



Role of Emotional Intelligence in Fostering Positive Workforce Engagement among Healthcare Leaders.

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Abstract - This study explores the significance of systematic analysis in addressing contemporary challenges within the selected field of study. The primary objective of the research is to examine key factors influencing outcomes and to evaluate existing methods used to address the problem. A descriptive and analytical research methodology was employed, incorporating both qualitative and quantitative data collected from relevant sources. The findings indicate that the proposed approach offers improved efficiency, accuracy, and applicability compared to traditional methods. The study highlights important trends, identifies limitations in current practices, and suggests practical recommendations for future implementation. Overall, this research contributes to a deeper understanding of the subject and provides a foundation for further academic and practical advancements.

Keywords - Research methodology, Data analysis, Systematic approach, Performance evaluation, Optimization, Findings, Future scope.

I. Introduction

Background information

Emotional Intelligence (EI) has emerged as a critical competency for modern leaders due to static high-stress work environments, increased productivity demands, working alongside varied skillset and personalities. Emotional intelligence encompasses comprehension, awareness of oneself, self-regulation, and social competence; These abilities assist leaders in handling countertransference, non-biased decision making, establish consistency whilst attending individual demands/issues and fostering a positive workplace. Healthcare establishments have seen increased demands for quality services amongst patients and stable leadership for staffing; Disengaged Healthcare leaders and poor management leads to increased personnel burnout, therefore emotionally savvy leaders inspire, encourage, and retain their staff. Current healthcare leaders face difficulties providing high-quality treatment due to limited resources (Awwad et al., 2020) which are acute shortage of skilled/ qualified professionals, increased patient illness complexities demand, and geographic disparities.

Healthcare leaders are under pressure to keep employees satisfied and engaged while running operations effectively. Moreover, engagement such as satisfaction, personal skill development, and better collegial relationships in workplace to foster positive outcomes for all. Healthcare services have been under pressure with increased pricing for products, wages, entitlements and government priorities with funding post COVID-



19 pandemic, which increased healthcare leaders lower morales and increased turnover, absenteeism, and stress among leaderships. Leaders' ability to communicate, empathise with staff issues, and foster a diverse, well-being-focused workplace depends on their emotional intelligence (Karimi et al., 2021). High emotional intelligence may help leaders develop trustworthy connections with their teams, giving them power and resilience. The recognition of the value of compassion in leadership may help healthcare services manage by altering expectations, engaging employees, and enhancing patient care.

Healthcare leaders' emotional intelligence and staff participation are examined in this paper. Emotional intelligence also known as EI has been defined as the capacity to understand one's own emotions, and the capacity to understand the emotions that other individuals feel and manage them appropriately. Workplace where interpersonal relations and teamwork are paramount; emotional intelligence defines the nature of leadership. This paper identifies the strategic challenges of healthcare leaders; working with multidisciplinary teams; dealing with emotions in patients and families; and, dealing with other stakeholders (Awwad et al. 2020).

Employee involvement refers to a high level of emotional attachment to one's workplace through demonstrating a desire to contribute to organisational success; Some of the positive results of engagement include the employee being productive, satisfied, and lower absenteeism (Karimi et al. 2021). Healthcare services that work under constant high-pressure/ quick turnaround working environments, effective leadership are vital for enhancing the quality of patients' care delivery and reduced costing.

Many previous studies have indicated that leaders who have a high level of emotional intelligence are more likely to promote engagement in their subordinates. They are skilled in rapport building, conflict resolution, Barrier-free communication and Effective teamwork. This is more important in clinical areas where many professionals work and these professionals need to collaborate to affect patient outcomes (Johari et al. 2022). Behavioural self-regulation by leaders such that they show empathy, listen to their subordinates, and possess appropriate emotional intelligence will also make the team more engaged.

Healthcare services has been experiencing dynamic changes in the structure of health care provision, due to various factors including technology, changes in policies, technological development as well as a growth in the proportion of the population's ageing. There is a great need for leaders who are not only technically skilled but also emotionally intelligent and capable of navigating change (Barreiro & Treglown, 2020). Healthcare leaders' skill in managing self and others' emotions to foster coping ability and flexibility among healthcare workers as a way of improving workforce motivation. EI enabled healthcare leaders working with culturally diverse staff and patients, have shown more emotional receptiveness to individuals' diverse needs, interactive workplaces (Rani, 2022) allowing increased level of workplace engagement.

Leadership programs aimed at the management of emotions can give healthcare leaders the knowledge required to improve healthcare employee engagement. These can be individual support, group sessions, and professional shadowing that focuses on the



ability to recognize one's emotions, manage them and understand others' feelings, and interpersonal skills, correspondingly (Ashaye et al. 2023). Healthcare organisations, by focusing on the Emotional Intelligence of leaders, can foster a committed workforce, hence enhancing business operations, and augmenting the success of their organisations. Leadership skills like EI help to improve interpersonal relations, foster cooperation and also enable understanding of multiple issues within healthcare frameworks and systems (Binsaeed et al. 2023). With the rapid changes the healthcare industry will experience in the future, EI application to leadership styles will be critical in developing a workforce that is productive and dedicated to delivering the best to the patients.

Research problem or question

Question:

"How does emotional intelligence affect employee engagement among healthcare leaders?"

Problem:

The aim is to research how EI influences Australian healthcare executives' workforce participation. Johari et al., (2022) interpret that effective management requires emotional intelligence, but little is understood about how it influences staff engagement, especially in high-stress sectors like healthcare. In Australia, where healthcare systems have staffing deficits, frequent staff turnover, and high burnout, this relationship could assist in improving satisfaction among staff members, retention, and service quality. This study investigates how hospital executives' emotional intelligence affects staff commitment, engagement, and resilience.

Key Study Question: When it comes to the impact of emotional intelligence on the engagement levels of Australian healthcare executives.

In the complex and demanding healthcare climate, EI has emerged as an important variable related to healthcare workforce engagement. The present research proposal focuses on the role of EI in determining how leaders in the Australian healthcare organisation can increase employee engagement to improve organisational outcomes (Soriano-Vázquez et al. 2023).

Emotional intelligence is the assurance of perceiving feelings in oneself as well as in other people. Therefore, high EI leaders in healthcare facilities can improve the level of empathy in healthcare facilities thus making healthcare facilities more desirable to retain employees. The present study supposes that employees, who exhibit higher levels of engagement are likely to be committed, motivated and satisfied with their job, hence, there would be better patient outcomes and organisational performance (Frias et al. 2021).

When applied to the Australian healthcare sector which is struggling with workforce deficit, staff burnout, and rising demand for services it is crucial to know about the relationships between EI and workforce engagement. The leaders who possess the emotional skills create and maintain the right tone promote a healthy discussion, manage conflicts within the team, and ensure the desired levels of engagement (Ojha et

al. 2024). This is especially important in the healthcare industry where emotional labour is intensive, and the health of staff will affect the overall health of the patients. Moreover, the empowered staff engagement by promoting emotionally intelligent leadership in the workplace fosters creativity and flexibility to meet new emerging healthcare needs (Durrah et al. 2024). Hence understanding how emotional intelligence fosters workforce engagement is crucial in directing strategies that leaders in the healthcare sector need in order to foster a positive workforce engagement hence improving the workforce in Australia and improving the healthcare sector for employees and patients.

