



THE RELATIONSHIP OF HEAD NURSING LEADERSHIP BASED EMOTIONAL INTELLIGENCE WITH NURSE BURNOUT : LITERATURE REVIEW

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Introduction : Hospitals are a form of complex organization that provides services both internally and externally. Burnout is a major problem in the health workforce sector. Individuals who have high emotional intelligence tend not to experience anxiety, which will then reduce the risk of burnout. The impact that will arise if more and more nurses experience burnout will include difficulty sleeping, increased frequency of not coming to work, quitting their job, or job turnover. Nurses who experience burnout will tend to be cynical toward other people and patients, feel tired all the time, feel unable to do their work properly, and begin to be reluctant to work. This study aims to examine literature, articles, and research documents that identify the relationship of head nursing leadership based emotional intelligence with nurse burnout

Objectives: The aim was to determine the relationship between emotional intelligence-based head nursing leadership and nurse burnout.

Method: This is a systematic review of quantitative study published where the aim was to determine the relationship between emotional intelligence-based head nursing leadership and nurse burnout. The articles were searched for using the PRISMA approach from within Scopus, Web of Sciences, PubMed, Proquest, and CINAHL to identify the relevant English publications on correlation between emotional intelligence-based head nursing leadership and nurse burnout over the last 5 years (2019-2023). In total, 15 studies met the inclusion criteria.

Result : Based on the 15 articles found, burnout is a problem that must be resolved, burnout is influenced by situational factors (job characteristics, occupational characteristics, organizational characteristics) and individual factors (demographic characteristics, personality characteristics, and job attitude characteristics). Emotional intelligence has been proven to have various positive influences on nurses behavior. Several articles discussed in this literature review show that aspects of leadership and emotional intelligence have an influence on nurse burnout.

Conclusion: There is a correlation the relationship of head nursing leadership based emotional intelligence with nurse burnout.

Keywords : visionary leadership, emotional intelligence, nurse, burnout

INTRODUCTION

Hospitals are a form of complex organization that provides services both internally and externally. Selecting a leader in the hospital governance system requires various considerations. It is not just the length of the work period, but various criteria and aspects of the skills possessed that need to be considered (Seibert et al., 2020). Leaders often do not have adequate emotional intelligence (EI) and aspects of maturity, resulting in difficulties in leading a team to fulfill predetermined targets (Issah, 2018).

Burnout is a major problem in the health workforce sector (1). Burnout can occur over a longer or shorter period, depending on the situation experienced and the capacity to adapt to that situation (Landa, J.M.A., & Lopez-Zafra, 2010). Research conducted (2) Work stress and burnout experienced by nurses at Embun Fatimah Hospital, Batam City, namely nurses who experienced stress as much as 60%, not as much as 40%, and as many as 55% who experienced burnout, not burnout. as much as 45%. Meanwhile, in research (3), burnout experienced by nurses at Wangaya Denpasar Regional Hospital was 51.5%.

Research also conducted by a research team from the Master of Occupational Medicine Study Program, Faculty of Medicine, University of Indonesia (MKK FKUI) found that as many as 83% of health workers in Indonesia had experienced moderate and severe burnout which psychologically had the risk of disrupting the quality of life and work productivity in services. health. Burnout can cause mental disorders, so it is very important to know the current mental condition of health workers. (FKUI Public Relations, 2020)

According to Maslach (Mareike, 2013) in a state of burnout, nurses cannot work well and this of course affects the quality of services that will be provided. Burnout often causes the mind to feel full and begin to lose rationality. This can lead to being overwhelmed with work and ultimately causing mental and emotional exhaustion, then starting to lose interest in work, and motivation to work decreases.

