## Leading with emotional intelligence in perioperative nursing: An integrative review

### Supplement: Characteristics of included studies

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| Arakelian et al.1      | 2019 | To ascertain why operating room nurses stay in a health care setting. | Qualitative                    | 15 nurses                       | Individual interviews    | • Organisational stability contributed to low staff turnover, with good spirits between colleagues, representing everyone’s equal value and resulting in a feeling of homelikeness.  
  • Sustained development in one’s own profession.  
  • A humane head nurse who was at hand, who was a facilitator, who knew staff members and eliminated obstacles for them. | • Although invited to participate, staff under 33 were not in the study.  
  • Male nurses were under-represented (n=2) compared to female nurses (n=13). | Very high (JBI CQR) |
| Arakelian et al.2      | 2020 | To find out what gives nurse managers the strength to keep going as leaders. | Qualitative                    | 12 nurse managers               | Individual interviews    | • Seeing strengths of other nurses by working beside them.  
  • Being appreciated by nursing staff as a fair leader.  
  • Self-reflection and awareness.  
  • Leading with integrity. | • Small sample size  
  • No male nurse managers represented. | Very high (JBI CQR) |
| Badu et al.3           | 2020 | To identify and synthesise evidence of workplace stress and resilience in Australian nursing workforce. | Mixed methods (integrative review) | 41 papers included in review  
  Australian nursing workforce  
  Mixed methods appraisal tool | Resilience relates to four themes:  
  - levels of stress (causative factors and impacts)  
  - individual attributes to build resilience  
  - organisational resources to build resilience  
  - workplace resilience intervention.  
  - Individuals’ attributes (including emotional intelligence) and organisational resources contribute to managing workplace stress. | • search words, language, scope (Australian setting) | Very high (JBI CSRRS) |
| Beydler4               | 2017 | To discuss higher performance in perioperative nursing when demonstrating EI. | Discussion paper               |                                |                         | • EI has been linked to increased job satisfaction, increased success, decreased turnover, decreased burnout.  
  • Emphasis on value of holistic nursing with EI.  
  • Previous focus on technical skills.  
  • Behaviour is important to workplace.  
  • Align with organisational goals.  
  • Personal assessment.  
  • Ongoing training. | (This cell is intentionally empty.) | Very high (W&W CAT) |
| Carragher and Gormley5  | 2017 | To discuss leadership and emotional intelligence within nursing.    | Discussion paper               |                                |                         | • Congruent and authentic leaderships related to EI.  
  • Need for more resources and education regarding EI and leadership. | • Use of google scholar and grey literature in research for article. | Very high (W&W CAT) |
| Coladonato et al.6     | 2017 | To ascertain how EI affects clinical nurse job satisfaction. | Descriptive, cross-sectional study  
  Clinical nurses -  
  The EQ-i 2.0 (an assessment tool based on the Bar-On model of emotional-social intelligence) measured participant EI. | Majority of nurse leaders scored average to high when measuring EI.  
  • Managers with high EI develop strong working relationships with nursing staff and are able to manage emotions.  
  • Strong correlation between nurses’ job satisfaction and managers’ level of EI.  
  • More research needed to understand EI professionally, academically and personally. | • Conducted at a single organisation.  
  • Instruments were self-administered and nurse managers directly reported to researcher.  
  • Sample size small.  
  • Group comparisons couldn’t be made due to confidentiality. | Very high (JBI CSS) |
| Author          | Year | Aim                                                                                                                                                                                                                                                                                                                                 | Design Sample Setting | Data collection methods                                                                 | Key findings                                                                                     | Recommendations                                                                                           | Limitations                                                                                                                                                                                                 | Quality rating (appraisal tool) |
|-----------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Cummings et al. | 2017 | To identify determining factors of nursing leadership, and the effectiveness of interventions to enhance leadership in nurses.                                                                                     | Systemic review of quantitative research 93 papers included in review, 9 databases searched |                                                                                       | • EI may be positively correlated with nurse leadership; however, more robust research is required. | • Targeted educational interventions are recommended for developing nurse leaders. • For future research, what components of interventions are most useful for nurse leadership? | • Published work tends to overemphasise positives so may be biased.                                                                                                  | Very high (JBI CSRRS)          |
| Donnelly       | 2017 | To discuss leadership in the perioperative setting, briefing and debriefing.                                                                                                                                                                                             | Discussion paper       |                                                                                       | • Link between EI and effective leadership, increased team cohesion, increased productivity.  | • EI is unaffected by training but EI can be learned. • EI necessary to improve communication and professional skills.                                               |                                                                                                                                            | Very high (W&W CAT)           |
| Drigas and Papoutsi | 2018 | To suggest a nine-layered model to improve EI.                                                                                                                                                                                                                       | Discussion paper       |                                                                                       | • EI is as important as IQ. • EI is separate from but associated with IQ.                    |                                                                                                                                                                                                                                     | Very high (W&W CAT)           |
| Frias et al.    | 2021 | To understand impact of emotional intelligence training on transformation leadership.                                                                                                                        | Quasi experimental pre/post experimental survey 45 nurse leaders/managers Hospital/outpatient cancer facilities Trait Emotional Intelligence Questionnaire-Short Form (TEIQue-SF) Statistical software for statistical analysis |                                                                                       | • EI training and subsequent follow-up reinforcement education is vital to successful leadership behaviours. • Buddying up with a peer colleague is recommended to maintain accountability and to continue to increase and maintain EI practices. |                                                                                                                                                                                                                                     | Very high (JBI CSRRS)          |
| Hartiti et al.  | 2020 | To examine soft skills as leadership skills.                                                                                                                                                                                                                           | Study, literature review and analysis Qualitative 65 on-duty nurses - Analysis of variance (ANOVA) |                                                                                       | • EI as important as IQ. • Interpersonal set of competencies. • EI is linked to transformational leadership. • Transformational leadership is a good model to improve performance of staff. |                                                                                                                                                                                                                                     | Lack of supervision between researcher and room leaders. Relied on honesty regarding self-evaluation. Small sample (18 nursing students and 47 duty nurses). | Very high (JBI CSRRS)          |
| Lambert         | 2021 | To understand the role of EI in nursing leadership. To identify practical activities to develop EI skills.                                                                                                                                                           | Discussion paper       |                                                                                       | • Human relationships rely on understanding why people do what they do and what they need.  | • Understand how you and others behave in situations and using this information to guide decision making. • EI in leadership is important to support others in moments of stress and to make them feel valued. • Delegate, develop trust within team, engage and communicate what is happening. Do not micromanage. • Collective leadership. |                                                                                                                                            | Very high (W&W CAT)           |
| Lucas           | 2019 | To ascertain how four leadership intelligences relate to development of leadership skills.                                                                                                                                                                               | Discussion paper       |                                                                                       | • All nurses are leaders. • Encourage nurses to seek educational opportunities to develop EI. | • Schwartz rounds for group reflection.                                                                                                                       |                                                                                                                                            | Very high (W&W CAT)           |
Supplemental material references