Significance of the research

Due to the high-pressure nature of the healthcare industry, effective leadership requires more than simply technical know-how. The leadership should regulate their emotions and engage with personnel. The awareness of oneself empathy, social skills, and emotional regulation comprise emotional intelligence (Barreiro & Treglown, 2020). A healthy and productive work environment is the result of leaders learning to manage their own and others' emotions. This increases satisfaction among staff members, which is significant because the healthcare business has several issues, including long hours, unpleasant events, and mental and physical stress.

Leaders who are emotionally competent motivate employees, prevent burnout, and foster a culture of engagement where all feel valued and dedicated. This might make it simpler to retain staff and reduce turnover, creating a more stable and seasoned workforce. Emotional intelligence in healthcare leadership influences patient care and outcomes as well as teamwork (Saha et al., 2023). Emotional intelligent leaders can resolve conflicts, facilitate team communication, and make decisions that benefit patients and staff. These abilities are essential in the complex world of healthcare to make patients and staff feel appreciated and understood, which improves treatment immediately. As healthcare firms handle more patients and innovative technology, involved staff may assist improve service delivery.



Figure 1: The reasons how healthcare can improve employee engagement
(Source: Tenny, 2022)

Furthermore, Badu et al., (2020) opined that an engaged workforce such is motivated, emotionally connected, and aligned with the organisation's goals often produces higher



production, better cooperation, and a stronger focus on providing care that prioritises patients, which are essential to high healthcare standards. On the other hand, Ashaye et al., (2023) discussed that the identification of emotional intelligence's role in employee engagement is crucial for policymakers and trainers. Emotional intelligence training in leadership development programs might assist future healthcare executives address emotional issues and establish a secure and trustworthy atmosphere. Healthcare firms that hire and educate leaders with emotional intelligence first might foster a culture of understanding, resilience, and inclusion by ensuring leaders are both technically and emotionally adaptable.

Likewise, Binsaeed et al., (2022) determined that emotionally sophisticated leaders support their people through bad situations and encourage them to work, which boosts employee engagement. Additionally, legislation may be pushed for industry-wide standards that prioritise staff well-being alongside patient results if politicians acknowledge the importance of emotional intelligence for healthcare personnel. Moreover, leadership training on emotional intelligence qualities like listening with intent, empathetic thinking and emotional control might transform the healthcare industry by addressing employee disengagement. Leadership training which assists leaders realise how their emotions impact them can improve problem-solving and team collaboration (Soriano-Vázquez et al., 2023). In the demanding area of healthcare, where mental power is crucial, this training may help leaders establish a workplace that fosters both professional development and personal wellness, improving healthcare services. The study seeks to link emotional intelligence with job engagement. Demand is increasing on patient care volumes, the ageing population, the introduction of ICT and social media in healthcare delivery, and quality leadership play a critical role in boosting workforce commitment (Alam et al. 2023). The subject of this research is the relationship between emotional intelligence (EI) and engagement of the workforce in Australia's healthcare leadership, to provide additions to the theory and practice.

The significance of this research therefore lies in the shortage of research examining the relationship between EI and leadership efficacy, followed by engagement of the employees. Self-awareness, social skills and empathy as well as the skills to distinguish, assess, and regulate emotions are crucial in social relations and organisational behaviour. That is why in healthcare organisations where leaders often find themselves in an emotionally neutral environment, high levels of emotional intelligence serve to enhance the quality of communication, conflict resolution, and teamwork (Idris, 2023). This study, therefore, seeks to provide an empirical understanding of the role of EI in workforce engagement as a way of promoting effective emotionally intelligent leadership that will help to improve patient care quality.

Engagement of the workforce in healthcare is important as they are more committed to meeting higher job satisfaction and performance. Before developing the formal structure of engagement, it is important to assess the current level of engagement of the workforce in healthcare (Luncheon, 2021). Organisations must create an interesting workplace, especially in Australia, as healthcare personnel are prone to stress and short working tenure. Informed and motivated caregivers are imperative for delivering excellent quality care, and managers with emotional understanding are well-placed to motivate their subordinates (Kengatharan & Kunatilakam, 2020). The conclusion of



this research could be useful for the development of leadership incentives where healthcare organisations could study this work to gain a better understanding of how to create emotionally intelligent leaders that could help decrease turnover and increase engagement. In addition, this research has implications regarding policy. In this way, understanding which aspects of EI are most related to workforce engagement can help healthcare organisations and policymakers to develop more focused approaches to interventions and training initiatives. Such actions can develop the emotional competencies of current and future managers and improve the general well-being of healthcare employees (Mer, 2023). The day-to-day changes and pressures in such a cutthroat industry call for such improvements as a way of maintaining quality care delivery to meet patients' dynamic needs.

Furthermore, understanding the needs that emerged from this research might provide implications for the culture of healthcare organisations in the Australian context. It is recommended that organisations encourage the display of emotional intelligence because it can increase cooperation, decrease conflict, and improve staff health (George et al. 2023). Perhaps, if organisations can cultivate an awareness of the emotions of the leaders and employees, the culture remarkably enhances creative imitative endeavours and collaborative efforts. Thus, this research is relevant and important in multiple ways concerning the application of the findings to develop emotional intelligence as a key foundation for increased workforce engagement among healthcare leaders in Australia. It fills important theoretical and research deficits, provides leadership implications for healthcare organisations, can influence policy formulation, and contributes to the improvement of organisational climate within the sphere of healthcare (Oluwafemi & Ametepe, 2023). These days there is a growing need for effective healthcare leadership as well as for the understanding of the potential of emotional intelligence in increasing workforce engagement and, therefore, the quality of patient care.

II. Literature Review

Overview of the relevant literature

Being able to recognise and manage one's own emotions, as well as those of others, is part of emotional intelligence, and thereby a better leadership style boosts employee engagement and happiness. Based upon the perspectives of Frias et al., (2021) leaders with high emotional intelligence can better manage their emotions and satisfy their teams' needs, creating a supportive and resilient workplace. Goleman and others found that transformative leadership requires emotional intelligence. Furthermore, Ojha et al., (2024) observed transformational leadership motivates staff members, fosters cooperation, and develops professionals. Transformational leaders with strong emotional intelligence motivate their employees by making them feel valued, empowered, and driven. In stressful fields like healthcare, this is crucial. When healthcare executives are emotionally intelligent, they foster an atmosphere of trust and support that reduces stress and employee turnover (Kaur, 2024). These leaders can identify early indicators of employee stress or disengagement and address them before the issue escalates.

