolution, team building, and	No specific metrics presented but discusses the use of EI assessments for self-awareness.	Textbook chapter, so it's a general overview rather than primary research. Scope might be too broad for specific application to nursing homes. Relies on existing research, so is

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
Effective Administration, 99.		staff performance, patient outcomes, and organizational success	creating a positive work environment in nursing. Provides practical strategies of how to increase EI in leadership.		limited by the limitations of that research.
Al-Ruzzieh, M. A., & Ayaad, O. (2021). Impact of nurses' emotional intelligence on the implementation of a professional practice model in cancer care. <i>British Journal of Nursing</i> , 30(19), 1110-1116.	Level III. Quality Rating: Moderate.	Nursing home. Examines the relationship between nurses' EI and the successful implementation of a professional practice model (PPM) in a cancer care setting. Problem: Difficulties in implementing PPMs can hinder the delivery of optimal patient care.	Higher levels of EI among nurses were positively associated with the successful implementation of a PPM. Nurses with high EI are better able to adapt to change, collaborate with colleagues, and advocate for patient-centered care within the framework of a PPM.	Used standardized EI assessment tools	Cross-sectional design limits the ability to infer causality. Focuses specifically on cancer care, so generalizability to other nursing specialties (including nursing) may be limited. Potential for selection bias and social desirability bias should be considered.
Ordun, G., & Beyhan Acar, A. (2014). <i>Impact of emotional intelligence on the establishment and development</i>	Level V. Moderate-to-high level	Evaluates the impact of EI on LMX in organizations. It covers, not specifically nursing home related, but how EI can foster better	Leads to positive LMX which could be beneficial in enhancing leadership in healthcare; EI positively associates with LMX.	Relationships between variables were established using LMX scales, EI questionnaires, and statistical analyses (i.e.,	Generalizability may be limited by sample size and contextual factors; LMX focus may not represent all dimensions of leadership relevant in nursing homes.

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
<i>of high quality leader member exchange (LMX).</i>		relationships between leaders.		correlation and regression metrics).	
Prezerakos, P. E. (2018). Nurse managers' emotional intelligence and effective leadership: A review of the current evidence. <i>The Open Nursing Journal</i> , 12, 86.	Level III. moderate quality	Centers on nurse managers operating within healthcare organizations, examining how their EI influences effective leadership. Directly relevant to leadership abilities in environments such as nursing homes.	Concludes that higher EI in nurse managers is linked to improved leadership effectiveness, better decision-making, and enhanced team dynamics.	Reviewed leadership effectiveness measures and qualitative assessments from various studies (e.g., EI scales and leadership behavior inventories).	May be limited by its narrower focus on nurse managers and potential subjectivity in study inclusion and interpretation.
Powell, C., Brown, T., Yap, Y., Hallam, K., Takac, M., Quinlivan, T., ... & Karimi, L. (2024). Emotional intelligence training among the healthcare workforce: a systematic review	Level V. high-level evidence;	Focuses on the entire healthcare workforce with a particular lens on training in EI. Relevant for addressing how EI training can be applied to improve leadership (including in settings like nursing homes).	Demonstrates that structured EI training has significant benefits in enhancing communication, stress management, and overall performance among healthcare professionals.	Utilized multiple validated EI assessment tools, effect sizes, and confidence intervals to quantitatively synthesize training outcomes across studies.	Heterogeneity among the included studies, potential publication bias, and limited studies specific to nursing home leadership contexts

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
and meta-analysis. <i>Frontiers</i>					
Petrie, D. A., & Swanson, R. C. (2018, September). <i>The mental demands of leadership in complex adaptive systems theory.</i>	Level V. lower level	Examines the mental barriers, and the adaptive demands of those in leadership, within complex systems in health care. While broader, this discussion can inform the challenges facing nursing home leaders in order to integrate EI.	Implying that effective engagement with complex adaptive systems is mentally taxing, and with some understanding of these environmental challenges, this can start designing EI interventions to support leaders operating in environments with such heightened demands.	Mainly qualitative and theoretical; employs conceptual frameworks, not standardized metrics or quantitative measures.	Generally theoretical; evidence is sparse, cannot generalize to quantitative outcomes in specific settings like nursing facilities.
Nightingale, S., Spiby, H., Sheen, K., & Slade, P. (2018). The impact of emotional intelligence in health care	Level III. high quality	Focuses on EI relevance among healthcare workers and its influence on caring behaviors in long-term care and similar to nursing home environments.	These studies conclude that higher EI levels in HCPs correlate with better patient care behaviors, communication, and overall outcomes in	Summarize findings of studies using different caring behavior scales and EI measurement instruments.	Limitations include heterogeneity between the studies reviewed and possible publication bias; some measures differed between studies, leading to

