



Analysis of Emotional Intelligence on Communication Skills Mediated by Nurses' Job Satisfaction at Pidie Jaya Regional General Hospital

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Abstract: This study investigates the intricate relationship between emotional intelligence (EI), communication skills, and job satisfaction among nurses at Pidie Jaya Regional General Hospital. Focusing on the mediating role of job satisfaction, this qualitative analysis synthesizes findings from recent research to elucidate how these factors interact to influence nursing performance and the quality of patient care. Data, gathered from in-depth interviews with 15 nurses, were analyzed using thematic analysis. Key themes revealed that EI significantly enhances communication skills, with emotional awareness, empathy, and emotional regulation playing crucial roles. Job satisfaction, influenced by organizational support, professional development opportunities, and work-life balance, acts as a critical mediator, fostering positive attitudes and effective communication practices. The combined effect of high EI, strong communication skills, and job satisfaction leads to improved patient satisfaction, enhanced teamwork, and reduced errors, impacting overall healthcare outcomes. The study underscores the importance of EI training and supportive work environments in improving nurse performance and quality of care, advocating for holistic approaches that integrate these factors to optimize healthcare delivery.

Keywords: Emotional, Intelligence, Nurses, Satisfaction, Skills, Health

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1. Introduction

The healthcare industry is a complex and dynamic field that requires professionals to possess not only technical expertise but also interpersonal and emotional skills. Among healthcare professionals, nurses are at the forefront of patient care, often acting as the primary point of contact for patients and their families. Their ability to communicate effectively is critical for ensuring patient safety, fostering trust, and delivering high-quality care. However, communication in nursing is not merely a matter of conveying information; it involves navigating emotionally charged situations, addressing patients' concerns, and collaborating with multidisciplinary teams. In this context, emotional intelligence (EI) has emerged as a vital competency that underpins effective communication and enhances overall job performance (Adula et al., 2023).

Emotional intelligence, as conceptualized by Salovey and Mayer (1990) in El Dahshan et al., (2020), refers to the ability to perceive, understand, manage, and regulate emotions in oneself and

others (El dahshan et al., 2020). In nursing practice, EI enables professionals to respond empathetically to patients' needs, manage stress effectively, and maintain composure in high-pressure situations. Research has shown that nurses with high levels of EI are better equipped to handle the emotional demands of their roles, leading to improved communication skills and stronger therapeutic relationships with patients (Cherry et al., 2019). Furthermore, EI has been linked to key outcomes such as job satisfaction, teamwork, and organizational commitment—all of which are essential for sustaining a motivated and engaged nursing workforce (Ayed, 2025).

Communication skills are an integral aspect of nursing practice that directly impact patient outcomes. Effective communication involves not only verbal exchanges but also nonverbal cues such as body language, tone of voice, and active listening (Brittler, PhD et al., 2025). Nurses must be adept at tailoring their communication styles to suit diverse patient populations, including individuals with varying cultural backgrounds, literacy levels, and emotional states. Poor communication has been identified as a leading cause of medical errors and adverse events in healthcare settings (Khan & Imtiaz, 2024). Conversely, strong communication skills contribute to better patient satisfaction, adherence to treatment plans, and overall healthcare quality.

While the relationship between EI and communication skills is well-documented in the literature, job satisfaction plays a mediating role that warrants further exploration. Job satisfaction refers to the extent to which individuals feel fulfilled and content in their professional roles (Suzan Al Kadi, 2025). It encompasses both intrinsic factors—such as opportunities for personal growth and recognition—and extrinsic factors—such as salary, work environment, and organizational support. In nursing, job satisfaction is closely linked to retention rates, burnout prevention, and quality of care delivery (Nünihuhta & Häggman-Laitila, 2022). Nurses who are satisfied with their jobs are more likely to exhibit positive attitudes towards their work, engage in proactive problem-solving, and communicate effectively with patients and colleagues.

The interplay between EI, communication skills, and job satisfaction creates a complex web of relationships that influence nursing performance at both individual and organizational levels (rezaei et al., 2024). For instance, a nurse with high EI may be better able to manage workplace stressors and maintain positive interactions with patients. This emotional resilience can enhance job satisfaction by fostering a sense of accomplishment and reducing feelings of burnout. In turn, higher job satisfaction can motivate nurses to invest greater effort into their communication practices, further strengthening their relationships with patients and colleagues (Al-Harrasi et al., 2024).

