

Impact of Emotional Intelligence on Nurses' Burnout Level and Job Satisfaction

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Abstract: Burnout among nurses is a critical occupational health concern that adversely affects patient care quality and workforce retention. Emotional intelligence (EI) is increasingly recognized as a key psychological factor influencing stress resilience and job satisfaction in healthcare professionals. **Objective:** To evaluate the impact of emotional intelligence on nurses' burnout levels and job satisfaction. **Methodology:** Nurses working in the Nursing Department of Sheikh Zayed Hospital, RYK, were cross-sectionally analyzed from June 2024 to June 2025. A total of 100 nurses working in the hospital for 1 year or more were included in the study. Personal data of nurses, including gender and marital status, were noted. Emotional intelligence was evaluated by the translated version of the 28-item questionnaire designed by Bradbury and Graves. Burnout was assessed using a 22-item questionnaire designed by Maslach and Jackson. Job satisfaction was determined by a 39-item questionnaire designed by Visoki and Chrome on five dimensions: job component, promotion, supervisor, payment, and colleague. **Results:** A significant F ratio of 44.818 was recorded between burnout and emotional intelligence. The R² value showed that a 0.09% change in burnout level can be predicted by emotional intelligence. There was also a significant F ratio of 772.797 between job satisfaction and relationship management, a component of emotional intelligence. A 0.61% change in job satisfaction could be predicted by relationship management. Burnout was significantly associated with all components of emotional intelligence: relationship management (0.363), social awareness (0.213), self-management (0.148), and self-awareness (0.147). **Conclusion:** Emotional intelligence significantly impacts burnout levels in nurses with a high EI, reducing burnout.

Keywords: Burnout, Emotional intelligence, Nurses

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Introduction

Burnout syndrome, characterized by emotional exhaustion, unsatisfactory work performance, and depersonalization, is a common condition in healthcare staff, especially nurses. It can lead to an increase in absenteeism rates, work conflicts, resignations, physical and mental disorders, and decreased quality of care. According to a recent study, 48.6% of Pakistani nurses experience burnout, which is significantly higher than in developed countries (1).

There are several predictors of burnout, with emotional intelligence being a major one (2). Managing and recognizing emotions can help minimize the effects of job pressure through engaging in productive and positive activities. A previous study in more than 200 nurses reported a significant negative association between emotional intelligence and burnout in new nurses with less than 18 months of experience (3).

Job satisfaction is also an important determinant of burnout, the most common cause of quitting in nurses. Unsatisfaction and unhappiness in the workplace can lead to poor quality of life, job stress, burnout, and poor patient outcomes. Literature has backed the claim that job satisfaction is also significantly related to emotional intelligence (4). Emotionally intelligent nurses are more satisfied with their jobs and are more committed, leading to lower chances of burnout.

This study evaluated the impact of emotional intelligence on nurses' burnout levels and job satisfaction.

Methodology

Nurses in the Nursing Department of Sheikh Zayed Hospital, RYK, were analyzed cross-sectionally from June 2024 to June 2025. The study included 100 nurses working in the hospital for one year or more. Interns and new joiners were excluded from the analysis. All participants

provided informed consent to participate in the study, which was approved by the hospital's ethical board.

Personal data of nurses, including gender and marital status, were noted. Emotional intelligence was evaluated using a translated version of the questionnaire designed by Bradbury and Graves. The questionnaire had 28 questions regarding social awareness, self-management, relationship management, and self-awareness. Responses could be provided on a Likert scale from 1 to 6. An overall score of ≥ 60 showed low intelligence, and a score higher than 80 showed a high level of intelligence.

Burnout was assessed using a 22-item questionnaire designed by Maslach and Jackson. Three dimensions of burnout, depersonalization (5 questions), emotional fatigue (9 questions), and personal performance (8 questions), were evaluated. Responses could be provided on a Likert scale from 0 to 7, with zero being never and six being very high.

Job satisfaction was determined by a 39-item questionnaire designed by Visoki and Chrome on five dimensions: job component, promotion, supervisor, payment, and colleague. Responses could be provided on a Likert scale from 1 to 5. The lowest possible score was 39, and the highest possible score was 195.

