Emotional competencies of the nurse manager: A scoping review protocol

Competências emocionais do enfermeiro gestor: Um protocolo de *scoping review*

Competencias emocionales del enfermero gestor: Un protocolo de revisión del alcance

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Abstract
Nursing work is increasingly complex and demanding. In this sense, the development of emotional competencies by nurse managers is crucial as a response to current challenges in health management. This scoping review aims to map the emotional competencies of nurse managers. The scoping review will be carried out according to the guidelines established by the Joanna Briggs Institute and PRISMA-ScR and will include studies on nurse managers' emotional competencies. Both published and unpublished studies written in english, portuguese or spanish will be considered. When selecting the articles, the duplicates will be removed. The relevance of the titles, abstracts and full texts will be analyzed. Data extraction will be carried out using an instrument previously designed for this purpose, based on the model in the Joanna Briggs Institute Manual. The results will be presented in flowcharts, tables and narrative synthesis. The literature research carried out previously made it possible to identify some of the emotional competencies of nurse managers, such as motivation, empathy and self-control. This review will contribute to identify the emotional competencies of nurse managers.
Keywords: Emotional intelligence; Social skills; Nurse administrators; Health management.

Resumo
O trabalho da enfermagem é cada vez mais complexo e exigente. Neste sentido, o desenvolvimento de competências emocionais por parte dos enfermeiros gestores é crucial como resposta aos desafios atuais na gestão em saúde. Esta *scoping review* tem como objetivo mapear as competências emocionais dos enfermeiros gestores. A *scoping review* será realizada de acordo com as diretrizes estabelecidas pelo Joanna Briggs Institute e PRISMA-ScR e incluirá estudos sobre competências emocionais de enfermeiros gestores. Serão considerados estudos publicados e não publicados, escritos em inglês, português ou espanhol. Ao selecionar os artigos, os duplicados serão removidos. Será analisada a relevância dos títulos, resumos e textos completos. Extração de dados será realizada com recurso a um instrumento previamente desenhado para esse fim, baseado no modelo do Manual do Instituto Joanna Briggs. A apresentação dos resultados ocorrerá em fluxogramas, tabelas e síntese narrativa. A pesquisa bibliográfica realizada previamente permitiu identificar algumas competências emocionais dos enfermeiros gestores, tais como a motivação, empatia e autocontrolo. Esta revisão contribuirá para identificar as competências emocionais dos enfermeiros gestores.
Palavras-chave: Inteligência emocional; Habilidades sociais; Enfermeiros administradores; Gestão em saúde.

Resumen
El trabajo de enfermería es cada vez más complejo y exigente. En este sentido, el desarrollo de habilidades emocionales por parte de las enfermeras gestoras es crucial como respuesta a los desafíos actuales en la gestión sanitaria. Esta revisión de alcance tiene como objetivo mapear las competencias emocionales de las enfermeras gestoras. La revisión del alcance se llevará a cabo de acuerdo con las directrices establecidas por el Instituto Joanna Briggs y PRISMA-ScR e incluirá estudios sobre las competencias emocionales de las enfermeras gestoras. Se considerarán estudios publicados e inéditos escritos en inglés, portugués o español. Al seleccionar artículos, se eliminarán los duplicados. Se analizará la relevancia de títulos, resúmenes y textos completos. La extracción de datos se realizará mediante un instrumento previamente diseñado para tal fin, basado en el modelo del Manual del Instituto Joanna Briggs. Los resultados se presentarán en diagramas de flujo, tablas y síntesis narrativa. La investigación bibliográfica realizada anteriormente permitió identificar algunas habilidades emocionales de las enfermeras gestoras, como la motivación, empatía y autocontrol. Esta revisión contribuirá a identificar las competencias emocionales de las enfermeras gestoras.
Palabras clave: Inteligencia emocional; Habilidades sociales; Enfermeras administradoras; Gestión en salud.

