

# **The Effects of Emotionally Intelligent Leadership on Emergency Staff Nurses' Structural Empowerment and Commitment**

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# Who is Kanter and What is She Doing in My ED?

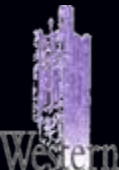


# Aim of This Session

1. Disseminate findings from a recent research project linking leadership competencies to empowerment and commitment.
2. Discuss practical way frontline leaders can influence empowering workplaces that nurses want to belong to.

# Background and Rationale for Study

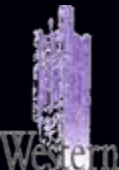
- Severe shortage of nurses is looming with 30% of nurses over 50 years old (CNA, 2002)
- Nurse staffing levels have a direct effect on on patient outcomes in preventing:
  - Morbidity
  - Mortality(Aiken et al., 2002; Needleman et al., 2002)
- Nurse have enhanced loyalty to organizations with they are respected, have control over their lives and are able to practice to the full scope of their education (Baumann et al., 2001)



# We know more...

- Staff nurses' perceptions of workplace empowerment has been related to:
  - leadership effectiveness
  - leader empowering behaviour
  - transformational leadership style
  - autonomy,
  - increased accountability,
  - increased work effectiveness,
  - lower job tension,
  - decreased burnout,
  - increased job satisfaction,
  - respect and commitment

(references upon request)



- Magnet hospital leaders possess consistent “people” skill attributes. (Upendieks, 2003)
- Leaders need to employ behaviours leading to workplace empowerment and positive organizational outcomes (Conger & Kanungo, 1988; Kanter, 1977, 1993; Laschinger et al.,1999)
- Healthcare professionals rank lowest in comparison to other occupations with respect to employment relationship dimensions (trust, commitment, decision making influence) (Lowe, 2002)



# Most importantly...

“People don’t leave companies, they  
leave leaders”

(Richard Leider, 1997)



# Kanter's Theory of Structural Empowerment

Kanter, R.M. (1977, 1997). *Men and Women of the Corporation*. New York, NY: Basic Books.

Kanter, (1979). Power failure in management circuits. *Harvard Business Review*, 65-75.