Results

A total of 100 nurses were included in the analysis. 80 (80%) were women, and 20 (20%) were men. 50% of the participants were married. Table I shows that emotional intelligence was not significantly associated with job satisfaction ($p=0.048$), but a significant relationship was noted with burnout ($p=0.005$).

Table II shows the regression analysis for predicting burnout and job satisfaction. A significant F ratio of 44.818 was recorded between burnout and emotional intelligence. The R² value showed that emotional intelligence can predict a 0.09% change in burnout level. There was also a significant F ratio of 772.797 between job satisfaction and relationship



management, a component of emotional intelligence. Relationship management could predict a 0.61% change in job satisfaction. Table III shows a significant association between relationship management and job satisfaction (0.112). Burnout was significantly

associated with all components of emotional intelligence: relationship management (0.363), social awareness (0.213), self-management (0.148), and self-awareness (0.147).

Table 1: Association between study variables

	Emotional intelligence	Job satisfaction	Burnout
Emotional intelligence	1	0.048	0.005**
Job satisfaction	0.048	1	-
Burnout	0.005**	-	1

Table 2: Predictive Ability of Emotional Intelligence for Burnout and Job Satisfaction

Dependent variables	Burnout	Job satisfaction
Emotional intelligence		
R	0.200	
R ²	0.091	
F	44.818	
P	0.0	
B	0.348	
Beta	0.200	
t	5.666	
Relationship management		
R		0.793
R ²		0.619
F		772.797
P		0.0
B		0.344
Beta		0.793
t		26.632

Table 3: Association Between Emotional Intelligence and Dimension of Burnout and Job Satisfaction

Dimensions	Job satisfaction	Burnout
Relationship management	0.112**	0.363**
Social awareness	0.008	0.213**
Self-management	0.059	0.148**
Self-awareness	-0.061	0.147**

Discussion

This study was conducted to assess the prediction of burnout and job satisfaction by level of emotional intelligence. The results revealed a significant negative association between burnout and emotional intelligence. This indicates that emotionally intelligent nurses are more likely to manage their job and experience less burnout. These findings comply with previous studies (5, 6, 7).

Cao et al. reported a 70% burnout rate among Chinese nurses, with a mean score of 35.5.⁸ Emotional intelligence had a strong relationship with burnout parameters: exhaustion, depersonalization, and personal performance ($p < 0.01$), along with workplace violence, which was the mediating variable ($p < 0.01$).

Yu et al also reported that emotional intelligence in nurses was related to negative psychology ($B = 0.11$), burnout ($B = 0.57$), and self-efficacy ($B = -0.55$) (9). Emotional intelligence was a mediator between burnout and negative psychology, which had a significant positive association. A study conducted in Saudi Arabia showed that emotional intelligence significantly improved the nurse-patient communication ($p < 0.001$) (10). It also significantly reduced the personal, patient-related, and job-related burnout ($p < 0.001$).

Emotional intelligence had no impact on job satisfaction in nurses, and only one of the dimensions of EI could be associated with it. In contrast to our study, Vazquez et al showed that emotional intelligence had a significant positive relationship with conflict management, which was positively related to job satisfaction ($p < 0.001$) (11) Conflict management

was a mediator of a significant association between job satisfaction and emotional intelligence ($p < 0.001$).

The study has some limitations. The cross-sectional study design limited the assessment of the causal relationship between variables. An extensive prospective study must be conducted to get more precise results.

Conclusion

Emotional intelligence significantly impacts burnout levels in nurses with a high EI, leading to reduced burnout.

Declarations

Data Availability statement

All data generated or analysed during the study are included in the manuscript.

Ethics approval and consent to participate

Approved by the department concerned. (IRBEC-MMNCS-0331d-24)

Consent for publication

Approved

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Conflict of interest

The authors declared the absence of a conflict of interest.



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Manuscript drafting, Study Design,

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Review of Literature, Data entry, Data analysis, and article drafting.

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Study Design, manuscript review, and critical input.

All authors reviewed the results and approved the final version of the manuscript. They are also accountable for the integrity of the study.

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