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Investigating the relationship between emotional displays of nursing managers and the performance of nursing staff (Case study: Dr. Shariati Hospital, Tehran)

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ABSTRACT

Emotional display is the management and proper expression of correct emotions consistent with organizational and profession rules. One of the factors affecting the occupational performance is the skills of the managers in control and effective use of excitement. The present study was conducted to determine the relationship between nursing managers' emotional display and the performance of nursing staff. The study population consisted of all managers and nursing staff of Shariati Hospital, Tehran in 2015 who were selected using census method. The instruments were Dindorf et al. emotional display questionnaire and Paterson's job performance questionnaire whose validity and reliability were confirmed. Data were analyzed with Spearman correlation Coefficient, independent t-test, and ANOVA using SPSS software. "Real-emotion display" of nursing managers had a significant correlation with nursing staff performance ($P=0.02$, $r=0.203$). But "superficial and deep display of emotions" of the managers did not. There were no significant correlations between emotional display with age and work experience in managers and between job performance with marital status, gender, and age and work experience in nursing staff ($P>0.05$). The results showed that design and implementation of training courses about emotional display are necessary in managers in order to improve the job performance of nursing staff.

Key words: Emotional Display, Job Performance, Nursing Managers, Nursing Staff

INTRODUCTION

To achieve the goals of each organization, its human resources play an important role [1], and the success and profitability of the organizations depend on effective use of these resources [2]

Appropriate leadership style or a special behavioral pattern that is applied by a manager affects the performance of subordinates and leads to staff job satisfaction, and it is obvious that job satisfaction will bring about greater organizational effectiveness [3]. Attention to organizational efficiency is of the issues that has always preoccupied the minds of managers of organizations. Certainly, staff performance is of the issues that can affect productivity, thus identifying the factors that can improve employee performance, and ultimately enhance organizational efficiency is of human resource management requirements of any organization [4]

One of the factors affecting job performance is managers' skills and sentiment is discussed as one of the necessities [4]. Moreover, the quality of the sentiments of the people affects their performance. It seems that cohesion or correctness of emotions expressed by a leader is essential for an effective leadership process, but little empirical research has been done to investigate this issue [5].

Emotional display is defined as managing emotions and the emergence of correct emotions consistent with organizational and professional rules and organizational, and professional rules represent correct emotional displays based on expectations [6]. Emotional display based on Dindrof *et al.* (2005) model consists of deep, superficial, and real components. Deep display is seen as the effort in real experiencing of emotions, while superficial display means emergence of emotions in accordance with the situation so that these emotions are not really felt [7] and the real display means lack of manipulating of emotions to influence others [6].

About emotional intelligence, considerable research has been done in the past two decades. In these studies, the effects of emotional intelligence of employees and managers on the organizational efficiency and effectiveness, job satisfaction, and job stress have been studied. Most existing research has shown that there is a significant relationship between emotional intelligence and management performance, as well as between emotional intelligence and job satisfaction, job stress and job behavior of the staff, and productivity of organizations. Moreover, one important aspect of emotional intelligence is emotional display where there is little research done. In the study by Riahi (2013), real emotional display of managers had significant and direct relationship with staff attitude. In addition, superficial emotional display of managers had a significant inverse relationship with attitude and behavior of employees, but there was no significant relationship between deep emotional display of managers and staff attitude and behavior [8].

The findings of the study by Rezai *et al.* (2009) showed that there is a significant positive relationship between social intelligence of managers and job satisfaction of teachers. From among three components of social intelligence, social skills, and interpersonal factors are most predictive of job satisfaction [9]

Results of the study by Shamsaldin and Abdul Rahman showed that emotional intelligence had a significant impact on the promotion of employee performance and from the reviewed aspect, control and regulation of emotions had a more prominent role [10]. The study findings of Teriolas (2013) showed that there was a positive correlation between job motivation and job performance, and stress prevented job performance of the nurses by creating negative feedback on job motivation [11].

Emotional capabilities have an indelible effect in improving relations and training the staff, but so far, no due attention is paid to it. According to Goleman (1998), the best success factor of employees and managers is not IQ, but emotional intelligence [12]. Today, effective managers have become interested in managing emotions and are aware of, and tend to, assessing the factors that positively or negatively reinforce employees' emotional life. Managing emotions has two personal and interpersonal levels. Personal level refers to self-control capacity of the individual, the ability to control positive and negative emotions, and interpersonal level refers to compromise and balance of emotional changes between managers and employees with clients. Most research is performed at the individual level. Identification and appropriate use of emotional intelligence by hospital managers can play a decisive role in effective leading and improving the performance of hospital staff, particularly nurses. Moreover, little research has been done in the field of emotional display. Therefore, this study aimed to determine the relationship between emotional displays of the managers with the performance of the staff in Shariati Hospital in Tehran. The results of this study can show the interpersonal dimensions of emotional display of managers and its relationship with nursing employees' performance, and show the importance of this factor in the selection and training of nursing managers.

MATERIALS AND METHODS

The present study is applied regarding the purpose, considering the method, it is a descriptive-correlational study, and regarding the implementation, it is a field study.