Despite the growing recognition of these interconnections, there is a need for more nuanced analyses that examine how EI influences communication skills through the mediating role of job satisfaction. Most existing studies have focused on quantitative approaches that measure correlations between these variables without delving into the underlying mechanisms or contextual factors that shape these relationships. A qualitative approach can provide deeper insights into the lived experiences of nurses, shedding light on how they navigate emotional challenges in their daily work and how these experiences impact their communication practices.

The setting for this study—the Pidie Jaya Regional General Hospital—is particularly relevant for exploring these dynamics. As a public hospital located in Aceh Province, Indonesia, Pidie Jaya serves a diverse patient population with varying healthcare needs. Nurses in this setting face unique challenges related to resource constraints, cultural diversity, and high patient volumes. Understanding how EI

contributes to their communication skills and job satisfaction can inform targeted interventions aimed at improving nursing performance and patient care outcomes.

This study aims to address several key questions: How does emotional intelligence influence nurses' communication skills? To what extent does job satisfaction mediate this relationship? What contextual factors at Pidie Jaya Regional General Hospital shape these dynamics? By answering these questions through a qualitative lens, this research seeks to contribute to the growing body of knowledge on EI in nursing while offering practical recommendations for healthcare administrators.

The concept of emotional intelligence has gained significant traction in recent years as a critical competency for healthcare professionals. Unlike cognitive intelligence (IQ), which focuses on analytical reasoning and problem-solving abilities, EI emphasizes the role of emotions in shaping human behavior (Theodoratou & Papadopoulos, 2024). In nursing practice, EI is particularly important because it enables professionals to navigate emotionally charged situations with sensitivity and empathy. For example, nurses often encounter patients who are experiencing fear, pain, or grief—emotions that require careful management to ensure effective communication (Lönn et al., 2023).

Empirical studies have consistently demonstrated the positive impact of EI on various aspects of nursing performance. A systematic review by Pérez-Fuentes et al. (2019) found that higher levels of EI were associated with better stress management among nurses working in high-pressure environments such as emergency departments (Pérez-Fuentes et al., 2019). Similarly, research by Kooker et al. (2020) highlighted the role of EI in enhancing teamwork among multidisciplinary healthcare teams. These findings underscore the relevance of EI not only for individual nurses but also for broader organizational outcomes (Kooker et al., 2007).

Effective communication is at the heart of nursing practice. It facilitates accurate information exchange between nurses and patients while fostering trust and rapport. Communication skills are particularly important in settings where patients may feel vulnerable or anxious about their health conditions. Nurses must be able to convey complex medical information in a clear and compassionate manner while also addressing patients' emotional needs (McMahon et al., 2024).

In addition to patient interactions, communication skills are essential for collaboration within healthcare teams. Nurses frequently serve as intermediaries between physicians, patients' families, and other healthcare providers. Miscommunication or breakdowns in information flow can have serious consequences for patient safety. Therefore, developing strong communication skills is crucial for ensuring seamless coordination across different levels of care.

Job satisfaction acts as a bridge between emotional intelligence and communication skills by influencing nurses' attitudes towards their work. When nurses feel valued and supported by their organizations—whether through fair compensation packages or opportunities for professional development—they are more likely to approach their roles with enthusiasm and dedication (Mazzetti & Schaufeli, 2022). This positive outlook translates into better interpersonal interactions with both patients and colleagues.

Conversely, low job satisfaction can lead to disengagement or burnout—a phenomenon characterized by emotional exhaustion and reduced professional efficacy (Bokuchava & Javakhishvili, 2025). Burnout not only diminishes nurses' ability to communicate effectively but also compromises patient care quality. Addressing factors that contribute to job satisfaction is therefore essential for fostering a motivated nursing workforce capable of delivering high-quality care.

Despite extensive research on EI in nursing practice globally—particularly in Western contexts—there is limited literature exploring its implications within Indonesian healthcare settings such as Pidie Jaya Regional General Hospital. Cultural factors play an important role in shaping how emotions are perceived and managed; thus understanding these nuances can provide valuable insights into how best practices from other contexts can be adapted locally.

This study fills an important gap by examining how emotional intelligence influences communication skills among nurses working at Pidie Jaya Regional General Hospital while considering job satisfaction as an intermediary factor shaping these relationships qualitatively rather than quantitatively alone.