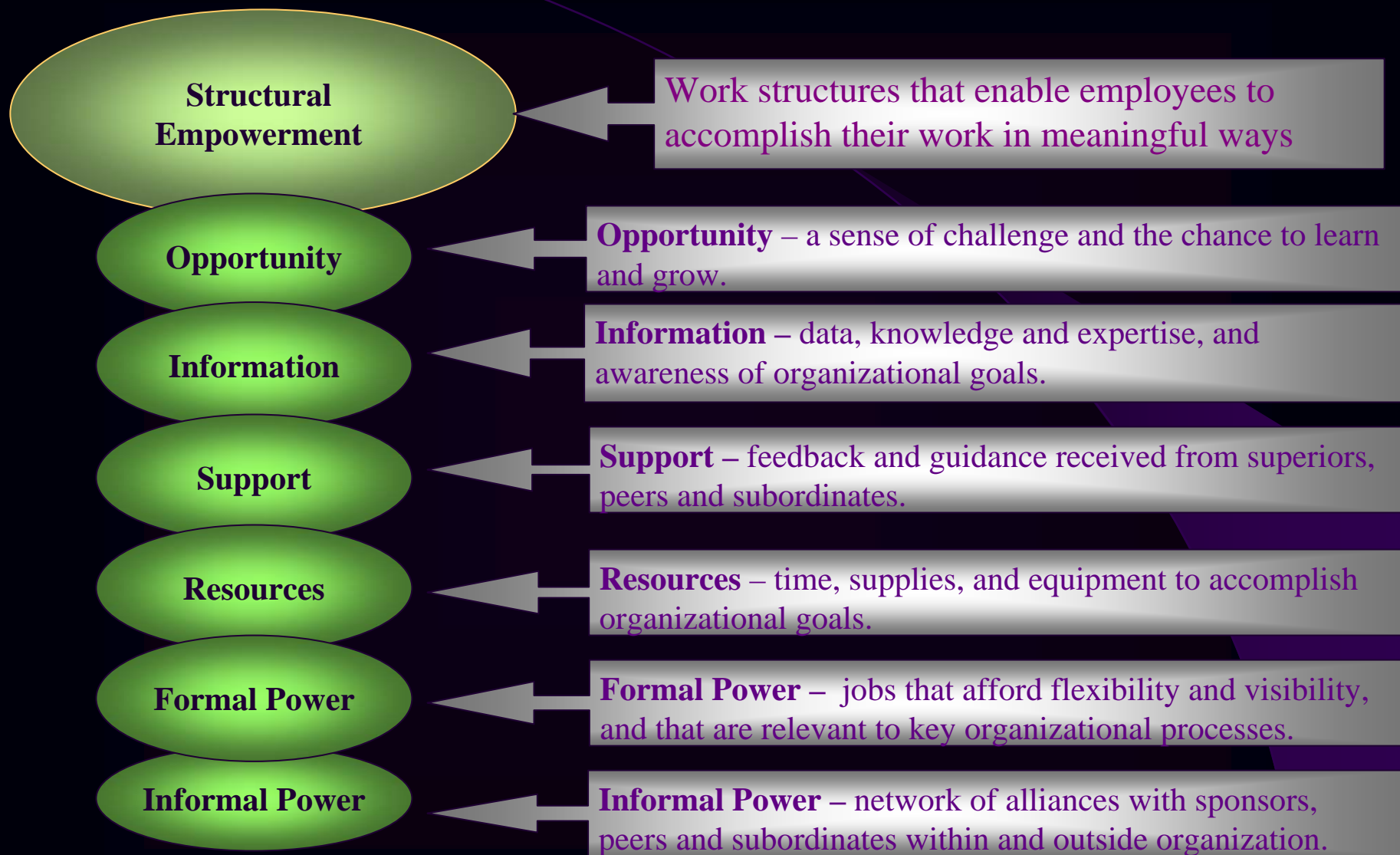


# According to Kanter...

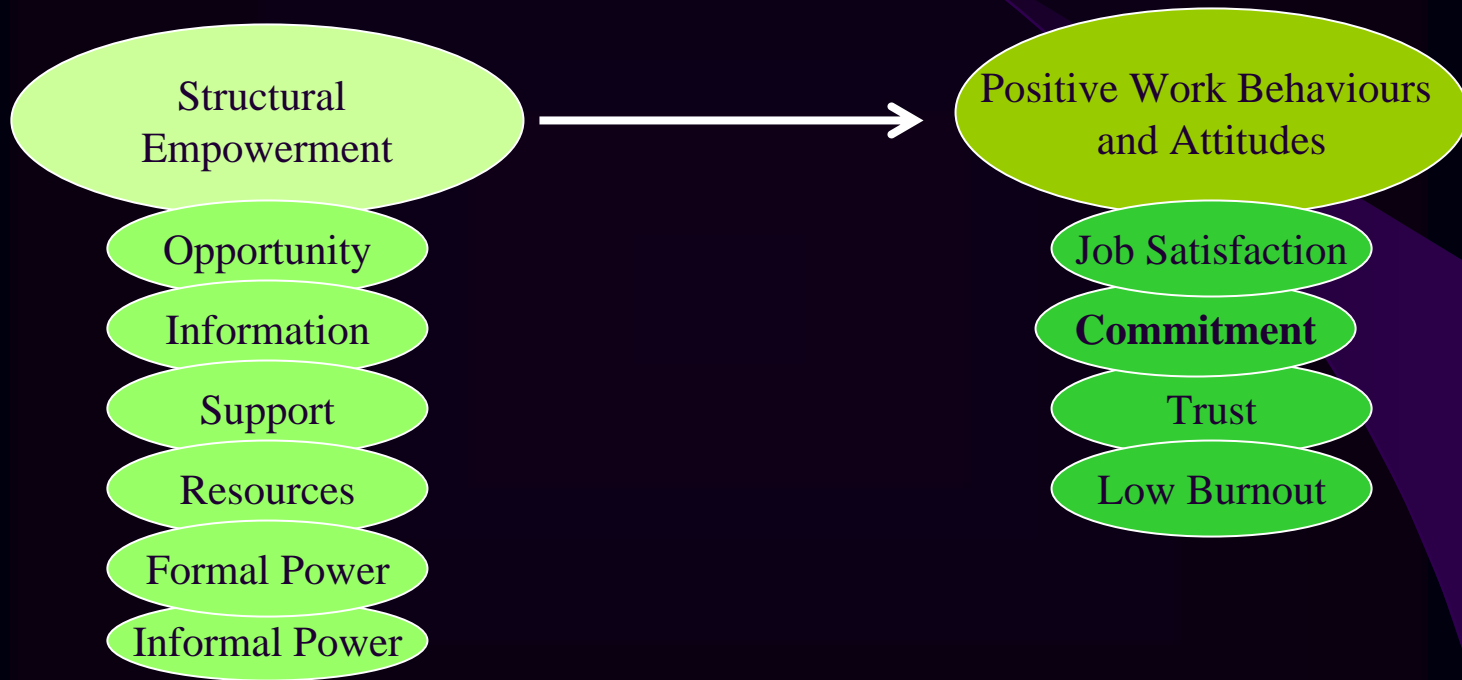
- Organizational structures *rather than individual employee traits* provide employees with the power to mobilize resources to “get things done”.
- Power is derived from two sources, job activities (*formal power*) and political alliances (*informal power*).
- Attitudes towards work (*positive and negative*) are shaped in response to an individual’s position and situation of power within an organization.