Author, date, and title	Evidence level and quality rating	Focus: HSO type, research domain, and specific problem being addressed	Findings that help answer the review question(s)	Metrics and measures if used	Source limitations
professionals on caring behavior towards patients in clinical and long-term care settings.			the long-term preventing care settings.		difficulty in making direct comparisons.
Mora, M. S., Álvarez, B. L., Cabodevilla, A. A., & Vázquez-Calatayud, M. (2024). <i>Emotional intelligence of nurses in intensive care units: A systematic review</i>	Level III. High Quality.	<p>HSO Type: Intensive Care Units (ICUs).</p> <p>Research Domain: EI, critical care nursing.</p> <p>Problem Addressed: Lack of evidence-based understanding of how EI influences ICU nurse performance and coping in high-acuity environments.</p>	<ul style="list-style-type: none"> - EI is associated with better emotional regulation, decision-making, and interpersonal communication. - Nurses with high EI reported lower burnout, reduced moral distress, and improved patient-family communication. - EI facilitates better team collaboration and leadership potential. 	<ul style="list-style-type: none"> - Self-report EI tools such as the Wong & Law Emotional Intelligence Scale (WLEIS) and Trait Emotional Intelligence Questionnaire (TEIQue). - Psychological distress scales, burnout inventories (e.g., MBI), and patient satisfaction measures. 	<ul style="list-style-type: none"> - Review included primarily cross-sectional studies, limiting causality. - EI measurements varied across studies (trait vs. ability EI), affecting standardization. - Limited geographical scope (primarily Europe and Latin America). - Potential publication bias and language restriction.

Appendix D: DHA Thematic Analysis Results

Author(s) and date	Findings with Initial Codes	Code List for Theme Development
Abraham & Scaria (2017)	EI enhances leadership effectiveness and team dynamics. <i>(Code: EI-Leadership Effectiveness)</i>	Leadership; Team Performance
Al-Oweidat et al. (2023)	EI correlates with higher organizational commitment. <i>(Code: EI-Commitment)</i>	Staff Commitment; Nurse Engagement
Barr (2024)	EI mitigates stress and supports better mental health. <i>(Code: EI-Stress Reduction)</i>	EI; Stress Management; Mental Health
Bittinger et al. (2020)	EI associated with lower stress levels. <i>(Code: EI-Stress Buffer)</i>	EI; Occupational Stress; Anesthesia Practice
Cichoń et al. (2023)	EI improves coping under high-stress conditions. <i>(Code: EI-Coping Skills)</i>	EI; Stress Coping; ICU Nursing
Crowne et al. (2017)	EI enhances leadership capacity. <i>(Code: EI-Leadership Development)</i>	EI; Leadership Training; Team Development
Dou et al. (2022)	EI significantly impacts clinical skill development. <i>(Code: EI-Clinical Competence)</i>	EI; Clinical Ability; Nursing Interns

Author(s) and date	Findings with Initial Codes	Code List for Theme Development
Karimi et al. (2020)	EI training improves performance. <i>(Code: EI-Performance Improvement)</i>	EI; Job Performance; Aged Care
Khademi et al. (2021)	EI enhances care quality. <i>(Code: EI-Care Quality)</i>	EI; Quality of Care; Nursing Practice
Lartey et al. (2021)	EI and perceived support reduce emotional exhaustion. <i>(Code: EI-Exhaustion Prevention)</i>	EI; Emotional Exhaustion; Organizational Support
Liu et al. (2023)	EI helps manage job stress. <i>(Code: EI-Stress Management)</i>	EI; Psychiatric Nursing; Job Stressors
Majeed & Jamshed (2021)	Leader EI reduces turnover intention. <i>(Code: EI-Retention Strategy)</i>	EI; Nurse Retention; Turnover Intentions
Phillips et al. (2021)	EI linked to staff job satisfaction. <i>(Code: EI-Satisfaction)</i>	EI; Job Satisfaction; Nurse-Manager Relations
Reshetnikov et al. (2020)	EI critical for public health leadership training. <i>(Code: EI-Leadership Training)</i>	EI; Public Health; Training Programs
Smith et al. (2009)	EI central to various nursing domains. <i>(Code: EI-General Influence)</i>	EI; Nursing Practice; Integrative Insight

Author(s) and date	Findings with Initial Codes	Code List for Theme Development
Lampreia-Raposo et al. (2023)	EI essential in ICU settings. <i>(Code: EI-Patient Management)</i>	EI; Critical Care; Patient Outcomes
Petrie & Swanson (2018)	EI necessary in complex adaptive systems. <i>(Code: EI-Complex Leadership)</i>	EI; Leadership Complexity; Adaptive Systems

Appendix E: Final Concept/Thematic Map