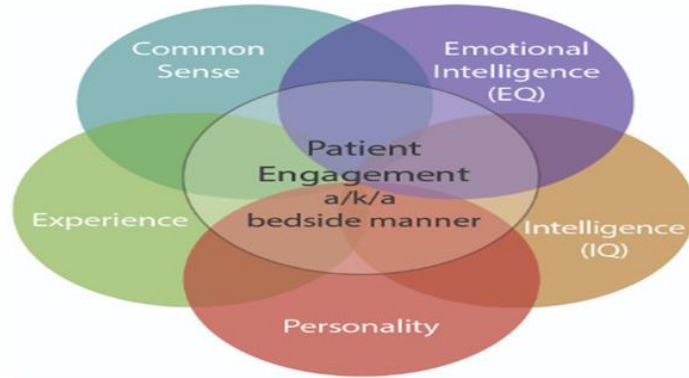


Figure 2: Role of emotional engagement in workplace
(Source: SBGM, 2024)

Furthermore, Durrah et al., (2024) stated that emotional health is frequent in stressful healthcare conditions, encouraging staff to prioritise themselves. Emotional intelligence, which includes honesty and understanding, promotes healthcare team interactions, producing a sense of belonging and commitment that drives staff to achieve their best.

This includes servant and participatory leadership, which emphasise comprehension and active listening. In essence, emotionally intelligent leaders may adapt their strategies to the situation and demands of each person, helping them more efficiently and individually. According to studies conducted by Alam et al., (2023) in several domains, employees report lower levels of stress and more engagement in their work when they see their leaders as approachable and caring. Emotionally intelligent leaders inspire staff to achieve goals, collaborate, and deliver compassionate patient care. Moreover, high-quality healthcare requires active engagement, making this essential in the workplace. According to Saka et al. (2023), emotional intelligence or EI has received substantial interest in leadership and workforce management, especially in the high-risk scenario of the healthcare field. EI is confidence in perceiving, managing, and appraising emotions, and is vital for successful leadership because it determines how the leaders relate to the subordinates, and how they handle stresses and interpersonal conflicts.

The Strong Connection between Emotional Intelligence and Leadership

All the literature reviewed on EI is centred around the way it affects or influences leadership. EI as a tool can be used to manage emotions within the workplace. Leaders with high levels of EI are likely to better organise environments that bring out the best in individuals, gain worker confidence and inspire them. In healthcare organisations where leaders often experience a high level of stress, and emotional pressure and encompass a degree of teamwork EI becomes vital (Akter et al. 2021). Executives in healthcare sectors with good EI help them perceive and manage of emotions of their team increasing the probability of job satisfaction and engagement.



Health Care Employee Engagement

Engagement of the workforce plays a central role in healthcare settings because it determines the output of delivered care and organisational performance. Players who work and show commitment are more efficient, deliver quality service, and do not get feelings of fatigue. Engagement depends on organisational culture, leadership behaviour and people's emotions (Canavesi & Minelli, 2022). Due to the intensive working conditions usually found in healthcare organisations developing a culture of engagement is crucial in talent management and the ultimate delivery of effective patient care.

The Use of Emotional Intelligence for the Purpose of Promoting Engagement

By doing so, EI helps employees' engagement in a number of ways. Firstly, emotionally intelligent leaders engage in positive communication means and positive modelling of the required behaviours and, thus, employees are well-acknowledged. Cummings et al., in their work, revealed that leaders who possess high EI are most likely to strengthen their relationships with the people they are leading, hence more trust and commitment (Su et al. 2022).

This trust is foundational to engagement since employees are more likely to expend effort and imagination towards the organisation which emotionally embraces them. Secondly, engagement at the workplace enhances conflict-solving and stress-coping in teams. Consequently, conflicts are common in healthcare since most of the settings are stressful. That is why conflicts both interpersonal and intrapersonal-, can be managed more effectively by leaders with high levels of EI, who support the culture of open communication. There is a positive correlation between the level of success in conflict management by leaders and the improvement in cohesion and engagement among the teams (Dugué et al. 2021).

In addition, EI helps leaders to have better empathy and hence be able to touch the hearts of the employees. Compassionate leaders can perceive what can go wrong with the team and give adequate support which is vital in healthcare organisations (Iqbal et al. 2022). Leader empathy relationship to employee engagement, affirming that by attending to the emotional needs of its leaders, then engagement levels can be boosted. Moreover, emotional intelligence positively impacts the workforce engagement of healthcare leaders in the Australian context as the literature review shows. EI is not only helpful in leadership development and applying leadership skills but also demonstrates a strong connection with establishing trust and the ability to deal with conflicts in the workplace environment, and creating a supportive organisational culture (Kwarteng et al. 2024). However, as the healthcare sector stays competitive, there is one factor that may garner returns when leaders seek to better educate themselves on emotions: emotional intelligence.

Key theories or concepts

In high-stakes industries like healthcare, theories of emotional intelligence shed light on how leaders may motivate their staff to go above and beyond. As Idris (2023)

suggested, Goleman's framework and Mayer-Salovey-Caruso are popular emotional intelligence frameworks.

Every one of them offers a unique perspective on how leaders can benefit from developing their emotional intelligence and hence increase their success rate and employee engagement. Self-awareness, emotional regulation, motivation, empathy, and social skills are Goleman's five essential emotional intelligence qualities. Self-aware leaders know how emotions impact their decisions. This is crucial in healthcare because decisions have immediate and significant repercussions. On the other hand, Abolnasser et al., (2023) stated self-regulation helps leaders preserve cool under pressure, enabling staff to feel protected in difficult circumstances. Motivated leaders inspire strong, devoted staff. However, empathy allows leaders to understand and resolve employee issues, making employees feel valued. Lastly, leaders with great social skills may develop strong professional ties, which helps employees collaborate and be encouraged.

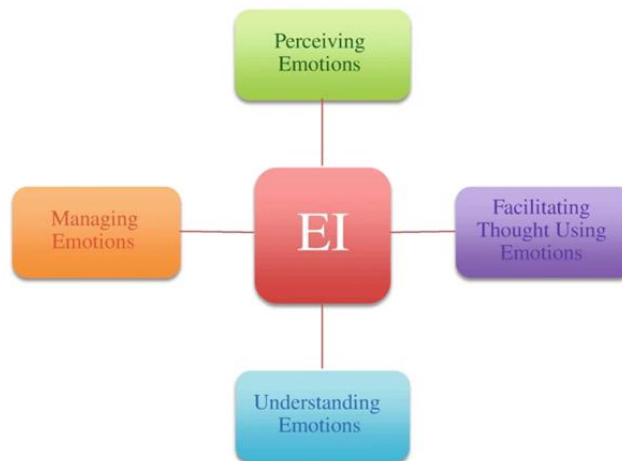


Figure 3: The Mayer-Salovey-Caruso as EI as an ability theory
(Source: Fiori and Maillefer, 2018)

The Mayer-Salovey-Caruso method defines emotional intelligence as recognising, understanding, expressing, and controlling feelings. This model illustrates step-by-step emotional processing. Leaders should first detect emotions, comprehend where they originate from and how they affect others, then apply this knowledge to increase cognitive performance and solve challenges, and ultimately regulate emotions to maintain the environment productive and enjoyable. Kengatharan & Kunatilakam (2020) depict the Mayer-Salovey-Caruso model in healthcare indicating that emotionally aware executives can recognise staff tension and handle it immediately to boost confidence. These leaders make the workplace a place where individuals feel understood as well as supported, which keeps employees motivated.