1. Introduction

The nature of nursing work is full of emotions that can generate conflicts (Mohamed & Yousef, 2014), so healthcare organizations are places with a great emotional charge and where appropriate professional behaviors are expected (Ribeiro, 2020). The more complex the work, as it stands for Nursing profession, the more important emotional intelligence becomes (Vilela, 2006). Hence, with changes in the economy, the job market and the globalization process, skills are increasingly valued in organizations, as an alternative to the human resources management approach by functions, allowing the development of knowledge, skills and attitudes of professionals in order to solve the challenges of worldwide globalization (Leal et al., 2018). In this sense, it is understood that interpersonal and emotional skills play a central role in the scope of health management and the training of nurse managers in emotional intelligence is fundamental for effective management in Nursing (Ribeiro, 2020).

The emotionally intelligent manager has emotional awareness such as sadness, joy, anguish, among others, and expresses them within the group (Vilela, 2006). Therefore, if the manager does not manage his/her feelings, he/she has more difficulty leading the team (Vilela, 2006). It is important to recognize that there are many nurses with department managerial accountability without the capability or training to perform such position, as many are carrying out leadership roles by appointment (without competition) without the profile to perform a role that benefits the population with the provision of quality management services (Rodrigues et al., 2019). Emotional intelligence is a sine qua non of leadership and without it the professional may have excellent training, great ideas, incisive and analytical reasoning, but they will never be an exemplary leader (Goleman, 2022).

According to Goleman (2021), emotional intelligence is based on the ability to recognize one's own feelings and those of others, for people to self-motivate and to manage their emotions and favorable relationships. Emotional competence generates from the emotional intelligence concept, as being the learned capacity of emotional intelligence with results in terms of excellent work performance (Goleman, 2022) and covers emotional and professional competencies (Soeima, 2021). Emotional competence encompasses five domains that are divided into personal or intrapersonal competencies (self-awareness, emotion management and self-motivation) that establish the way in which one manages oneself, and social or interpersonal competencies (empathy and management of relationships in groups) which refer to the way relationships are dealt with (Goleman, 2021; Goleman, 2022).

The development of nurses' emotional competence must be based on a process of emotional education with the aim of developing nurses' emotional and intellectual capabilities (Xavier & Nunes, 2016). There are concepts who claim that intelligence quotient IQ cannot be substantially changed by experience or education, but emotional skills can, without a doubt, be learned and improved (Goleman, 2021). The conditions for cooperative work and effective coordination between the

multidisciplinary team and a healthy work environment must be devised, thus promoting the personal and professional development of nurses (Decree-Law No. 71/2019, 2019).

It is therefore pertinent to understand the emotional competencies of nurse managers to subsequently develop an emotional competencies program that is potentially effective in increasing nurse managers' emotional skills, which is what we propose to achieve. The nurse manager must encompass the development of skills in the emotional field, since when it comes to human resources management it is important to know how professionals feel and live their daily practices (Vilela, 2006). With this self-awareness, they will be able to define methodologies to improve their performance and, progressively, the results of their organization, improving the productivity and quality of services provided at an individual and global level (Vilela, 2006). However, the concept of emotional competence is absent from most academic and professional training courses (Branco, 2004).

Through an exploratory research, between July 2nd and October 26th, 2023, in the EBSCO search engine (more specifically in the MEDLINE Complete and CINAHL Complete databases), in RCAAP, it was possible to enquire and produce results on nurse managers' emotional intelligence.

There are a few enquires on the description of the development of behavioral skills, and it is paramount to develop research so that they can contribute to the training of future professionals and the continuous development of nurse managers who are in practice (Rosa et al., 2022). Emotional competencies are weakly addressed in the context of professional training, but they are essential in promoting quality, humanized healthcare (Silva et al., 2019).

In this sense, the scoping review will be developed with the aim of: examining the extent, variety and nature of the evidence on the topic; synthesize a heterogeneous body of knowledge; identify gaps in the literature to facilitate the planning and development of future research.

In the exploratory research, scoping reviews were not assessed. To verify the existence of an ongoing scoping review, a search for protocols registered on the OSF platform (Open Science Framework Registries, 2023) was carried out, with no apparent results.

Based on the study objectives, the guiding question of the scoping review is, what are the emotional competencies of nurse managers?

2. Methodology

The scoping review to be carried out will be based on the guidelines proposed by the Joanna Briggs Institute (Peter et al., 2020), and the Preferred Reporting Items for Systematic Reviews and Meta-Analyses for Scoping Reviews Extension (PRISMA-ScR) checklist will be followed for writing the review (Tricco et al., 2018).

