

Relationship between Self Esteem and Emotional Intelligence among Nursing Managers'

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Abstract

Self-esteem is considered as emotional response and general feeling about the self. Emotional intelligence is the ability to understand feelings and emotions, put them in a ways that make emotion and intelligent mature and healthy. **The aim** of the study to explore the relationship between self esteem and emotional intelligence among nursing managers, **Research design:** descriptive correlational research design used in this study. **Setting:** The present study conducted at Sohag and Damanhour University Hospitals. Subjects: 72 nursing mangers at two study setting 36 for each. **Tools:** the tools used in the study demographic data sheet, self esteem scale, and Emotional Intelligence questionnaire. **Results:** The highest percentage was low self esteem at sohag (52.8%) and Damanhour (44.4%), and they were low emotional intelligence at sohag (47.2%) and Damanhour (33.3%). **Conclusion:** There were highly positive correlation between all studied variable and highly significant difference between mean scores related to self-esteem and emotional intelligence items and total of studied nursing managers at Sohag and Damanhour hospitals with p value <0.01. **Recommendations:** provide emotional skills training, try to build relationships with positive people, and learn to be assertive

Keywords: *Emotional Intelligence, Nursing mangers, Self Esteem & Social Intelligence.*

Introduction

A nurse manager provides oversight for a nursing staff and completes administrative tasks to ensure the health-care facility is running smoothly. A nurse manager coordinates staffing and all needs related to patient care. This position serves as a conduit between front-line staff, physicians and other administrators. They'll need strong communication skills, clinical experience and the ability to lead others to excel in this role, also need high self esteem and self confidence and emotional intelligence. (Meier 2020).

Self-esteem is one of the factors which affected on job performance. Self-esteem is a sense of self-worth and self satisfaction. The forms of promoting self-esteem are considering as the most important psychosocial issues from childhood to death. Our beliefs and evaluations indicate that we are, we can do what and what is our future. Self-esteem is born of social life, its values and it is evident in all daily activities, it is one of the most important aspects of the human personality and behavioral characteristics. By increasing self-esteem, positive changes will be obtained, such as increasing efforts in order to achieve the objectives, having high self-confidence, ambitious and tend to have higher health. The positive healthy self-esteem associated with various factors such as rational behavior, realism, intuition, creativity, independence, and flexibility, also ability

to accept change, willingness to admit mistakes and correct them, benevolence, and cooperation. However, low self esteem is associated with irrational behavior, disregarding the facts, lack of flexibility, fear of new something and unfamiliar, inappropriate compatibility, defensive behavior, excessive devotion or strictly controlled. (Radfar et al., 2012).

Self-esteem is considering as an emotional response, a general feeling about the self that may be more or less positive. Self-esteem defined as a personal judgment of worthiness and a general personality trait; also can be defined as a value that has information within self–imagination of a person and it formed by the person's beliefs about all attributes, aspects and characteristics within him, (Hasanvand, & khaledian 2012)

Individuals with high self-esteem have positive perceptions about their self; they are feeling mentally healthier and more capable as compared to those who have poor self-esteem. Individual's self-evaluation is based on their own perceptions about their own self and others opinion also play important role. It was explored that people have their own ways for interpreting their achievement and failures. People who have high level of self-esteem perceive things more positively and they rationalized things as compared to those people who have low self-esteem. Low emotional intelligence results in the interpersonal relational difficulties, low self-esteem, poor impulse control, loneliness, suicidal thoughts,

drug, stress, depression, anxiety, and aggressive behaviors. (Yadalijamaloye, et al., 2013).

Emotional intelligence is comprised of individual, emotional, and social abilities. It includes the competency of an individual to manage their relation with others, and regulate emotions and efficiently solved their problem. Furthermore, impaired individual's self-esteem may influence by an element of emotional intelligence such as social skills and interpersonal skills. (Rieffe, 2011),

Emotional intelligence is a main element, the emotions have their own place and value in the areas of leadership and organization. Emotions are important factors in the success of any organization, engage employee in the process of decision-making; customer loyalty, open communication and transparency, teamwork, more innovative and creativity. Human emotions can certainly through assumptions based on facial expression, physical movement and behavior. Negative emotions such as fear and anger have a negative impact on an individual's work, (Johar, 2014).