The statistical population included all managers (15 persons) and nursing personnel (120 persons) working at Shariati Hospital in Tehran in 2015 that due to the limited population, entered the study by census method.

Consent to participate in the study and having at least 6 months experience of working in the studied hospital were of the inclusion criteria. Completing the questionnaire incompletely and lack of willingness to continue to participate in the project were of exclusion criteria.

In order to collect the required data, two questionnaires were used. In order to collect the data needed for emotional display of managers, a two-part questionnaire was used. The first part was managers' demographic questions (age, marital status, work history, working section). The second part was the questionnaire by Dindorf et al. (2005) to measure emotional display of managers. This questionnaire by Dindorf et al. contains 21 questions and assesses emotional display at three dimensions of superficial (questions 1 - 8), deep (questions 9 - 13) and real (questions 14 - 21). The answers to the questions were in Likert's scale (very low, low, average, high, and very high) that had 1 - 5 points respectively. Overall score range of the questionnaire is 21-105, for superficial display 8-40, deep display 5-25, and for real display 8-40. In the study by Riahi et al., the reliability of the questionnaire had been confirmed by test-retest with Cronbach's alpha coefficient 0.783, and its validity had been confirmed by content validity [8]. In this study, the reliability of Dindorf's questionnaire was confirmed with alpha coefficient of 0.76.

In order to assess the performance of nursing staff, the two-part questionnaire was used. The first part was managers' demographic questions (age, marital status, work history, working section). The second part of the questionnaire was Paterson's job performance questionnaire containing 15 questions designed in 1990. Answers to the questions contain multiple-choice items including "too weak (rarely)," "weak (sometimes)," "good (often)," and "excellent (always)." For each of the options, scores of 0, 1, 2, and 3 are given respectively. The questionnaire scores range is between 0 and 45. Score 0-11.25 shows weak performance, score 11.25-22.5 shows average performance, score 22.5-33.75 shows good performance, and score range of 33.75-45 is indicative of excellent performance [13]. The reliability of this questionnaire is confirmed in the study by Manzari and Shokrkon (1996), Amini and Nouri (1996) and Nisi and Shokekon (2007) by alpha coefficients of 0.84, 0.70, and 0.58 respectively [13,14]. Nissi and Shokrkon (2007) have reported the reliability of this questionnaire in a study with Cronbach's alpha and split-half as 0.82 and 0.80 [14]. In the present study, the reliability of this questionnaire was confirmed with alpha coefficient of 0.83.

After coordinating with the hospital management, in the first step, a list of managers and nursing staff was prepared, emotional display questionnaire was administered to nursing managers (including head nurses of clinical wards, supervisors, and director of nursing and midwifery), in second step job performance questionnaire was administered to nursing staff.

In order to analyze research data, Spearman Coefficient, independent t-test, and ANOVA with the help of SPSS statistical software were used.

Granting hospital managers' consent for project implementation, obtaining the informed consent of participants to enter the study, keeping the confidentiality of study participants' information, and having the possibility to exit the study in continuation of the project all are of the ethical principles observed in this study.

Findings

In this study, 135 persons took part, including 120 nurses, 15 nursing managers (including head nurses, supervisors, and Director of nursing and midwifery).

Of 135 people studied, 63 people (46.7 percent) were single and 72 (35.3 percent) were married, 19 (14.1%) were male and 116 (85.9 percent) were women, 43.7 percent are less than 31 years, 36.3 percent are 31 to 40 years old, 18.5 percent, 41 to 50, and 1.5 percent are more than 50 years of age. Moreover, 36.3% have less than 6 years working experience and 28.9% have 6 to 10 years.

Results showed that mean scores of emotional display of nursing managers studied was high in terms of superficial, deep and real display. The performance of nursing staff studied was assessed as excellent, and out of 131 people who have completed the questionnaire (11 supervisors and 120 nurses), 90 percent assessed their performance as excellent (Table 1).

Table 1: Descriptive indicators of emotional display and job performance of nursing managers and nursing staff

Variable	Dimensions	Frequency	Mean	Standard deviation	Minimum	Maximum	Variable level
Emotional display of managers	Superficial display	15	30.2	4.44	24	38	High
	Deep display	15	19.6	2.52	14	24	High
	Real display	15	32.7	2.92	29	38	High
Personnel job performance	--	131	39.1	4.39	21	45	Excellent

In order to study the relationship between nursing managers' emotional display (in superficial, deep, and real display of emotions) and performance of nursing staff, Spearman correlation coefficient (quantitative and abnormal data) was used. The results showed that there was direct correlation between "real emotion display" of nursing managers with the performance of nursing staff of Shariati Hospital in Tehran, but there was no significant relationship was between "superficial emotion display" and "deep emotion display" of managers with nursing staff performance (Table 2).

Table 2: The correlation coefficients between managers' emotional display (in superficial, deep, real levels) and nursing staff performance

		Nursing staff performance (dependent variable)				
		Frequency	The significance level (p-value)	Spearman's rho	The relationship	Type of Relationship
Emotional display of managers (independent variable)	Superficial emotional display	131	0.602	0.046	No relationship	--
	Deep emotional display	131	0.253	0.101	No relationship	--
	Real emotional display	131	0.020*	0.203	There is a relationship	Direct

*Significant at 0.05 level

Other results showed that although with increase in age and experience of nursing managers their superficial, deep, and real-emotional display increased, this relationship was not statistically significant. Moreover, there was no significant relationship between the nursing staff performance and marital status, age, gender, and work experience ($p > 0.05$).