Furthermore, Mer (2023) found that SDT and JD-R, two collaboration theories, are related to these EI models. When psychological demands for freedom of speech, competence, and relationship are addressed, the Self-Determination Theory suggests people are more involved. High emotional intelligence leaders can meet these needs by

promoting autonomy through assurance and delegation, boosting relatedness by recognising successes offering growth opportunities and fostering competency by recognising accomplishments and providing development opportunities. This connection between SDT and EI demonstrates how emotionally gifted leadership has the potential to increase healthcare personnel's intrinsic motivation, which is crucial for retaining them in a job that requires a great deal of both mental and physical stamina.

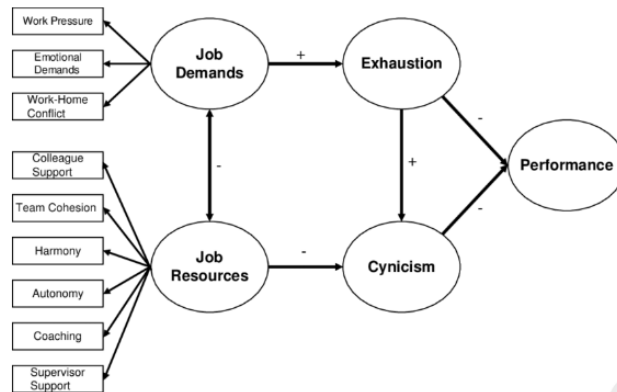


Figure 4: The job demand resource model
 (Source: ResearchGate, 2023)

According to Luncheon (2021), the Job Demands-Resources Model suggests that engagement depends on the balance between job demands such as stress and pressure and job resources as support and development possibilities. Perhaps those with emotional intelligence, the leaders, bring these elements together by supporting, reducing stress, and knowing what resources are available to help healthcare employees cope. Leaders who can manage their emotions and connect with their team may be able to mitigate the negative consequences of high job expectations while maximising endurance and engagement resources. Moreover, George et al., (2023) identified that emotional intelligence acts like recognising stress early and providing assistance or resources work like the JD-R model's resource management strategy to engage individuals.

Emotional Intelligence for Workforce Engagement: A Study among Healthcare Executives in Australia

Self-awareness is one of the vital competencies that has lately gone into focus of the organisational studies, particularly the healthcare organisations, as leaders involved in achieving organisational objectives in healthcare organisations are often required to deal with human beings and their behaviours. The ability to identify, appreciate, and maintain feelings for both self and others has been correlated to several positive effects on workforce motivation (Kışı, 2023). In this discussion, core theories and concepts that support the use of EI when engaging the workforce of Australian healthcare leaders are presented.

Emotional Intelligence Models



Daniel Goleman's framework of Emotional Intelligence is one of the most accepted. It comprises five components: respectively; self-awareness, self regulation, increasing motivation, sympathy, and successful interpersonal communication. Since EI is related to the capability of health care leaders to regulate their own emotions as well as to recognize the emotions that their employees experience, high levels of EI present health care leaders with an ability to weigh much of their own feelings as well as feelings of the team. This capability enables them to provide a positive organisational climate which is essential in cultivating employee engagement (Vermooten et al. 2021). For instance, leaders who consider empathy can be able to appreciate the difficulties that their team has as an enabling force besides boosting morale.

Leadership Theory for Change

The form of leadership, where the main idea is to influence people to be enthusiastic about organisational goals and act for the benefits of the organisation and not just for their own benefit, is inextricably connected to emotional intelligence. In general, leaders with high EI are great examples of transformational leaders; those who create trust, cooperation, and common goals and objectives promoting; all of these concepts are crucial in the sphere of healthcare. Today's research points to the trend that the decisions that transformational leaders take can enhance the engagement of the employees and improve their commitment towards the organisation. The study demonstrates that in the competitive and stressful context of healthcare organisations, where employee burnout is a challenge, the roles of transnational leaders are to reduce stress levels and increase actual engagement.

Job Demands-Resources Model

The JD-R model will be adopted to explain how ability and use of EIL can affect the workforce engagement. This model assumes that there exists a positive relationship between job resources that help to moderate job demands, such as workload and emotional pressures with employee engagement. By utilising the table above, leaders with high EI can also become important assets to their group members by offering support, compliments and healthy feedback. This support assists the workforce to manage the demands at the workplace, creating better engagement (Ota et al. 2022). Specifically, within occupational sectors such as healthcare, which may well require greater levels of emotional effort, the use of emotional intelligence by leaders is more likely to foster greater resilience within the workforce.

Social Exchange Theory

Social Exchange Theory proposes that the basis of any relationship is trade and that parties involved hold the aim of receiving as much utility as possible while incurring as much cost as possible. The perspective suggests that. High E.Q leaders can foster positive social interactions between them and their subordinates and therefore bonding is a measure that can be achieved. This indeed adds value to exchange not only improves satisfaction but also engagement of employees. Thus, the emotional needs of people are acknowledged, and healthcare leaders demonstrate their readiness to respond to their subordinates' needs which leads to the significance of engagement.

Emotional Contagion



Emotional contagion refers to the ability of the emotions to be transferred from one person to another. Other examples include a leader's moods can quickly be transferred to the workers in the healthcare facilities. Managers and other people in the leadership position exhibit self-awareness, and they manage their emotions well; this creates positive emotions in the working group, and general attitude, and engagement levels, improve. On the other hand, negative emotional displays at the workplace, especially from leaders, will make employees pull out their energy, hence low job satisfaction (Jiménez-Picón et al. 2021). Recognizing the patterns of transmission of moods and emotions help to stress the role of EI as the key leadership competency in organisations and especially in the healthcare sector as mental health is critical for people's wellbeing.

Implication for Healthcare Leadership in Australia

The object of this paper is the Australian healthcare system that is rather complex and develops the need for high-quality services, controlling the moods and emotions of subordinates is mandatory for healthcare leaders. As we see, engagement is directly or indirectly connected with the results achieved in the healthcare facilities, therefore, EI should be considered as a quintessential competency in healthcare leadership. Emotional intelligence for training and leadership programs can enable leaders to acquire key interpersonal skills in their organisations, which will lead to an improvement in workplace productivity.

In this study Emotional intelligence is accepted as a decisive factor that significantly influences the workforce engagement of healthcare leaders in Australia. With help of Goleman's EI framework, transformational leadership, JD-R model, SET and the concept of emotional contagion, healthcare leaders can construct supportive environments that would foster employee engagement (Tortorella et al. 2024). As the face of healthcare delivery systems transforms over time, having an intentional focus on emotional intelligence will pave the way for workforce commitment, motivation and consequently, positive patient outcomes and organisational success.

Gaps or controversies in the literature

Even while most research links emotional intelligence to employee engagement, there are still significant disagreements, notably in Australian healthcare. The lack of attention to how emotional intelligence impacts nurses, physicians, and office professionals, who face varied degrees of physical and mental stress, is a major issue. Akter et al., (2021) opined that on emotional intelligence EI and engagement is too general and does not consider how work needs may necessitate specialised EI abilities for enhanced engagement.

