

## ORIGINAL ARTICLE

## Association of emotional intelligence with leadership skills among physiotherapists

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### Keywords

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### ABSTRACT

This study explore the association between emotional intelligence and leadership skills among physiotherapists in the Lahore. It was an analytical cross-sectional study. The population was professional physiotherapists working in institutes and clinics. Data was collected from Superior University, The University of Lahore, Riphah international university, Jinnah hospital, Children hospital, Gulab Devi chest hospital and Ghurki Trust hospital. Convenient sampling was used to the collect data and the defined sample size was 190 patients. An emotional intelligence questionnaire and leadership skills questionnaire were used. Among participants 48% were males and 52% were females. The mean age was 31 years. The relationship between emotional intelligence and leadership skills of the participants indicates that there is a non-significant positive correlation i.e. ( $r=.006$ ,  $p=.950$ ). It was concluded that there is a statistically non-significant correlation between the emotional intelligence and leadership skills of participants included in this study. By increasing the emotional intelligence, the leadership skills also increases however this correlation is statistically non-significant.

### INTRODUCTION

Emotional intelligence characterizes as a set of basic competencies for distinguishing, processing and taking care of emotions that enable physiotherapist leaders to confront daily routine requirements in a well-informed, convenient and supportive manner. Emotional intelligence contributes an approach to one's capability and categorized by self-awareness and the skill to encourage oneself to carry out responsibilities be imaginative and achieve well. Emotional intelligence also encourages personal growth and professional aptitude improvement, describing our prospective for knowledge practical expertise. Emotional intelligence is interested in identifying

what others are feeling and conducting relationships efficiently, paying a critical set of abilities for receptive leadership (1).

The emotional intelligence can be more important in health care where emotions affect the individual 'as well as institutional health' are necessary for community-based and mystical competency in any field. Emotional intelligence field in grounded on many books and is be responsible for many ranges, and ideas founded on features and abilities that sort an individual as passionately settled and a worthy front-runner. There are many areas including the committed non-verbal statement, implementation freedom, change inner to your essential characters, linking thinking and emotions, paying attention to

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emotional state, emerging the dimensions for sympathy, comprehending one's feelings handling tasks as inimitable and credulous your body's intelligence (2).

Emotional Intelligence may be enhanced over and done with working out or other growing accomplishments (3). Leadership representatives are excessively essential for an apprentice to clench new ideas, make sense of tasks over their observations, be able to construct that eases long-lasting conception complete consideration, and afford a source for beginner valuation and database assessment (4).

Leaders are those who monitor using together dome and emotional stand-in surroundings that encourage collaboration, teamwork, extraordinary excellence, carefulness, and wanted consequences. Demonstrative attentiveness is the foundation stone that motivates your aptitude to turn out to be expressively intellectual (5).

The significance of the apparent concern between emotional intelligence and real leadership panaches such as transformational leadership is, we consider that extraordinary administrative outcomes are also due to the ability of combined effectiveness (6). Emotional intelligence and leadership skills are priceless abilities. Emotional intelligence can determine the appearance of an individual that would be considered as aware information of one's attractiveness and emotional state, own administration, the capability to manage with contests, community attentiveness, and affiliation organization expertise, additional leadership is the procedure of manipulating individuals to attain mutual goals (7).

Leaders who have emotional intelligence seem to be carefully conscious of what method essential further individuals are for their skilled welfare, express an honest obligation of their influences or substitute a hale and hearty environment that maintained evidence distribution, policymaking and the appearance of emotional intelligence. Using character representatives ended an extended

time, emotional intelligence leaders encourage equally ourselves and their supporters to involve self-reflection relative to responsiveness and wisdom, thus developing self-leadership skills and providing a chance to determine strong points as well as flaws from end- to- end thoughtful exploration (8).

Spano-Szekely *et al.* (2016) conducted a study and define the relationship between emotional intelligence and transformational leadership (TL) in nurse managers (NMs) (9). The results of the study showed a clear relationship between transformational leadership and nurse managers. The researcher also considered that for the effectiveness of nurse's managers the skills of leadership and emotional intelligence characteristic necessarily essential for the organization (9).

Weiszbrod (2015) did a study to identify the relationship between healthcare leaders could do something more efficiently and emotional intelligence (3). There was an increase in total health care leadership competence of each part of emotional intelligence and also given that was a positive relationship. The study proposed positive impact of emotional intelligence on the leader competence in alumni (3).

Physiotherapist work nature and job stress demand that managing abilities should be incorporated and deal well with patients and other staff members. For this purpose, emotional, intelligence exposure and knowledge about this can enhance leadership skills. The objective of this study was to determine the association between emotional intelligence and leadership skills among physiotherapists in Lahore.

The research hypothesis was that there is an association between emotional intelligence with leadership skills among physiotherapists. So, the rationale of this study is to spread the word about emotional intelligence among the physiotherapy community and be aware of emotional intelligence and leadership skills.