DISCUSSION

The present study was conducted to determine the relationship between emotional display of nursing managers and performance of nursing staff in Shariati Hospital in Tehran in 2015. The results showed that emotional display of nursing managers at real, superficial, and deep levels was high and employee performance was excellent. Moreover, it was found that there was direct correlation between "real emotion displays" of nursing managers and the performance of nursing staff, but no significant relationship was found between "superficial emotion display" and "deep emotion display" of managers with nursing staff performance. [17,14] There was no significant relationship between emotional displays and the individual characteristics in nursing managers. Also there was no significant relationship between performance and individual characteristics in nursing staff. The findings of Riahi (2013) showed that there is a direct significant relationship between real display of emotions of managers with the attitudes and behaviors of staff, and there is a significant inverse relationship between superficial emotional display of managers with the attitude and behavior of staff. However, no significant relationship was found between the deep emotional display of managers with the attitude and behavior of staff in that study [8]. The results of the study by Yazdani et al (2013) showed that there is no relationship between emotional intelligence and employee productivity [15]. In the study by Shamsaldin and Abdul Rahman (2013), it was found that emotional intelligence had a significant impact on the promotion of employee performance, and most studies indicate a relationship between emotional displays of managers with the capabilities of the staff, particularly their performance. Of course, the effect of real emotional display of managers is more important. It seems that when managers, without manipulating their emotions, let their real emotions emerge sure enough, create a proper space for mutual understanding and interaction with their staff, which can have a positive effect on employee performance. The results of this study showed that the emotional display of nursing managers at real, superficial, and deep levels was high [10]. In the study by Riahi (2013), real emotional display of the managers was high, and superficial and deep emotional display were in the middle level that is consistent with part of the results of this study [8]. In the study by Yazdani et al. (2013), Rezai et al. (2009), Bakhshi et al. (2009), emotional intelligence of the people studied was assessed as high [9,15]. While in the study by Shamsaldin and Abdul Rahman (2013), emotional intelligence of the people studied is at an average level. But about the emotional display of the managers in Iran, only one study was found that was consistent with the findings of this research [10].

Another finding of this study showed the high level of performance of nursing staff studied. In the studies by Shamsaldin and Abdul Rahman (2013), Triolas et al. (2013), Alkhoanseh, and Mohdfota (2013) job performance of the staff was reported as high level that is consistent with the results of this study [10,15,16]. However, in the study Klang (2012) and Nadeem Sohail et al. (2011), the performance of employees is reported as average that is not consistent with this study. These differences can be due to differences in the tools used, individual features and the level of competency and performance in the subjects. It seems that in this study and most of the studies using self-report studies questionnaires to measure performance, employees tend to report their performance as perfect. [16]

The other results of the present study showed that with increasing age and experience, emotional display level of

mangers at deep, superficial, and real levels has increased, but it is not significant. In the study by Riahi (2013), there was no relationship between the real and deep display of emotions by managers with age and experience, but superficial emotional display was associated with age and experience level of managers[8]. In the study by Yazdani et al (2013), there is a positive relationship between age and emotional intelligence staff. It seems that this difference in the results can be due to different statistical population with different jobs[15].

Other findings of the study showed that there was no significant relationship between marital status, gender, and age and work experience with the performance of nursing staff. In the study by Klang (2012), there was a direct relationship between the experience and performance of the staff, inconsistent with the results of this study. It seems that this difference in findings is due to differences in the samples, the population and measurement methods and tools used. In self-evaluation method, usually the samples tend to rate their performance at a high level and this is of the weaknesses of self-evaluation method.[18]

CONCLUSION

The results showed that emotional display of nursing managers at real, superficial, and deep levels was high and employee performance was excellent. Moreover, it was found that there was direct correlation between "real emotion display" of nursing managers with the performance of nursing staff, but no significant relationship was found between "superficial emotion display" and "deep emotion display" of managers with nursing staff performance.

It was also found that there was no relationship between emotional displays of nursing managers and their personal characteristics and between the staff performance and their individual characteristics.

According to the findings of this study, it is suggested that training courses in the field of knowledge and the promotion of emotional displays, particularly real display view of nursing managers be held, so that by strengthening their real emotional display, they can communicate better relationship and improve staff performance to improve the efficiency of the organization in their own turn. Managers should demonstrate their real emotions and avoid and role-playing and factitious shows.

Considering that in order to gather data, self-assessment method is used, the mental and emotional conditions may affect at the completion time that has been out of control of the study.

In addition, it is likely that in measuring employee performance by self-report, the employees report their performance level above the actual level and this limits the generalizability of the results, which is of the limitations of this study. It is suggested that in future studies, measuring the performance of employees from the perspective of managers, co-workers, and the self-assessment method be used simultaneously to achieve more credible results.

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