The impact that will arise if more and more nurses experience burnout will include difficulty sleeping, increased frequency of not coming to work, quitting their job, or job turnover (4). Nurses who experience burnout will tend to be cynical toward other people and patients, feel tired all the time, feel unable to do their work properly, and begin to be reluctant to work (4)

Emotional intelligence encompasses a set of skills related to the emotional processing of information (Landa & Lopez-Zafra, 2010) which can increase the success of an individual's ability to face work environment pressures, especially burnout (Delpasand et al., 2011). Optimizing emotional intelligence is a key factor that can reduce burnout in the workplace (Gong et al., 2019). If nurses cannot understand or manage the emotions themselves or others in their work environment, nurses will be unable to cope with the various demands of their work, and will then be more vulnerable to emotional exhaustion and mental distance (Nel et al., 2013). The hospital environment is "emotionally draining", it is important to protect nurses through developing the emotional skills needed to face difficult work environments (Konstantinou et al., 2017).

The results of research from Heikkila (2018) stated that Emotional intelligence can reduce the level of burnout by 20% in nurses, with a percentage reduction in each dimension of burnout, namely emotional exhaustion by 8.4%, depersonalization by 10.1%, and reduced self-achievement. amounting to 11.9%. Nurses who are not emotionally intelligent will not be able to cope with job demands and will be more susceptible to burnout and low engagement, which will ultimately affect their well-being at work (Nel et al., 2013). And conversely, if nurses master Emotional intelligence, then colleagues, patients, and families will feel cared for, and create satisfaction (White & Grason, 2019). Emotionally intelligent nurses can use their work resources to cope with work demands, which will ultimately result in better work well-being (Nel et al., 2013).

Research conducted by Fiorilli et al, (2020) shows that anxiety has a role in mediating the relationship between emotional intelligence and burnout. Individuals who have high emotional intelligence tend not to experience anxiety, which can then reduce the risk of burnout (Fiorilli et al., 2020). If there are no empowerment efforts, they will continue to do their work but there is no enthusiasm, passion, or dedication which can create obstacles to empowerment.

This study aims to examine literature, articles, and research documents that identify the relationship of head nursing leadership based emotional intelligence with nurse burnout.