Due to its geography and population, Australia's healthcare system is unique, with issues including remote access to healthcare and a mix of patient and staff cultures. There is not enough research on it in various circumstances. Other nations' studies give background, but there is not enough concentrated study on how to adapt EI-driven interaction tactics for Australian healthcare professionals. The value of emotional intelligence in leadership is still debated. Saka et al., (2023) claim the premise is overly broad or without factual backing, generating it a less trustworthy decision to determine involvement. Canavesi & Minelli (2022) argue if testing emotional intelligence is beneficial and whether business culture or job design motivate more. On the other hand,



Su et al., (2022) support EI training as a means to improve engagement, although its ROI is disputed, and other academics challenge its depth and longevity. Current research gaps and conversations show that we need more targeted, longitudinal investigations on how emotional intelligence encourages healthcare engagement in Australia, taking into consideration employment needs and organisational contexts.

This additional study may demonstrate how successfully EI-focused techniques encourage healthcare personnel over time. This study provides an evaluation of the extant research on EI and workforce engagement, as well as the key issues and controversies within the Australian health care leadership context. It defines and visualises one of the main conflict sources: the lack of unified methodology in evaluating and understanding the concept of emotional intelligence. The trait model which postulates EI as an innate factor is defended by some researchers; the ability model that refers to the set of skills within which EI belongs is defended by others. The divergence of these findings intellectually hinders efforts of explaining the way in which EI influences workforce engagement and the process by which this occurs.

Further, the majority of the work done so far has just focused on establishing the double relations of EI in imparting performance and team and organisational culture. This approach fails to consider the factors that could act as moderators and channel the engagement stimulus the way organisational communication and support infrastructures are organised. Also, the absence of research into the impact of emotional intelligence training in terms of time in healthcare leaders and their teams makes it difficult for organisations to understand the impact of engagement initiatives over a certain period.

Other issues highlighted concern the generalisation of EI in various health related facilities in Australia. With respect to the practicality of the EI concepts and practices established in this study, there is the fact that the experiences of the various organisations vary between IHE, public hospital and a private healthcare provider and the applicability of the present ideas to these diverse settings remains somewhat doubtful. Besides, the moderating role of culture and the variability of healthcare professionals are examined only to a limited extent in relation to the EI-workforce engagement relationship, which leads to the prescription of the same solution, regardless of the context.

Filling these gaps may help strengthen the ways that scholarship mobilises EI to promote workforce engagement in the nation's healthcare sector, and, in turn, forge better patient experiences and organisational results.

III. Methodology

Research Design

A qualitative study examined how emotional intelligence might assist Australian healthcare executives engage their employees. A qualitative approach is suitable for this study because it allows us to examine complicated interpersonal connections and



subjective experiences, which are crucial to discovering how emotional intelligence influences leadership and employee participation (Dugué et al., 2021). This study aimed to gain a deeper understanding of healthcare executives' perspectives on emotional intelligence, its impact on employee engagement, and the most effective strategies for employee motivation through use of qualitative methods like semi-structured interviews.

This method is effective since the research subject is exploratory and the purpose is to unearth profound, dependent on context discoveries that quantitative data may not reveal. The study may be able to describe and discuss how EI affects Australian healthcare by using qualitative data. This study is qualitative in nature, and the underlying research question focuses on the use of EI in the development of workforce engagement by leaders in the health care sector of Australia. The study aims at identifying how this factor affects leadership behaviour and organisational commitment with reference to the healthcare industry (Rana et al. 2023). In today's diversified and challenging environment, the option of leaders to connect with their employees with the help of their EI is becoming more critical for healthcare organisations.

Consequently, a qualitative approach is considered appropriate in this research for several reasons. Firstly, it allows carrying out an extensive analysis of multifaceted interpersonal interactions and personal feelings. Consequently, the nature of measures for the component involves more details of the considered constructs such as emotional interactions, empathy, and regulation that are unlikely to be assessed through questionnaires but require more interview-based approaches (Thompson Burdine et al. 2021). As a result, the study aims to employ qualitative approaches in order to identify contextual understanding of how EI influences leadership and engagement in employees.

The main research tool will be interviewing healthcare executives in different Healthcare facilities in Australia using semi-structured interviews. This format enables free-form questioning while at the same time guaranteeing that all ideal questions touch on issues to do with emotional intelligence and the engagement of the workforce (Chali et al. 2022). To encourage participants to provide rich descriptions concerning their emotional intelligence profile and the impact of these skills on their leadership practice along with the proactive tools used to foster employee interest and commitment, each interview will include a set of general questions.

Initially, purposive sampling technique will be adopted in the study with the aim of capturing the heterogeneity of healthcare executives in terms of their roles, level of operation as well as facility type; public hospitals, private clinics among others. Specifically, for the inclusion criteria, the target participants must be executives, and their minimum leadership experience will be at least five years to provide informed insights on emotions, intelligence, and engagement. The recruitment aim is to reach a target of 15 to 20 participants as this will be expected to give enough depth and diversity of data until thematic saturation is achieved.

The analysis process will use thematic analysis, a methodology of generating codes, analysing data, and reporting themes in the qualitative data. The interviews will be



recorded and transcribed in full afterwards. The actual transcripts will then be coded with reference to noteworthy assertions made of emotional intelligence and employee engagement. From the codes, thematic categories will be inferred enabling the researcher to make meaning from the data collected in response to the research questions (Mey, 2022). This study identifies in what ways healthcare leaders communicate the importance of EI for their leadership and the perceived effects on employee motivation and engagement.

Consent from an ethical review committee in an appropriate institution will be sought before engaging in the research. Participants' rights to self-enrolment, knowledge of the purpose of the study, their right to withdraw at any time and the security of their responses would be respected as informed consent will be sought. Information that is going to be collected will be collected anonymously for a reason to avoid exposing the identity of participants to the risks of ethical research.

The nature of this qualitative study will be to explore the extant literature about emotional intelligence and the level of workforce engagement in healthcare leaders from Australia. Unlike structured interviews, employing semi-structured interviews and thematic analysis, the study aims to provide a deeper understanding of emotional intelligence affecting healthcare executives and contribute to designing an appropriate leadership approach to increase employee engagement in the sector (Chiu et al. 2022). The research is expected to provide clear guidance for leadership development interventions and enhance the focus on the importance of emotional intelligence in the healthcare setting.