# Kanter's Work Empowerment Theory



# Kanter's Work Empowerment Theory



# Emotionally Intelligent (EI) Leadership Behaviour

“How people handle themselves and their relationship”

(Goleman, Boyatzis, McKee, 2002)

## Self-Awareness

(emotional self-awareness, accurate self assessment, self confidence)

## Self-Management

(emotional self control, transparency, adaptability, achievement orientation, initiative, optimism)

## Social Awareness

(empathy, organizational awareness, service orientation)

## Relationship Management

(developing others, inspirational leadership, change catalyst, influence, conflict management, team work and collaboration.)

# THE EMOTIONAL COMPETENCE FRAMEWORK

A method to measure awareness and behavior



# EI Leadership Behaviour Related To:

- Transformational leadership behaviour  
(Barling et al., 2000; Brown & Moshavi, 2005; Palmer et al., 2001)
- Leadership effectiveness  
(Kerr et al., 2005; Rosete & Ciarrachi, 2005)
- Organizational climate and team commitment (Sala, 2003)
- Leadership practices inventory (Vitello-Cucciu, 2001)

# Organizational Commitment

- Commitment to organizations has extrinsic (wages and benefits) as well as intrinsic rewards (job satisfaction and relationships) for employees (Mowday, Porter & Steers, 1982)
- Meyer and Allen (1991) conceptualize organizational commitment as a multidimensional concept consisting of three components: affective, continuance and normative.
- Affective commitment refers to the emotional attachment, identification with and involvement in the organization.

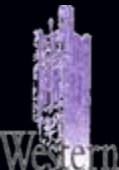


## Affective commitment has been related to:

- Job satisfaction and intent to leave (Meyer et al., 1993)
- Participative leadership style (Mathieu & Zajac, 1990)
- Empowering management style (Peachey, 2002)
- Transactional and transformational leadership style (Bycio et al., 1995; Meyer et al. 2002)

# Hypothesized Model

Higher levels of perceived manager emotional intelligence leadership behaviour will relate to higher levels of staff nurses' workplace empowerment, which in turn result in higher levels of affective organizational commitment



# Hypothesized Model



# Methods

## **Design:**

Predictive cross-sectional correlational survey study

## **Data Collection:**

Mail surveys using Dillman approach  
Winter/Spring 2006

## **Sample:**

Random sample selected from provincial registry list of RNs employed full time or part-time as emergency staff nurses in Ontario acute care hospitals