Emotional intelligence has become interesting topic of psychology emotional intelligence which refers to the mental ability of individuals to reason with emotions to enhance thought while promoting emotional and intellectual growth. EI can be defined as the ability to correctly understand, evaluate and communicate emotions. Individuals who can direct and comprehend their emotions are able to go through better psychological well-being and generally maintain a better view of life and as compared to those who can't. (Mayer et al., 2018).

The emotional intelligence is consider a subject that attempts to explain, understand and interprets the individuals' pleasures, feeling, and ability status. The emotional intelligence has also been defined as an ability to comprehend the emotions in order for evaluating manners, thoughts, and to put them in a way that makes intelligent and emotion growth and maturity. Emotional intelligence is a type from social intelligence which is a predictor in special areas such as educational and job performances, and it has an ability to assure pleasures and feelings by one and others. (Di Fabio, 2011) Positive emotional intelligence is considered a strong predictor of better psychological adjustment and high self-esteem, meanwhile negative emotional intelligence is significantly related to harmful, depression, and distressing behavior. Society plays an important role in making human more emotionally intelligent. Moreover, higher emotional intelligence among people can also be described in terms of their personality characteristics. (Mehmood & Gulzar 2014)

Emotional intelligence is a critical factor to flourish the abilities of people in order to be succeeded in their life, which is attributed to emotional and mental health, the individual component is very important in emotional intelligence, which indicates as a personal abilities to the awareness and controlling of emotions, including self-esteem, self-awareness, excitement, assertiveness, independence, and self-actualization. Emotion management features are useful and prominent in people with high emotional intelligence which can be utilized in order to organize emotions. (Beshlideh, 2015)

There are many national and international studies for the relationship between self esteem and emotional intelligence. For examples in Egypt; (Ali 2016) studied The Relationship between Emotional Intelligence and Academic Achievements in Males and Females in Egyptian Context, and reported that, there were positive correlation between academic achievement and emotional intelligence; (FakhrEldin, 2017): studied The relationship between the emotional intelligence of entrepreneurs and the new venture creation, showed that, there are differences in the relationship between emotional intelligence and new venture creation. And (Mohamed, 2019) studied Relationship between emotional intelligence and self-esteem among nursing students showed that more than half of the studied students had moderate levels of emotional intelligence and the majority had low and moderate of self-esteem. For international studies (Maheshwari 2015) studied Relationship of emotional intelligence with self esteem among adolescents, showed that emotional intelligence and self esteem had significant positive correlation; (Fakaruddin & Tharbe 2017) studied Self-Esteem And Emotional Intelligence Among Students In A Public Higher Learning Institution In Malaysia, showed that there were significant relationship between self-esteem and emotional intelligence among university students; And (Nnabuife et al., 2018) studied The Relationship between Self-esteem and Emotional Intelligence among Undergraduate Medical Students of Imo State University, Owerri, Nigeria, Showed that, the students had high levels of self-esteem and emotional intelligence.

Significance of the study

Present study is an important and valuable addition in growing body of previous exiting literature on self-esteem and emotional intelligence among nursing managers. It explain the relationship between emotional intelligence and self-esteem and reveals individual who are more emotionally intelligent have a positive sense of self-worth and have high self-esteem. Individual who are not emotionally intelligent can have low self-esteem which is the predictor of

many psychological problems which effect on the performance and quality of care.

Aim of the study

this study aimed to explore the relationship between self esteem and emotional intelligence among nursing managers at Sohag and Damanhour Hospitals.

Objectives of the study

1. Determine self-esteem level for nursing managers.
2. Assess the emotional intelligence level for nursing managers.
3. Explore the relationship between emotional intelligence and self-esteem.
4. Compare between Sohag and Damanhour hospitals.

Research question

That it is the relationship between self-esteem and emotional intelligence among nursing managers?

Subject and Method

Technical design

- **Research design:** Descriptive correlational research design used in this study.
- **Setting:** The present study will conducted at Sohag and Damanhour University Hospitals.
- **Subjects:** nursing managers at two study setting Sohag (n=36) and Damanhour (n=36) Hospitals. Total sample (n= 72) nursing managers.