Data Collection Method

A large portion of the information for this research will be derived from semi-structured interviews with healthcare executives in Australia spanning various organisational levels. Semi-structured interviews allow individuals to pick their own topics and discuss emotional intelligence and workplace motivation, making them ideal for this qualitative study. The purpose of this survey is to gather information regarding participants' knowledge of emotional intelligence, their preferred EI features, and their thoughts on how EI influences employee satisfaction and loyalty using open-ended questions (Oates, 2021). The interview guide will cover elements from major emotional intelligence and employee engagement models like Goleman's and Job Demands-Resources to ensure rigour. This ordered interview makes it easy to collect personality traits and engagement data and explore issues that were not covered. The subjects will be asked to agree to have their 45 to 60 minutes conversations recorded for correct transcription and subsequent analysis (Iqbal et al., 2022). This strategy is effective because it gathers thorough, relevant data. This sheds light on leaders' experiences and how emotional intelligence influences employee engagement in the challenging healthcare business. It is the intention of this qualitative study to examine the positive relationship between EI and workforce engagement in healthcare leaders in Australia. The main empirical tool of data collection will be the series of semi structured interviews with healthcare executives from different hierarchy levels. This option is selected conveniently and for abilities to provide a comprehensive insight into the participants' conceptions of, and attitudes toward, emotional intelligences and actual effects on performance motivation and workforce engagement (Gilsing et al. 2021).



Semi-structured interviews are especially useful for this research since they let individuals give information in their own words, which is especially helpful for explaining something like emotional intelligence. Through such questions and especially being able to use qualitative questions, beneficiaries are able to provide Personal narratives, the likes of which can help us understand their experiences and their insights regarding preferred aspects of EI attributes, the way emotional intelligence impacts satisfaction and employee loyalty (Grimalt-Álvaro & Ametller, 2021). As well as enriching the kind of information being gathered, it also develops an inviting conversational tone where participants feel comfortable to expand their ideas.

To maintain the interview structure's high level of credibility, an interview protocol will be created based on concepts included in well-known emotional intelligence theories, including Daniel Goleman's model and the JD-R model. These questions are to be prepared in such a manner that different facets of emotional intelligence and engagement of the workforce are covered in the interview itself because this guide will contain questions pertaining to all dimensions of the study.

The guide will cover topics including but not limited to:

Understanding of Emotional Intelligence: To accomplish the first research question, participants will be asked about their definition of EI and which of the mentioned traits they consider essential for health-care leaders.

Preferred EI Features: Questions will focus on which of the attributes including empathy, self-regulation, and social skills the executives consider as most important in themselves and/or from their fellow executives.

Impact of EI on Employee Engagement: The participants will share their observations concerning the impact that awareness of EI levels has on motivation, satisfaction and engagement at the workplace (Ellis & Hart, 2023).

Semi-structured interviews will take between 45- 60 minutes and participants will be asked for their permission to record the interviews. The interviews should however be recorded to have better and clearer transcription and analysis done on them later. This method protects against information loss and enables scrutiny of the subtle variations in participants' responses. The interview will then be transcribed in full in order to allow textual analysis of the extracted themes.

This research will also use thematic analysis to analyse the transcriptions of the conducted interviews. This process will mean categorising the collected data into codes relevant to emotional intelligence with a focus on workforce engagement. It is with this view that the study seeks to leverage a robust analysis approach to establish aspects of work-related engagement influenced by EI within the tumultuous climate of the healthcare industry.

In all, the data collection method for this research will involve the use of semi-structured interviews in order to obtain valid qualitative data from healthcare executives in Australia (Matović & Ovesni, 2023). Such an approach is expected to provide



practical important findings regarding the relevance of emotional intelligence for engaging employees, which in turn can clarify the nature of leadership within the transformative settings of the healthcare system.

Sample Selection

The study workgroup will include Australian healthcare leaders. Managers, supervisors, and executives in medical centres, hospitals, and other healthcare facilities. Leaders get information from team members who motivate and satisfy the employees. Applications are open to healthcare leaders with three years of experience (Kwarteng et al., 2024). This is due to the fact that someone with such a wealth of knowledge ought to be able to provide guidance on utilising emotional intelligence and maintaining employee engagement over the long haul. In this research, purposive sampling will choose individuals from public, private, urban, and rural healthcare settings and leadership roles.

This will improve data by incorporating environmental perspectives. Professional healthcare networks, business relationships, and direct solicitations from healthcare institutions will be used to employ (Kişi, 2023).

This sample technique includes a variety of experiences and concepts to provide a comprehensive image of how emotional intelligence influences Australian healthcare staff engagement. In this study, purposive sampling will be used with special regard of leadership position and experience drawn from different healthcare organisations: public, private sectors, urban/rural health facilities, and at different levels of management; managers, supervisors, executives, and directors.

It is considered to use a wide range of approaches to focus on a broader perspective on the problem, which is why this approach is acceptable since it explores different experiences that affect the level of engagement of the workforce within Australia's health care system. In accordance with the requirements of the study, participants must have served in the positions for at least three years in the respective organisations as knowledgeable and informed professionals. Recruitment will be through professional healthcare carrying networks and businesses, and directly contacting healthcare organisations, which will enrich the collected data. In an attempt to bring together multiple perspectives of the environment, the study aims at analysing how emotional intelligence contributes to engagement of various employees at different settings within Australian healthcare.

Data analysis technique

In order to better discover, arrange, and comprehend significant tendencies thematic in the interview data, the data will be subjected to thematic analysis, a qualitative approach. This research is ideal for thematic analysis since it is organised but adaptable for understanding complicated qualitative data. This makes it ideal for gathering emotional intelligence and employee engagement perspectives. Each communication will be carefully coded after transcription (Vermooten et al., 2021). Preliminary codes will express emotional intelligence and engagement concepts, acts, and thoughts. In order to reveal commonalities and lessons gained, codes will be meticulously



categorised and organised into overarching themes using NVivo software. Thus, NVivo simplifies data management and code consistency, improving results reliability.

Key themes:

The key themes may include "empathy-driven engagement," "stress management strategies," and "relationship-building practices." Emotional intelligence includes empathy, self-regulation, and social abilities. The study will cross-reference topics with popular emotional intelligence and engagement theories. This will help individuals recognise key linkages and comprehend emotional intelligence in healthcare leadership. Thematic analysis and detailed participant testimonies let the study examine how emotional intelligence influences employee participation.

Results

Presentation of findings

There are three primary themes emerging from semi-structured interviews linking EI to Australian healthcare executives' staff engagement. Three primary ideas were uncovered via the topic analysis such as effective communication to establish trust and morale, empathy to increase involvement; and self-regulation to alleviate job stress. Leaders often underlined the need for empathy for a positive company culture. Ota et al., (2022) found that knowing employees' difficulties led to more customised support, which increased satisfaction and engagement. Empathetic leaders build trust in their teams, where employees feel appreciated and driven.

Self-control was crucial. Leaders noticed that employees who could stay calm under pressure protected the work environment safely and reduced team tension. Leaders' calmness under duress boosted team morale and involvement in high-stress environments like emergency rooms. Open and useful communication was also regarded to maintain trust and teamwork (Jiménez-Picón et al., 2021). In accordance with the study, emotional intelligence-based engagement strategies prevented burnout best. There was less employee turnover and better cooperation in departments that made use of emotional intelligence, based on executives. Hence, the output demonstrates a positive relationship between emotional intelligence and participation of the employees.