RNs: N = 299

Return rate: 73%

# Instrumentation

- The Emotional Competency Inventory (ECI 2.0) (HayGroup, 2002)
- Conditions of Work Effectiveness Questionnaire-II (CWEQ-II) (Laschinger et al, 2001)
- Three-Component Model Employee Commitment Survey: revised affective commitment subscale (Meyer et al., 1993)

Most Cronbach alpha reliability estimates were within acceptable range



# Demographics

		<i>n</i>	%
Gender	Female	196	95.1
	Male	10	4.9
Employment Status	Full-time	137	66.8
	Part-time	68	33.2
Level of Education	Diploma	154	75.1
	Baccalaureate	50	24.4
	Graduate Degree	1	.5
Geographic Area of Employment	Eastern	44	21.4
	Central	74	35.9
	Metro Toronto	14	6.8
	South-western	56	27.2
	Northern	18	8.7

## Means and Standard Deviations for Nurses' Demographic Characteristics (n= 206)

	<b>n</b>	<b>Mean</b>	<b>SD</b>
Age	204	39.60	7.09
Years of Nursing Experience	206	15.88	7.54
Years Experience in ED Nursing	205	9.47	6.02
Years in Current ED	205	7.70	5.54

## Descriptive Statistics: Emotional Intelligence (ECI 2.0)

	<b>Cronbach Alpha</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Score Range</b>
<b>EI (ECI 2.0)</b>				
<b>Total EI</b>	.99	3.43	.70	1.78-4.89
<b>Self-Management</b>	.95	3.37	.71	1.56-4.92
<b>Self -Awareness</b>	.91	3.45	1.76	1.78-5.00
<b>Relationship Management</b>	.96	3.25	.75	1.61-4.88
<b>Social Awareness</b>	.94	3.65	.72	1.42-5.00



## Descriptive Statistics: Structural Empowerment (CWEQ-II)

	Cronbach Alpha	Mean	Standard Deviation	Score Range
<b>CWEQ-II</b>	.87	18.36	3.22	6-30
<b>Opportunity</b>	.81	4.26	.70	1-5
<b>Information</b>	.87	2.76	.85	1-5
<b>Support</b>	.84	2.72	.91	1-5
<b>Resources</b>	.79	2.67	.73	1-5
<b>Formal power</b>	.74	2.50	.82	1-5
<b>Informal power</b>	.72	3.48	.77	1-5

## Descriptive Statistics : Affective Commitment

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	Cronbach Alpha	Mean	Standard Deviation	Score Range
<b>Affective Commitment</b>	.79	4.27	1.30	1-7

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# Results of Hypothesis Testing

Perceived emotionally intelligent leadership behaviour is positively related to higher levels of staff nurses' perceptions of structural empowerment  $\beta = .54$

-all EI subscales had similar impact on overall empowerment

Structural empowerment is positively related to affective commitment.  
 $\beta = .61$

Through path analysis a fully mediated model was revealed with all paths significant.