The current protocol followed the Preferred Reporting Items for Systematic Review and Meta-Analysis Protocols (PRISMA-P) (Moher et al., 2015).

The scoping review protocol was registered in the OSF (Porfírio et al., 2023).

2.1 Inclusion criteria
2.1.1 Participants

Studies will be included in the scoping review. The population is the nurse manager in the management of clinical services, within the professional role of nurse manager or specialist nurse, regardless of the length of time performing the management competencies.

2.1.2 Concept

This review will consider studies that describe the emotional competencies of nurse managers. These include intrapersonal or personal competencies (self-awareness, self-regulation and self-motivation) and interpersonal or social competencies (empathy and management of group relationships) (Goleman, 2022). Self-awareness consists of a deep knowledge of our own emotions, weaknesses, needs and motivations (Goleman, 2022). Self-regulation consists of continuous inner speech, and is the element of emotional intelligence that prevents us from controlling our emotions (Goleman, 2022). Motivation consists of mobilizing our positive emotions to achieve our goals (Goleman, 2022). Empathy consists on recognizing the emotions in others, it is the most common form of human rational expression, through verbal and non-verbal communication (Branco, 2004). Managing group relationships consists on the ability to manage the emotions of others based on self-control and empathy (Branco, 2004).

2.1.3 Context

This review will include studies in any nursing context, regardless of the type of country or culture.

2.1.4 Types of Sources

This review will include published and unpublished, primary and secondary, qualitative, quantitative and mixed method articles that address the emotional competencies of nurse managers to be included in the scoping review. This review will cover research in English, Portuguese and Spanish without time restrictions. Studies in other languages will be excluded due to time and financial constraints for translations.

Exclusion criteria will be all articles that do not address emotional skills and the population does not include nurse managers.

2.2 Search strategy

The search strategy will aim to find published and unpublished studies. An initial search limited to MEDLINE Complete and CINAHL Complete will be performed to identify articles on the topic (Frame 1).

Frame 1 - Search strategy in MEDLINE Complete (via EBSCO).

Search	Query
S1	MH ("Nurse Administrators" OR "Nursing, Supervisory")
S2	MH ("Emotional Intelligence" OR Literacy OR "Health Literacy" OR "Emotional Regulation" OR "Clinical Competence" OR "Mental Competency" OR "Competency-Based Education" OR "Interpersonal Relations" OR "Social Skills" OR Motivation* OR "Information Motivation Behavioral Skills Model" OR Empathy* OR Emotion* OR "Expressed Emotion" OR "Emotional Regulation")
S3	MH (Hospital* OR "Community Health Centers")
S4	TI ("Nurs* Manager" OR "Head Nurse" OR "Charge Nurse" OR "Chief Nurse" OR "Nursing Supervisor" OR Manager OR "Health Management" OR Leadership OR "Nurse Administrators" OR "Leadership Skills" OR "Leadership Competency" OR "Nursing, Supervisory" OR "Nursing Supervisory") OR AB ("Nurs* Manager" OR "Head Nurse" OR "Charge Nurse" OR "Chief Nurse" OR "Nursing Supervisor" OR Manager OR "Health Management" OR Leadership OR "Nurse Administrators" OR "Leadership Skills" OR "Leadership Competency" OR "Nursing, Supervisory" OR "Nursing Supervisory")
S5	TI ("Emotional Intelligence" OR "Social Intelligence" OR "Emotional Literacy" OR "Emotional Capacity" OR "Emotional Regulation" OR Competency OR "Profissional Competence" OR Competencies OR "Clinical Competence" OR "Interpersonal Relations" OR "Interpersonal Skills" OR "Intrapersonal Relations" OR "Self-awareness self motivation" OR Motivation* OR "Emotion management" OR Empathy* OR "Group Relationship Management" OR Emotion* OR Relationship OR Literacy OR "Health Literacy" OR "Emotional Literacy") OR AB ("Emotional Intelligence" OR "Social Intelligence" OR "Emotional Literacy" OR "Emotional Capacity" OR "Emotional Regulation" OR Competency OR "Profissional Competence" OR Competencies OR "Clinical Competence" OR "Interpersonal Relations" OR "Interpersonal Skills" OR "Intrapersonal Relations" OR "Self-awareness self motivation" OR Motivation* OR "Emotion management" OR Empathy* OR "Group Relationship Management" OR Emotion* OR Relationship OR Literacy OR "Health Literacy" OR "Emotional Literacy")