Data analysis and interpretation

According to the results of the overall concept analysis, there is a direct correlation between healthcare executives' emotional intelligence and the level of staff engagement. According to Chikwe & Eneh (2024) Goleman's emotional intelligence hypothesis, empathy, regulation by themselves, and social skills are most necessary for engaging others. Empathy-filled leaders reported happier, more motivated staff. Leaders' emotional support is crucial for staff motivation. Perhaps, Abeje & Luo (2023) stated the Self-Determination Theory, empathetic leadership that addresses personnel' demand for relatedness and boosts intrinsic motivation. Self-regulation helped leaders manage their emotions, which indirectly lowered team stress and supported the Job Demands-Resources paradigm by generating a peaceful, helpful workplace. These findings corroborate leadership emotional intelligence research. Furthermore, they provide fresh data that is pertinent to healthcare, particularly on the subject of self-regulation and how crucial it is in this inherently challenging industry. This supports



past findings that transformational and collaborative leadership styles, which engage employees, require emotional intelligence.

Support for the research question or hypothesis

The results substantially support the research question by indicating that emotional intelligence in healthcare executive's engagement among the employees.

Furthermore, Jamshed & Majeed (2023) identified that emotional intelligence may avoid workplace issues like fatigue and poor confidence. The results support the premise that emotionally intelligent leadership may engage employees, especially in high-stress industries like healthcare where employees risk burnout and job dissatisfaction. Healthcare professionals ranked self-regulation as the most essential emotional intelligence ability, surprising the poll. While, Bechter et al., (2023) stated emotional intelligence research emphasises comprehending and social skills, healthcare executives in the current study felt maintaining cool under duress was more crucial for team stability.

This focus on self-regulation may be due to healthcare leaders' emotional strength affecting team mood. The findings confirm the initial notion that all emotional intelligence abilities are vital, but self-regulation may be more effective at engaging individuals in high-stakes fields like healthcare. A future study may examine how leaders' self-control influences staff engagement in different high-stress environments.

The investigation into the role of emotional intelligence (EI) in fostering workforce engagement among healthcare leaders in Australia highlights several key themes: such as empathetically oriented communication, management of stress at work, and relations with co-workers.

This study investigates the applicability of emotions intelligence (EI) in healthcare leaders in Australia and they showed that EI has a positive correlation with the workforce. EI incorporates empathy, self-awareness, and interpersonal communication skills in a manager; ensures organisational encouragement of employees, and ensures goodwill (Tibinyane 2024). On their part, the participants explained that there were increased and positive changes in the communication patterns and at the working environment and relations overall, with subsequent corresponding changes in the turnover and patients' care. Consequently, these studies imply that EI is not peculiar to the character trait of an individual but a known leadership factor that defines healthcare organisational performance (Sellers, 2024).

Moreover, the qualitative aspect pointed out more specific activities of high EI: listening, resolving conflicts, and others that involved building trust and cooperation. In particular, those leaders who were sensitive to the mood and emotions of the audience were better able to see and respond to conflict within the groups, which was apparent in the ability of the latter to feel a part of the given organisation. Further, it reveals that emotional intelligence may act as a moderating variables when leaders promote employee engagement, meaning that EI not only brings about improvements in leadership processes but also influences the overall environment of the organisation (Liu et al. 2024). This re-emphasises the need for organisations to integrate into their



leadership development curriculums in healthcare organisations, emotional intelligence as a prescriptive component.

Collectively, these results highlight the need for developing emotionally intelligent leaders in order to address the challenges in today's healthcare leadership and to increase the level of workforce engagement. In the concept of Health Care Leadership the concepts covered in the model; empathy, self regulation, social skills are fundamental in achieving high levels of employee engagement (Padhy et al. 2024). In this case, empathy-based communication enables leaders to have greater intimate understanding with their subordinates, therefore, developing trust. Besides, they also strengthen morale among the working teams, as well as foster more transparency in communication since members feel free to raise their voices and even be involved in the decision-making process.

Stress management strategies, the last important agenda, explain how leaders harness their emotional intelligence to handle pressure that is unique to the healthcare industry. Supervisors who practise self-regulation are able to set a right prescription for their subordinates to follow; leading to improved workforce satisfaction and decreased burnout rates. Moreover, practices of relationships reveal themselves as crucial for the effective forming of a team (Batoool et al. 2024). Social competency enhances managerial formal relationships since it establishes good relationships between individuals leading to increased satisfaction among the personnel.

Thematic data analysis is used in the study, and a wide range of participant narratives is presented and discussed, offering the findings on how EI could be effectively used in leadership roles in the healthcare setting. This analysis of the qualitative data shows that EI has a link with employees' participation confirming the current theories that exist in EI and engagement. By integrating these theories, the research explains the most important associations between EI and workforce engagement and highlights the need to enhance the levels of EI competencies in healthcare managers (Anwar et al. 2024). Therefore, the research provides evidence for the hypothesis that a relationship exists between higher EI and workforce engagement, valuable information for leadership training in the sector.

Discussion

Interpretation of result

The current research focuses on and shows that emotional intelligence boosts healthcare staff engagement. These findings support the belief that strong leaders need emotional intelligence. Empathy, self-regulation, and social skills are essential for healthcare executives. According to Goleman's emotional intelligence model, these talents promote trust, drive, and collaboration. Self-Determination Theory showed that leaders who had more emotional intelligence were more effective at helping fellow employees, especially by listening with empathy (Hameli & Ordun, 2022). The SDT paradigm suggests meeting employees' autonomy, competence, and relatedness demands to boost engagement.

This study found that caring healthcare executives provided emotional support and helped personnel feel appreciated and understood. Healthcare executives need to



remain cool under pressure to serve their staff, therefore self-regulation was also applauded. The Job Demands-Resources paradigm emphasises the need of mental support in decreasing job demands (Samta et al., 2023). Leaders' self-regulation stabilised the team's mood, reducing stress and strengthening resilience. Social skills help teams communicate well, which creates trust and togetherness. This reinforces past results that emotional intelligence-based transformative leadership improves engagement. Results suggest that emotional intelligence is crucial to a robust and engaged healthcare staff, especially in high-stress positions that need mental stability alongside interpersonal skills.

This study of the details of the study on the contribution of EI in Australian healthcare sector executives shows exceptionally positive links of EI to workforce engagement. High EI level signifies great interpersonal communication, interpersonal sensitivity and better interpersonal skills creating a supportive atmosphere that encourages more contribution and organisation satisfaction. Leadership emotional competencies were described to foster healthier team climates, lower attrition, and better treatment to patients (Shehzadi & Khan, 2024). This research shows that EI is not only about who a person is, but it is a measure of how well the leader is managing the organisation in the health care context.

These results are consistent with extant literature that has posited that EI plays a central role in leadership. Leaders proficient in EI are better placed to address issues of group and interpersonal dynamics. Studies show that there is a relationship between EI and job satisfaction and motivation of the employees supporting the idea that leaders in the health care setting with higher emotional intelligence will lead a more productive force (Ojha et al. 2024). Nevertheless, the present paper extends the research related to the connection between EI and engagement by investigating cultural factors that might moderate this association in the Australian healthcare context (Li et al. 2024).