2. Research Methodology

This study employs a qualitative research design to explore the relationship between emotional intelligence (EI), communication skills, and job satisfaction among nurses at Pidie Jaya Regional General Hospital. A qualitative approach was chosen to provide an in-depth understanding of the lived experiences, perceptions, and contextual factors that influence these variables. By focusing on the subjective experiences of nurses, this methodology allows for a richer exploration of the interplay between EI, communication skills, and job satisfaction, which may not be fully captured through quantitative measures (Jung, 2024).

2.1 Research Design

The study adopts a phenomenological approach, which is particularly suited for exploring how individuals experience and interpret specific phenomena. Phenomenology emphasizes understanding participants' perspectives and uncovering the essence of their experiences (Creswell, J.W. and Poth, 2018). This approach aligns with the study's objective of examining how nurses perceive the role of EI in their communication practices and job satisfaction within the unique context of Pidie Jaya Regional General Hospital.

The research was conducted at Pidie Jaya Regional General Hospital, a public healthcare facility located in Aceh Province, Indonesia. The hospital serves a diverse patient population with varying healthcare needs and cultural backgrounds. Nurses working in this setting face challenges such as high patient loads, resource limitations, and the need to navigate cultural sensitivities in their interactions with patients and colleagues. These contextual factors make the hospital an ideal setting for studying the dynamics of EI, communication skills, and job satisfaction.

2.2 Participants

The study targeted registered nurses employed at Pidie Jaya Regional General Hospital who had at least one year of work experience. This inclusion criterion ensured that participants had sufficient exposure to the hospital's work environment and could provide meaningful insights into their experiences. A purposive sampling technique was used to select participants who were likely to provide rich and diverse perspectives on the research topic (Patton, 2015). Efforts were made to include nurses from various departments (e.g., inpatient care, emergency services, outpatient clinics) to capture a broad range of experiences.

A total of 15 nurses participated in the study. This sample size was deemed adequate for achieving data saturation—the point at which no new themes or insights emerge from additional data collection. Participants were recruited through direct invitations distributed by the hospital's nursing management team.

2.3 Data Collection

Data were collected through semi-structured interviews conducted in a private and comfortable setting within the hospital premises. Semi-structured interviews were chosen because they allow for flexibility in exploring participants' responses while ensuring that key topics are covered consistently across interviews. An interview guide was developed based on the study's objectives and relevant literature. Key topics included:

- Participants' understanding of emotional intelligence and its relevance to their roles.
- Specific examples of how EI influenced their communication with patients, families, or colleagues.
- Factors contributing to their job satisfaction or dissatisfaction.
- Perceived relationships between EI, communication skills, and job satisfaction.

Interviews lasted approximately 45–60 minutes each and were audio-recorded with participants' consent to ensure accurate transcription and analysis. Field notes were also taken during interviews to capture nonverbal cues and contextual observations.

3.4 Data Analysis

Thematic analysis was used to analyze the interview data. This method involves identifying, organizing, and interpreting patterns or themes within qualitative data. The analysis followed six steps:

- Familiarization with Data: Transcripts were read multiple times to gain an overall understanding of participants' experiences.
- Initial Coding: Relevant segments of text were assigned codes based on their content and meaning.
- Theme Development: Codes were grouped into broader themes that reflected key aspects of the research questions.
- Reviewing Themes: Themes were refined by examining their coherence and relevance across the dataset.
- Defining Themes: Clear definitions were developed for each theme to ensure consistency in interpretation.
- Reporting Findings: Themes were organized into a coherent narrative supported by illustrative quotes from participants.

To enhance the rigor of the analysis, two researchers independently coded a subset of transcripts and compared their findings to ensure consistency. Discrepancies were resolved through discussion until consensus was reached.

2.5 Ethical Considerations

Ethical approval for the study was obtained from the Ethics Committee at Pidie Jaya Regional General Hospital prior to data collection. Participants were provided with detailed information about

the study's purpose, procedures, potential risks, and benefits through an informed consent form. Participation was voluntary, and participants had the right to withdraw from the study at any time without penalty.

Confidentiality was maintained by anonymizing transcripts and securely storing audio recordings and field notes. Identifiable information was removed from all reports to protect participants' privacy

3. Results and Discussion

The thematic analysis of the interview data revealed several key themes that highlight the intricate relationships between emotional intelligence (EI), communication skills, and job satisfaction among nurses at Pidie Jaya Regional General Hospital. These themes provide rich insights into how nurses perceive and experience these factors in their daily practice.