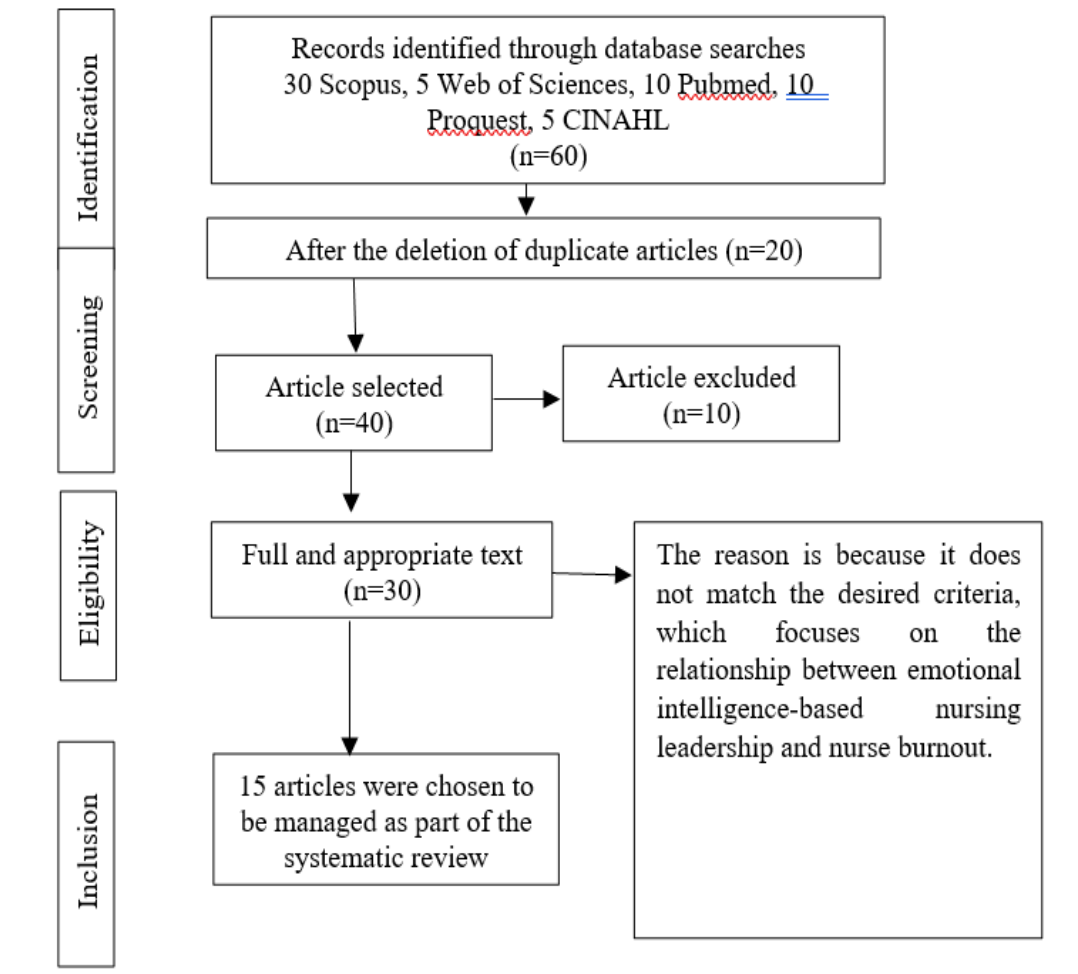
METHODS

The focus of the analysis was on to find out the relationship between emotional intelligence-based nursing leadership of the head of the room and nurse burnout.

We used four steps to identify and select articles that met the criteria specified in this review (Picture 1). Firstly, we conducted a major search on the chosen databases (Scopus, Web of Sciences Pubmed, Proquest, and CINAHL) to identify the relevant English works published in the last 5 years (2019-2023). For this review, we used the following search string: (*visionary leadership*) OR (*emotional intelligence*) AND (*nurse*) AND (*burnout*). The search identified a total of 60 articles but the number of articles was reduced to 40 after removing the duplicate results. Secondly, to identify eligible journals, we carefully read each title and abstract of the 40 articles. We focused on the main criteria, namely as the population compiled consisted of nurses who experience *burnout*. The articles focused on the relationship between *emotional intelligence*-based nursing leadership and nurse *burnout*. After this, 30 articles were to be included in the next stage of the review, because the articles had to be sure that they would meet all of the criteria needed.

Third, the remaining 30 articles were read and understood to be considered further for the inclusion criteria. In detail, the journal must not to be a review/report /protocol article, it must exclusively refer to burnout nurse, it must report at least one result which includes the to find out the relationship between emotional intelligence-based nursing leadership of the head of the room and nurse burnout. The study should also be from an indexed and reputable journal.

After the third step, 15 article were eliminated. The reason for exclusion was due to the perspective of the research. Because it does not match the desired criteria. Finally, the remaining 15 article were considered to be eligible for review and analysis. All of them focused on the relationship between emotional intelligence-based nursing leadership and nurse burnout.



Picture 1. Literature search flow

RESULTS AND DISCUSSION

Tabel 1 Result Literature

No	Title of Scientific Work and Writer	Method	Results
1	Effect of nurses emotional intelligence on their organizational citizenship behavior, with mediating effects of leader trust and value congruence (5)	D : Descriptive analysis S : 348 nurse V : Emotional intelligence, leader trust, value congruence I : Leader trust scale, value congruence scale, organizational citizenship behavior assessment A : Descriptive analysis, Structural equation modelling	Leader emotional intelligence has a direct positive effect on leader trust and value congruence, while nurse emotional intelligence hurts both variables studied. Furthermore, leader trust has a direct positive effect on organizational citizenship behavior, while value congruence has no relationship. Nurses emotional intelligence has a partial, indirect effect on organizational citizenship behavior through leader trust
2	Effect of Emotional Intelligence and Psychosocial Risks on Burnout, Job Satisfaction, and Nurse' Health during the COVID-19 Pandemic (6)	D : Cross-sectional descriptive study S : 125 nurse V : Emotional Intelligence, Burnout, Job Satisfaction, and Nurse' Health I : Wong and Law Emotional Intelligence Scale (WLEIS), Maslach Burnout Inventory (MBI) A : Model regresi linier hierarki	This research shows the effect of emotional intelligence on the negative impact of psychosocial risks such as burnout, and psychosocial complaints, and the beneficial effect on job satisfaction
3	The relationship between emotional intelligence, transformational leadership, and performance: a test of the mediating role of job satisfaction (7)	D : Quantitative S : 157 responded V : emotional intelligence, transformational leadership I : Quesioner A : Smart PLS (Measurement model assessment, Structural model assessment)	These results indicate that job satisfaction has a significant positive influence on work performance. Emotional intelligence is significantly and positively related to work performance.