## METHODS AND MATERIALS

After getting approval from the physiotherapy department of Azra Naheed Medical College, Lahore an analytical cross-sectional study was conducted. The study population was professional physiotherapists working at institutes and clinics. Data was collected from Superior University, The University of Lahore, Riphah International University, Jinnah Hospital, Children Hospital, Gulab Devi Chest Hospital and Ghurki Trust Hospital. Both male and female physiotherapists working in clinical settings and institutes were included in this study.

Those who were not associated with any academic and clinical settings were excluded. Non-probability convenient sampling was used to collect data. The sample size was calculated as 190. Descriptive analysis was carried out to find out the mean and standard deviation of the data. Furthermore, Correlation analysis was used to find the relationship between emotional intelligence (EI) and leadership skills (LS) of the participants. An emotional intelligence questionnaire and leadership skills questionnaire was used. The emotional intelligence questionnaire measures self-awareness, managing emotions, motivating oneself, empathy and social skills. The leadership skills (LS) questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual.

## RESULTS

Data were collected from 197 participants. Among them, male and female participants were 48% and 52% respectively. The age of participants was  $30.81 \pm 4.97$  years. The minimum age of participants was 22 and the maximum was 49.

Table 1 shows the mean emotional intelligence score of the participants. The mean total emotional intelligence score was found 163.4 out of 250. Mean self-awareness score was found 33.17 out of 50. Mean managing emotions score was found 31.60 out of 50.

Mean motivating oneself score was found to 32.27 out of 50. Mean empathy score was found 33.46 out of 50, mean social skill score was found 32.90 out of 50 as shown in Table 1.

Table 1. Mean emotional intelligence score of participants

	Mean	S.D.
Total score:	163.40	23.14
Self-awareness	33.17	6.35
Managing emotions	31.60	5.11
Motivating oneself	32.27	5.36
Empathy	33.46	5.63
Social skill	32.90	5.84

Table 2 shows the mean leadership skills of the participants. Leadership total score was found 57.97 out of a total of 90, administrative skill score was found 19.99 out of a total of 30, interpersonal skill score was found 19.86 out of a total of 30, and conceptual skill score was found 19.89 out of a total of 30.

Table 2. Mean leadership skills of the participants

	Mean	S.D.
Leadership	57.97	11.83
Administrative skill	19.99	4.20
Interpersonal skill	19.86	4.25
Conceptual skill	19.89	4.22

Table 3 showing the relationship between the emotional intelligence and leadership skills of the participants. It indicates that there is an insignificant ( $p > 0.05$ ) and weak positive correlation between the emotional intelligence and leadership skills of the participants ( $r = .006$ ,  $p = .950$ ).

Table 3. Relationship between emotional intelligence and leadership skills

		EI	LS
EI	Corr.	1	0.01
	Sig.		0.95
LS	Corr.	0.01	1
	Sig.	0.95	

## DISCUSSION

Emotional intelligence is necessary for career success specially to upgrade work status and balance the environment in every aspect. A physiotherapist's work demands these skills and their application and practice are very evident in routine practice setups. Those physiotherapists who were practicing emotional intelligently had some kind of complete or partial leadership skills. These professionals know how to deal with a variety of populations including staff and patients. Leadership skills can be enhanced by becoming more emotional (1).

The present study hypothesizes that either there was any association of emotional intelligence or there is no association. Although there was a gap that majority of studies were on nurses or doctors with minor data on physiotherapists.

The results of the present study covered all aspects of EI and leadership skills, there is a non-significant correlation found in the results that explains that there is no association between both variables but a lack of EI and leadership in physiotherapy. In a study conducted by Wessel *et al.* (2008) on emotional intelligence in health sciences and its relationship to leadership, results concluded that a positive relationship found between EI and leadership and emotional intelligence can improve patient care (10).

Leadership score was high as compared to the administrative score in present study. Lucas *et al.* (2008) conducted a study to check the empowerment of nurses by emotionally intelligent leader and study concluded that if span of control was large then emotional intelligent leader can face problems (11).

Emotional intelligence can be inherent in some individuals but it can be learned by many factors and enhanced so that leadership skills can be increased. Larin (2015) studied on Emotional social intelligence and leadership as predictor of clinical performance in physiotherapy and

concluded that EI had a strong correlation with clinical performance (12). Larin *et al* (2011) conducted another study on nurses and physiotherapy students for examining EI, They concluded that change occurred in emotional intelligence from the first year to the final year span and caring of patients (13).

## CONCLUSION

This study concluded that there is a non-significant correlation between emotional intelligence and leadership skills of the participants. By increasing emotional intelligence leadership skills also increases although this correlation is non-significant.

## LIMITATIONS AND RECOMMENDATION

Further studies are recommended with association of emotional intelligence and other variables. There are certain limitation that time was very short and the selected sample size was very small. So it is recommended for future research to increase the sample size.

## CONFLICT OF INTEREST

The authors declared no conflict of interest

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