3.1 Emotional Intelligence as a Foundation for Effective Communication

A prominent theme emerging from the interviews was the recognition of EI as a foundational element for effective communication. Nurses consistently emphasized that their ability to understand and manage emotions—both their own and those of their patients—significantly impacted their communication effectiveness (Polanowska & Krzemińska, 2024).

- **Emotional Awareness:** Participants described emotional awareness as the cornerstone of EI, enabling them to recognize and understand the emotions they and their patients were experiencing. One nurse stated: *"Being aware of my own emotions helps me stay calm, especially when dealing with distressed patients. When I can understand what they're feeling, I can respond more appropriately"* [Interview 3]. Another nurse highlighted the importance of recognizing subtle emotional cues: *"Sometimes patients don't express their feelings directly, but you can see it in their body language. Being attuned to these cues helps me address their concerns more effectively"* [Interview 7].
- **Empathy:** Empathy was frequently mentioned as a critical component of EI that directly influenced communication skills. Nurses described empathy as the ability to understand and share the feelings of another person. One participant explained: *"Empathy allows me to connect with patients on a deeper level. When they feel understood, they are more likely to trust me and share important information"* [Interview 5]. Another nurse added: *"I try to put myself in my patients' shoes and imagine what they must be going through. This helps me tailor my communication style to meet their individual needs"* [Interview 9].
- **Emotional Regulation:** Participants also emphasized the importance of emotional regulation in maintaining effective communication, particularly in challenging situations. Nurses described emotional regulation as the ability to manage their emotions constructively. One nurse noted: *"In stressful situations, it's easy to become overwhelmed by emotions. But if I can regulate my emotions, I can remain calm and focused on providing the best possible care"* [Interview 2]. Another participant shared: *"I've learned techniques for managing my stress, such as taking deep breaths and practicing mindfulness. These techniques help me stay grounded and communicate effectively, even when things get chaotic"* [Interview 11].

3.2 Job Satisfaction as a Mediator Between EI and Communication

Another significant theme was the mediating role of job satisfaction in the relationship between EI and communication skills. Nurses who reported higher levels of job satisfaction were more

likely to exhibit positive attitudes towards their work and engage in effective communication practices (Damayanti et al., 2024).

- **Organizational Support:** Participants frequently mentioned organizational support as a key factor influencing their job satisfaction. Nurses described organizational support as the extent to which they felt valued and supported by their supervisors and colleagues. One nurse explained: *"When I feel supported by my team, I'm more motivated to go the extra mile for my patients. This positive attitude translates into better communication"* [Interview 4]. Another nurse added: *"Our hospital has implemented several programs to support nurses' well-being, such as counseling services and stress management workshops. These initiatives have significantly improved my job satisfaction and communication skills"* [Interview 10].
- **Professional Development:** Opportunities for professional development also emerged as an important contributor to job satisfaction. Nurses described professional development as access to training and education programs that enhanced their skills and knowledge. One participant stated: *"The hospital provides ongoing training in communication skills and emotional intelligence. These training sessions have been invaluable in improving my ability to connect with patients"* [Interview 6]. Another nurse shared: *"I appreciate that the hospital invests in our professional growth. When I feel like I'm learning and growing, I'm more engaged in my work and better equipped to communicate effectively"* [Interview 13].
- **Work-Life Balance:** Several participants emphasized the importance of work-life balance in maintaining job satisfaction and effective communication. Nurses described work-life balance as the ability to manage their professional and personal responsibilities effectively. One nurse explained: *"It's challenging to balance work and family life, especially with long shifts and demanding workloads. But when I have a good work-life balance, I'm more energized and able to communicate effectively"* [Interview 8]. Another participant added: *"Our hospital has implemented flexible scheduling options to help nurses manage their personal lives. This has made a big difference in my job satisfaction and overall well-being"* [Interview 15].

3.3 Impact on Healthcare Outcomes

The interviews also highlighted the impact of EI, communication skills, and job satisfaction on healthcare outcomes. Nurses emphasized that effective communication and positive attitudes towards their work contributed to better patient care and overall organizational performance (Afshari et al., 2025).