4	The influence of Islamic emotional intelligence and work-life balance on organizational commitment mediated by burnout (8)	D : Cross-sectional descriptive study S : 73 responses V : emotional intelligence, work-life balance, burnout I : Quesioner A : SEM-PLS	The results of the research show that Islamic emotional intelligence influences organizational commitment, work-life balance influences organizational commitment, burnout influences organizational commitment, Islamic emotional intelligence influences organizational commitment, work-life balance influences burnout, burnout can mediate the influence of Islamic emotional intelligence on organizational commitment, burnout can mediate the influence of work-life balance on organizational commitment.
5	The Role of Emotional Intelligence on Health Care Professionals Occupational Stress and Burnout (9)	D : Cross-sectional descriptive study S : 257 nurse dan 131 doctor V : Emotional intelligence, Stress & Burnout I : Quesioner (Emotional Quotient Test, Occupational Stress Index (OSI), Oldenburg Burnout Inventory (OLBI), and Perceived stress scale (PSS)) A : ANOVA, korelasi and multiple regression	The result is that there is a significant relationship between the dimensions of work stress and emotional intelligence. In addition, a positive relationship was also found between age, work experience, and stress, with younger health workers and those with shorter tenure experiencing more stress. However, EI and health were not related to age or years of service.
6	In Pursuit of Work Performance: Testing the Contribution of Emotional Intelligence and Burnout (10)	D : cross-sectional design S : 1197 professional spanyol V : emotional intelligence, burnout I : Wong and Law Emotional Intelligence Scale, Maslach Burnout Inventory, dan Individual Work Performance Questionnaire A : The first analysis consisted of descriptive	The results showed a positive relationship between EI and performance, and a negative relationship with burnout, which has a mediator effect in the relationship between EI and performance.

statistics, including the mean, standard deviation, and reliability of the research variables.

7	Relationship between emotional intelligence and job well-being in Chinese Registered Nurses: Mediating effect of communication satisfaction (11)	D : descriptive cross-sectional S : 1.475 nurse V : emotional intelligence, job well-being I : Wong and Law's emotional intelligence scale, communication satisfaction scale, job well-being scale and general information questionnaire A : SPSS25.0 software was used to calculate the mean, standard deviation, and correlation, and AMOS	There is a positive correlation between emotional intelligence, communication satisfaction, and work well-being. Communication satisfaction partially mediates the relationship between emotional intelligence and work well-being. Increasing the level of emotional intelligence and communication satisfaction should be an important strategy to improve nurses' occupational well-being.
8	The Mediating Role of Emotion Management, Self-Efficacy and Emotional Intelligence in Clinical Nurses Related to Negative Psychology and Burnout (12)	D : Descriptive cross-sectional S : 12.704 perawat V : Emotion management, self-efficacy, emotional intelligence, burnout I : Questionnaire Depression-Anxiety-Stress Self-rating, Scale (DASS-21), Educational Testing Service (EIS) Chinese edition, The Regulatory Emotional Self-Efficacy Scale (RES), The Maslach Burnout Inventory -General Survey (MBI-GS) A : -	Negative psychology of clinical nurses has a positive effect on burnout ($\beta=0.60$, 95% CI: 0.63–0.66), emotional intelligence ($\beta=-0.08$, 95% CI: -0.10, -0.06), and self-efficacy for emotion management ($\beta=-0.60$, 95% CI: -0.05, -0.03) on fatigue. In addition, emotional intelligence and emotion management self-efficacy play a mediating role between negative psychology and burnout in nurses.