S6	TI (Hospital* OR "Community Health Centers" OR "Medical Institution" OR Clinic OR "Community Health Centers" OR "Primary Health Care" OR "Medical Centre" OR "Health Centre" OR "Covalescent Home") OR AB (Hospital* OR "Community Health Centers" OR "Medical Institution" OR Clinic OR "Community Health Centers" OR "Primary Health Care" OR "Medical Centre" OR "Health Centre" OR "Covalescent Home")
S7	S1 OR S4
S8	S2 OR S5
S9	S3 OR S6
S10	S7 AND S8 AND S9
S11	Limiters: English; Portuguese; Spanish

Source: Authors.

The text words contained in the titles and abstracts of the relevant articles and the indexed terms used to describe the articles will be used to develop a comprehensive search strategy in the following databases: MEDLINE Complete (PubMed); CINAHL Complete (EBSCOhost); Psychology and Behavioral Sciences Collection (EBSCOhost); PsychInfo (EBSCOhost); MedicLatina (EBSCOhost); Nursing and Allied Health Collection (EBSCOhost); Scopus; Web of Science Core Collection (Web of Science); SciELO Citation Index (Web of Science); JBI Evidence Synthesis (JBI); Cochrane Reviews (Cochrane Library); Cochrane Central Register of Controlled Trials (Cochrane Library); LILACS (Biblioteca Virtual em Saúde). Sources of unpublished studies include WorldWideScience, Open Access Theses and Dissertations and the Repositório Científico de Acesso Aberto em Portugal (RCAAP). The search strategy includes all identified keywords and indexing terms, which will be adapted for each database and scientific repository included in the review. The list of references of all sources of evidence included in the first search will be analyzed to add additional studies.

It is intended to use the EndNote 21 reference software to import the articles obtained throughout the research process and Microsoft Excel 2017 to organize the articles.

2.3 Study selection/source of evidence

The process of selecting records identified through searches in databases and scientific repositories will be carried out, after eliminating duplicate articles, through title analysis, followed by summary and finally analysis of the full text based on the inclusion criteria. previously defined.

If the selected article full text is not available or in case doubts arise about the interpretation of the article, its authors will be asked for the text and/or clarification and provision of additional information, via email.

Likewise, a selection of relevant articles will be carried out based on the bibliographic references present in the articles included in the primary research.

2.4 Data extraction

Two reviewers will extract data from the selected studies in order to characterize the articles and describe the identified emotional competencies of nurse managers, responding to the objective and review question of the scoping review.

The data will be extracted into a table (Frame 2) built upon the model from the Joanna Briggs Institute Manual (Peter et al., 2020). The data extraction table can be reviewed and modified, with agreement between reviewers, if necessary, during the data extraction process.

Frame 2 - Data extraction instrument.

Data extraction	
Article	
Title	
Author	
Year of publication	
Origin/country of origin (where the study was published or carried out)	
Goals	
Methodology/method	
Competence	
Participants	
Implementation context	
Content	
Intervention strategies	
Frequency	
Duration	
Implementation timing	
Emotional competence assessment instrument	
Years of experience of nurses managers	
Theoretical reference	
Results	

2.5 Data analysis and presentation

The presentation of research results and selection of articles will be carried out using the PRISMA flowchart (Peters et al., 2020).

The results that emerge from the analysis of the extracted data, in accordance with the objective and review question of the scoping review, will be presented in table format and narrative synthesis.

3. Results

This scoping review is expected to result in the identification of the emotional competencies of nurse managers in any nursing context. The literature research carried out previously allowed us to identify some emotional skills of nurse managers, such as motivation, empathy and self-control (Augusto, 2013; Regulation no. 76/2018, 2018).

Emotional skills such as empathy improve interpersonal relationships and promotes team well-being (Silva et al., 2019).

4. Conclusion

This review will help to identify the emotional competencies of nurse managers, which will provide an evidence base for future studies into the development of nurse managers' emotional competencies.

Acknowledgments

Conflict of Interest

The authors declare that there are no conflicts of interest in carrying out this project.

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