# Path Analysis



$\chi^2 = 2.3$   
df = 1  
 $p > .05$   
CFI = .99  
IFI = .99  
RMSEA = .08

# Correlations Between Major Study Variables

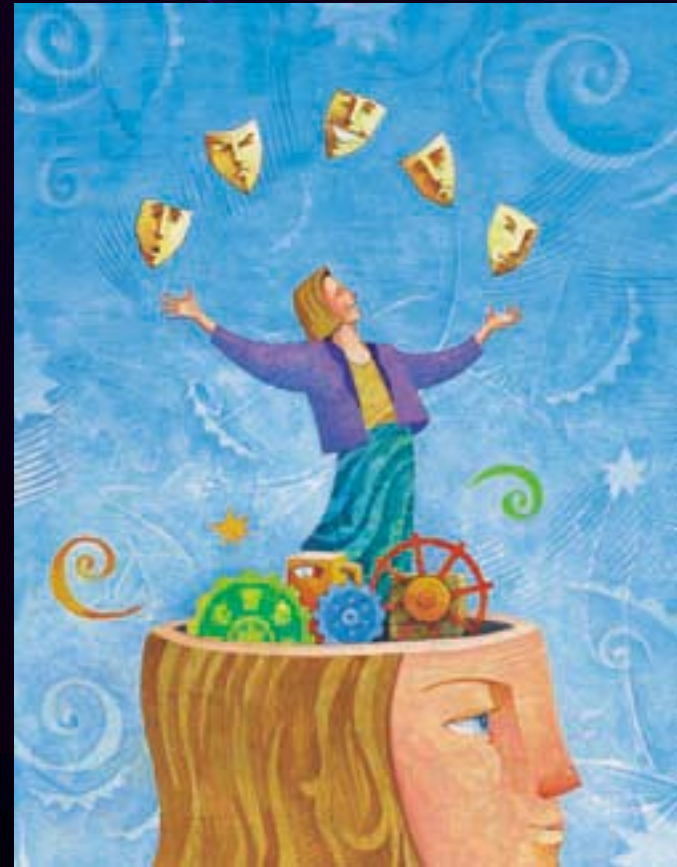
	Total EI	Relationship Management	Self-Awareness	Self-Management	Social Awareness	Affective Commitment
Structural Empowerment	.54**	.55*	.49**	.54**	.48**	.61**
Opportunity Information	.16*	.18**	.17**	.14*	.12*	.22**
Support	.35**	.33**	.32**	.33**	.34**	.39**
Resources	.53**	.53**	.49**	.53**	.47**	.47**
Formal Power	.37**	.36**	.33**	.41**	.33**	.50**
Informal Power	.40**	.42**	.34**	.41**	.36**	.47**
Affective Commitment	.31**	.33**	.28**	.30**	.27**	.39**
	.40**	.41**	.37**	.40**	.34**	-

# Study Limitations

- Nature of the survey, prevents statement of causality (Polit & Beck, 2004)
- Study focused on ED nurses caution in generalizing findings.
- Potential for response bias as a result of self-report questionnaire.
- CNO sample excluded nurses who did not want to be take part in research.

# Research into action...

In our busy lives as nursing leaders, how can we use emotional intelligence to create conditions to empower nurses?



# Self-Awareness - *'Getting to know me again'*

- ✓ Am I aware “when my buttons are being pushed”?
- ✓ Have I taken time to accurately assess my strengths and limitations?
- ✓ Am I attune to my sense of self worth and capabilities?
- ✓ Am I trusting my “gut sense” to guide decisions?





# Self Management - *'Acting like me'*

- ✓ How am I reacting when my “buttons are being pushed”?
- ✓ Am I taking time to communicate information honestly and with integrity?
- ✓ Is the “glass half full or half empty”?
- ✓ Can I adapt to new situations with the zeal for excellence?
- ✓ Have I had lunch?

# Social Awareness -

*'Finding out the word on the street'*

- ✓ Am I taking the time to know what is going on with nurses on my unit?
- ✓ Am I talking (emailing) more than listening?
- ✓ Are my informal networks strong?
- ✓ Do I know what is important to people?

## Relationship Management - *'Connecting'*

- ✓ Am I catching nurses doing great work?
- ✓ Do I know the opportunities individual nurses are looking for?
- ✓ Am I taking the time to have the tough conversations and resolve conflicts?
- ✓ Do the staff you lead know you and have you articulated a compelling vision?

# Conclusions

- Healthcare organizations need to support and develop leaders skilled in emotionally intelligent leadership competencies.
- Frontline leaders who maintain high visibility in clinical settings have more opportunity to model emotionally intelligent leadership behaviours.
- Emotionally intelligent leadership behaviour is important in shaping empowering work environments in which nurses' want to work in.
- When nurses have access to empowering structures within work environments they feel greater attachment to the organization and are less likely to leave.
- Nurses who are committed to their organization are likely to experience greater job satisfaction and identify with the goals of the organization in providing excellence in patient care.



Use your words, Louis. Tell Keiko how you feel.

I feel like pouring paint all over your head!

# Questions/Comments