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| 9 | <p>Workplace violence, job satisfaction, burnout, perceived organizational support and their effect on turnover intention among Chinese nurses in tertiary hospitals: A Cross sectional study</p> <p>(13)</p> | <p>D : Cross sectional</p> <p>S : 1761 nurses</p> <p>V : Perawat, burnout, TOI, POS, workplace violence</p> <p>I : Quisioner (The Workplace Violence Scale developed by the International Labour Office, the International Council of Nurses, the WHO and the Public Services International Joint Programme on Workplace Violence in the Health Sector in 2003. Burnout using the Chinese Maslach Burnout Inventory General Survey (CMBI-GS), measured of 15 items, by Li et al. Perceived Organizational Support was measured using the Perceived Organizational Support-Simpli ed Version Scale (POS-SVS). The Turnover Intention Scale was developed by Lee and Lee</p> <p>A : Independent t-test, one way ANOVA, Scheffe test, Linear Multiple Hierarchical Regression Analysis</p> | <p>The research results showed that A total of 358 nurses (95.3%) reported experiencing violence at work for less than a year. 69.1% of nurses had high turnover intention. Burnout has a negative effect on nurse turnover intention.</p> |
| 10 | <p>Influential Effects of Emotional Intelligence on the Relationship between Job Stress and Burnout among General Hospital Administrative Staff</p> <p>(14)</p> | <p>D : Cross-sectional descriptive study</p> <p>S : 191 administrative staff hospital</p> <p>V : Emotional Intelligence, Stress and Burnout</p> <p>I : Stress Scale Short Form (KOSS-SF), Wong and Law Emotional Intelligence Scale (WLEIS), Maslach Burnout Inventory (MBI)</p> <p>A : Chi-square,</p> | <p>The influence of emotional intelligence on the relationship between work stress and burnout shows that work stress and burnout have a positive correlation ($r = 0.57$, $p < 0.001$) while emotional intelligence and burnout have a negative correlation ($r = -0.26$, $p < 0.001$), and (c) Factors that have a significant influence on burnout include age (≥ 40 years), work stress, and emotional intelligence. Emotional intelligence has a</p> |