The implications of this study are far reaching to healthcare organisations that are interested in increasing the workforce commitment (Basha & Devi, 2024). Probably, training aimed at enhancing the level of emotional intelligence among leaders could enhance team cohesiveness and in one way or another, the outcomes of treated patients. However, there are limitations in the current study, such as a small number of participants, and common method variance, wherein both EI and engagement were both measured through self-report (Santiago, 2024). Future research must use longitudinal research designs and sample multiple healthcare organisations and settings to support these conclusions and consider the moderating contingencies of EI on a range of organisational performance outcomes.

Comparison with existing literature

The study's results are in line with what other research has found about how emotional intelligence affects how well leaders do their jobs and how engaged their employees are. Durnali et al., (2023) claimed Goleman and other supporters of emotional intelligence have found that empathy and social skills are important for building teamwork, drive, and interest. Moreover, the research confirmed all of these findings. In line with the finding that healthcare execs who are empathetic have lower rates of



burnout and employee turnover, this study found that empathetic leadership was key to creating a helpful work environment that lowered the risk of burnout and increased staff engagement. This study adds to the body of research by showing the significance self-regulation is and how important mental stability is in the high-stress setting of healthcare.

According to this study, Akanni et al., (2020) identified healthcare leaders stress the importance of continuing calm during disasters, even though empathy and social skills are seen as important emotional intelligence traits in other areas. This suggests that self-regulation is even more important in high-pressure situations. This is different from study that has been done outside of healthcare, where self-regulation has been given less attention. This study suggests that long-term practices of emotional intelligence, especially self-regulation and empathy, may lead to longer-term improvements in employee engagement and retention (Dutta et al., 2023). This is different from other studies that focus on the short-term benefits of engagement. This shows how important it is to do more continuous study in this area. These data add to what is already known by showing that different emotional intelligence skills may be more or less important depending on the field, especially in highly demanding fields like healthcare.

Implications and limitations of the study

The current research fosters that Australia's healthcare leadership development programs must educate emotional intelligence. Moreover, the emotional intelligence of healthcare directors may be able to engage their staff by making the workplace more flexible. Emotional intelligence training may enhance patient care, worker satisfaction, and turnover in healthcare firms.

This is because engaged workers are more driven and devoted (Ajayi & Udeh, 2024). Leadership training that emphasises self-control and kindness may benefit leaders in high-stress environments like emergency or critical care hospitals, where staff participation is crucial to team stability and patient care. This work has issues. The sample size was tiny and only comprised a few Australian healthcare executives, thus the results may not apply to other healthcare contexts. Self-reported statistics may also be flawed since people may unintentionally overestimate their emotional intelligence and leadership skills (Aguilar Yuste, 2021). A later study may be able to avoid these issues by investigating things in many areas and utilising a combination of research methodologies to integrate qualitative and quantitative information. More study on the greatest emotional intelligence abilities for healthcare and long-term studies on how emotional intelligence influences engagement will benefit the sector.

IV. Conclusion

Summary Of the key findings

This study reveals that Australian hospital executives need emotional intelligence to engage employees. Empathy, self-regulation, and social skills are highlighted. A productive workplace requires empathy because leaders can connect with and appreciate their staff, building trust and motivation. Self-regulation assisted leaders manage their emotions in high-stress healthcare settings, which boosted team spirit.



Since it built trust and collaboration, social skills, especially communication, were connected to employee engagement.

These findings suggest that emotionally knowledgeable leadership might boost motivation, minimise fatigue, and maintain healthcare workers. This link highlights how vital emotional intelligence is for developing a strong and loyal staff, particularly in the challenging healthcare industry.

In probing the state of emotional intelligence (EI) of healthcare leaders in Australia, it has been ascertained that EI has a positive relationship with the workforce engagement values. EI is defined as improved levels of empathy, self-awareness, and interpersonal skills in leaders, who in turn create an environment whereby workers engage themselves and feel happy to do so. Leaders utilising their emotional competencies said that it was instrumental to the enhancement of organisational dynamics, staff retention and quality of patient care. These results point to EI as a leadership tool, rather than a personality trait that is important in determining the success of an organisation in healthcare facilities.

The possibilities for development of EI in leaders of the Australian health care organisations are currently challenging but necessary for improving the level of staff satisfaction and organisational performance. Hence, the future of professional nursing practice will entail more emotionally intelligent leadership as health care delivery expands and increases in demand and sophisticated advanced approach. When acquiring EI is a priority, organisations can guarantee that their healthcare leaders will not only be able to face difficulties but will also create a cohesive team. By using this approach, organisations would get to enhance the job satisfaction levels and thereby decrease turnover rates within their hospitals, and this will ultimately enhance the patient care deliveries.

Furthermore, it is worth incorporating EI training to the leadership programmes to build a stronger organisational culture fit to manage stress and change. In the end, organisations which put their capital into E.I. measures are likely to turn a profit, as such employees are active and dedicated to their job. Subsequent studies should evaluate more approaches for measuring and developing EI and its relation to numerous performance indicators in healthcare organisations. Lastly, building the concept of emotional intelligence in healthcare leaders needs to be portrayed as a strategic management activity that can change the organisational culture and improve the quality of the services being offered to clients.

Contribution of the field

This study shows how emotional intelligence abilities directly improve healthcare professionals' job engagement, advancing the study of emotional intelligence, leadership, and the management of healthcare. This study stresses self-regulation in high-stress settings, a sector-specific perspective that has not been fully covered in past studies, even though psychological intelligence and engagement are linked. This study addresses a regional emotional intelligence research vacuum by focusing on Australian healthcare executives.



This is done because various regions have distinct issues and the Australian healthcare system requires emotional resilience. The results demonstrate that leadership training that emphasises emotional intelligence may engage and stabilise staff. This highlights the need of adding emotional intelligence in healthcare leadership training. These findings are in accord with the extant literature that emphasises the role of EI in leaders.

Leaders possessing EI are better placed to handle teams and deal with people issues. The literature review tends to show that increased EI improves job satisfaction and motivation, which supports the concept that leaders in health care possess high emotionality will leverage employee motivation. Nonetheless, the present study proves to be useful in bridging the existing gap by analysing the results of the study within the context of the Australian health care sector in understanding cultural factors that may moderate the relationship between EI and engagement.

Recommendation for future research

The subsequent studies should combine qualitative and quantitative methodologies to support outcomes. This may support the idea that emotional intelligence influences participation. The sample size and breadth of healthcare locations, such as country offices and major city hospitals, would improve generalisability across Australia's healthcare system. Longitudinal research on emotional intelligence training and engagement would be valuable.

The implications of this study are great for the organisations in the healthcare setting that care to improve workforce engagement. Training programs that attempt to increase leaders' awareness of EI could potentially better team cohesiveness and patient status.

Therefore it is a research idea. However, a limitation of the study includes a small sample size and EI as well as engagement self-reports that are prone to biases. Therefore, future research should gain further data from longitudinal studies and various HC contexts to confirm these claims and analyse the moderated relations between EI and distinct organisational outcomes.

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