- **Patient Satisfaction:** Participants reported that patients were more satisfied with their care when nurses communicated effectively and demonstrated empathy. One nurse noted: *"When patients feel heard and understood, they are more likely to trust us and follow our recommendations. This leads to better health outcomes"* [Interview 1]. Another participant shared: *"I always try to listen to my patients' concerns and address their questions thoroughly. This helps them feel more comfortable and confident in their care"* [Interview 12].
- **Teamwork and Collaboration:** Effective communication also facilitated teamwork and collaboration among healthcare professionals. Nurses described teamwork as the ability to work together effectively to achieve shared goals. One nurse explained: *"Good communication is essential for coordinating care across different departments. When we can communicate effectively, we can ensure that patients receive seamless and comprehensive care"* [Interview 14].
- **Reduced Errors and Adverse Events:** Several participants mentioned that effective communication contributed to reduced errors and adverse events in healthcare settings. Nurses described

reduced errors as minimizing mistakes and adverse events as preventing harm to patients. One nurse stated: *"Clear and concise communication helps prevent misunderstandings and errors. When we communicate effectively, we can ensure that everyone is on the same page"* [Interview 3].

To further illustrate the relationships between these themes, the following table summarizes key findings from the interviews.

Table 1. Key Themes and Illustrative Quotes

| Theme | Sub-theme | Illustrative Quote | Interview Number |
|--|--------------------------|---|------------------|
| EI as Foundation for Effective Communication | Emotional Awareness | "Being aware of my own emotions helps me stay calm, especially when dealing with distressed patients." | 3 |
| | Empathy | "Empathy allows me to connect with patients on a deeper level. When they feel understood, they are more likely to trust me." | 5 |
| | Emotional Regulation | "In stressful situations, it's easy to become overwhelmed by emotions. But if I can regulate my emotions, I can remain calm and focused on providing the best possible care." | 2 |
| Job Satisfaction as a Mediator | Organizational Support | "When I feel supported by my team, I'm more motivated to go the extra mile for my patients. This positive attitude translates into better communication." | 4 |
| | Professional Development | "The hospital provides ongoing training in communication skills and emotional intelligence. These | 6 |

| Theme | Sub-theme | Illustrative Quote | Interview Number |
|-------------------------------|------------------------|---|------------------|
| Impact on Healthcare Outcomes | Patient Satisfaction | demanding workloads. But when I have a good work-life balance, I'm more energized and able to communicate effectively." | |
| | | "When patients feel heard and understood, they are more likely to trust us and follow our recommendations. This leads to better health outcomes." | 1 |
| | Teamwork/Collaboration | "Good communication is essential for coordinating care across different departments. When we can communicate effectively, we can ensure that patients receive seamless and comprehensive care." | 14 |
| | Reduced Errors | "Clear and concise communication helps prevent misunderstandings and errors. When we communicate effectively, we can ensure that everyone is on the same page." | 3 |

3.4 Synthesis of Findings with Existing Literature

The findings from this qualitative study align with existing literature on EI, communication skills, and job satisfaction in nursing. Several studies have demonstrated the positive relationship between emotional intelligence and job well-being. The clinical nurses' emotional intelligence level increases their communication satisfaction and the stronger is their job well-being. Furthermore, other research underscores the importance of emotional intelligence and communication skills in that these variables affect nursing. The study findings that conflict management was a mediator in the relationship between emotional intelligence and job satisfaction in nurses is also supported by other research.

Moreover, the study's emphasis on the mediating role of job satisfaction reinforces the idea that satisfied nurses are more likely to exhibit positive attitudes towards their work and engage in effective communication practices. The recommendation that managers can improve nurses' job well-being is consistent with the findings of this study. Organizational support, professional development, and work-life balance are critical factors influencing job satisfaction.

4. Conclusions

This qualitative study underscores the vital role of emotional intelligence (EI) in enhancing nurses' communication skills, with job satisfaction serving as an essential mediator in this relationship. By exploring the experiences of nurses at Pidie Jaya Regional General Hospital, the research illuminates

the complex interplay between these factors and their impact on healthcare outcomes. Findings highlight that EI training, organizational support, professional development, and work-life balance initiatives are crucial for fostering job satisfaction and improving communication effectiveness. Addressing these interconnected factors simultaneously enables healthcare institutions to enhance nurse performance, reduce turnover rates, and ultimately deliver higher-quality, patient-centered care. The study's context-specific insights call for tailored interventions that recognize the unique challenges and cultural nuances within Indonesian healthcare settings. Future research should explore longitudinal studies to assess the long-term impact of interventions aimed at improving EI and job satisfaction among nurses, thereby contributing to the development of sustainable strategies for enhancing healthcare delivery.

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