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| | independent t-test, and ANOVA | direct (independent) influence on burnout. Therefore, increasing emotional intelligence is needed to reduce the level of burnout in public hospital administrative staff. |
| 11 | Emotional intelligence and authentic leadership among Saudi nursing leaders in the Kingdom of Saudi Arabia
(15) | <p>D : Quantitative comparative-correlational</p> <p>S : 152 leadership nurse</p> <p>V : Authentic leadership, Emotional intelligence</p> <p>I : Self-administered questionnaire</p> <p>A : T-test, ANOVA, Pearson's correlation coefficients (bivariate r), multiple regression analysis, simple linear regression analysis</p> <p>Age and years of experience were significantly and positively related to emotional intelligence. Meanwhile, gender, age, and years of experience are significant for authentic leadership. The total emotional intelligence score is strongly and positively related to authentic leadership. The level of emotional use has the strongest influence on authentic leadership followed by the appraisal of one's own emotions and the appraisal of other people's emotions. Furthermore, for every one-point increase in emotional intelligence scores, authentic leadership scores increased by 0.086</p> |
| 12 | The Relationship Between Emotional intelligence and Nurse-Nurse Collaboration
(16) | <p>D : Cross-sectional quantitative survey</p> <p>S : 311 nurse</p> <p>V : Emotional intelligence, Nurse-Nurse Collaboration</p> <p>I : Self-Report Emotional Intelligence Scale (SREIS), The Nurse-nurse Collaboration Scale</p> <p>A : Pearson correlation, one way ANOVA, independent t-tests, Multiple linear regression</p> <p>Nurses emotional intelligence is positive and significantly correlated with nurse-nurse collaboration. The results also showed statistically significant mean differences in communication subscale scores by gender and nursing unit</p> |
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13	The impact of Emotional Intelligence on Job Performance During COVID-19 Crisis: A Cross-Sectional Analysis (17)	D : Cross-sectional design S : 340 nurse V : Emotional Intelligence, Job Performance I : The Wong & Law EI scale (WLEIS), Individual Work Performance Questionnaire (IWPQ) A : Descriptive analysis	In general, nurses reported moderate to high levels of EI. Nurses in critical care units showed the highest levels of EI, followed by nurses in neonatal intensive care, then general nurses. Nurses working in respiratory therapy showed the lowest rates. Across all groups during the crisis, nurses reported a significant impact of EI on nursing performance
14	Relationship between leadership orientations and emotional intelligence in nursing students (18)	D : Cross-sectional and descriptive correlational study S : 320 student of nursing V : Leadership orientation, emotional intelligence I : Leadership Orientations Survey, Emotional intelligence Evaluation Scale (EIES) A : Pearson's correlation and regression analysis	There is a positive relationship between the mean score for the leadership orientation sub-dimension and the mean score for the overall emotional intelligence evaluation scale and its sub-dimensions
15	When nurse emotional intelligence matters: How transformasional leadership influences intent to stay (19)	D : Cross-sectional descriptive study S : 535 nurse V : Transformasional leadership emotional intelligence I : Wong and Law Emotional intelligence scale (WLEIS), transformational leadership scale A : Descriptive statistics, structural equation modelling	Transformational leadership and emotional intelligence of nursing staff were significant predictors of nurses' intention to stay. Nursing staff emotional intelligence partially mediated the relationship between transformational leadership and nurses' intention to stay.

Based on the 15 articles found, burnout is a problem that must be resolved, burnout is influenced by situational factors (job characteristics, occupational characteristics, organizational characteristics) and individual factors (demographic characteristics, personality characteristics, and job attitude characteristics).

Emotional intelligence has been proven to have various positive influences on nurses' behavior (Lim, Han, and Joo, 2018; Geun and Park, 2019; Mansel and Einion, 2019, Alonazi, 2020). Several articles discussed in this literature review show that aspects of leadership and emotional intelligence have an influence on nurse burnout.

Emotional intelligence is the skill, capacity, and ability to observe and control the emotions of oneself, other people and groups (Adawiyah, 2013). Emotional intelligence has an important role in determining a person's emotions so that they can remain professional in carrying out every task given (Avionela & Fauziah, 2017). Other research conducted by Situmorang and Desiningrum (2020), shows that individuals with a high level of emotional intelligence will have good stress coping.

Emotional intelligence can act protectively to prevent, and even reduce, the occurrence of burnout syndrome (Vlachou et al., 2016). Emotional intelligence is a thing A health worker needs to interact with humans (Putri, 2020). An emotionally intelligent individual means that the individual can understand and interpret the conditions they are experiencing. After understanding these conditions, the individual will then take appropriate action (Illahi et al, 2018).

The results of research conducted by (Maximus, 2020) prove that there is a significant relationship between leadership style and burnout syndrome and there is a significant relationship between leadership style and nurse performance. Data on research distribution shows that most of the leadership styles in the democratic category cause moderate burnout syndrome. The negative relationship between leadership style and burnout syndrome shows that the less democratic the leadership style, the higher the burnout syndrome. In paying attention to the appropriate leadership style to be applied by the head of the room. The democratic leadership style provides sufficient social support from superiors to nurses so that it has a positive impact on nurses' burnout levels (Ayu & Adnyani, 2017)

CONCLUSION

There is a correlation the relationship of head nursing leadership based emotional intelligence with nurse burnout. Emotional intelligence has been proven to have various positive influences on nurse behavior. If the leadership style is not good, burnout syndrome will also increase. It is hoped that the integration between the competencies of the head of the room and emotional intelligence can optimize the role of the head of the room in developing the organization better, especially by reducing burnout among nurses.

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