Tools of data collections: two tools used in the present study

Tool I: self esteem **questionnaire;** including two parts. **Part one;** socio-demographic characteristics to collect data about age, gender, year of experience, marital state and job positions. **Part two;** self esteem **scale;** it was developed by **Rosenberg (1965)** and **Crandal, (1973)** and modified by the researchers based on the related literature, it consisted of 10 items. **Scoring system;** the scale ranged from 0-30, scores 8 - 15 low self-esteem, from 16 - 23 moderate self-esteem and 24 - 30 high self-esteem. Responses to all items with four point Likert scale as followed; strongly disagree = 0, disagree= 1, agree = 2, and strongly agree= 3.

Tool II: Wong and Law Emotional Intelligence Scale (WLEIS)

It was developed by **Wong & Law, (2002)** and modified by the researchers to measure nursing managers' emotional intelligence. It includes 16 items grouped into four main dimensions, namely: self-emotion appraisal (4-items); others' emotion appraisal (4-items); use of emotion (4-items); and regulation of emotion (4-items). **Scoring system:** Responses measured on a 5-point Likert scale ranged from (1) strongly disagree to (5) strongly agree. The overall score will range from (16 - 80): High emotional intelligence (57 – 80), moderate emotional

intelligence (40 – 56), and low emotional intelligence (16 – 39)

Administrative Design: Official permission obtained from the hospital managers and nursing directors at both hospitals.

Operational Design: it explains steps of actual implementation of the study, usually includes; preparatory phase, the pilot, and field work.

Preparatory phase: It took about two months from October to November 2019 which included reviewed the available literature concerning the study topic, study tools prepared, and translated. The draft of the questionnaire reviewed for face validity by experts' opinion through a jury comprised from 5 experts (3 Professors from Nursing Administration Department and 2 Professors from Community Health Department) Faculty of Nursing Assuit University (to test comprehension of study tools).

Validity; content validity were measured using confirmatory factors analysis to assure (importance, clearance, and accountability) of all items of study tools all items obtained 1.9 and more so all of tools items were confirm.

Pilot study: done to detect any problems that may be hindered the researcher during data collection phase. It helps also in estimating time needed to fill the questionnaire form. It carried out on 10% of nursing managers from each hospital. The participants chosen for the pilot study were excluded from the total study sample.

Reliability: was measured using Cronbach's Alpha Coefficients methods to ensure internal consistency and its result revealed that all statements of study questionnaire α were > 0.81 for self esteem questionnaire, and > 0.86 for emotional intelligence questionnaire.

Filed Work; after ensuring the clarity and understandability of the study tools, the actual data collection was started in January and ended February 2020. The researchers met with all participants at their departments to explain the purposes of the study, and then the researchers distributed the questionnaire form. The tools of the study were completed and collected during morning shifts two days weekly.

Ethical considerations

The research proposal approval was taken from ethical committee at Nursing Faculty of Sohag University. Then oral agreement was taken from all participants after informing them about their rights to participate, refuse, or withdraw at any time. Total confidentiality of any obtained information was ensured. The steps of the study could not entail any harmful effect on participants.

Statistical Analysis

Data entry and statistical analysis were done using SPSS 19.0 statistical software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables. Continuous variables were expressed as mean

±standard deviation. For comparison of categorical variables, the Chi-square test and Pearson Correlation and Correlation Coefficient analysis were used for assessment of the interrelationships among variables, $P < 0.05$ (Significance), $P < 0.01$ (high Significance).

Results

Table (1): Number and percentage distribution of studied nursing managers according to socio-demographic characteristics.

Socio-demographic Characteristics	Sohag (N=36)		Damanhour (N=36)		X ² P value
	N	%	N	%	
Age					3.113 .041*
20 - <30	16	44.5	13	36.1	
30 - <40	12	33.3	17	47.2	
40 - 50	8	22.2	6	16.7	
\bar{x} S.D	28.36±5.8		31.2±6.1		
Gender					1.990 .071
Male	8	22.2	6	16.7	
Female	28	77.8	30	83.3	
Marital Status					3.689 .048*
Married	16	44.5	22	61.1	
Not married	20	55.5	14	38.9	
Occupation					4.031 .032*
Head Nurse	32	88.9	26	72.2	
Nurse Supervisor	4	11.1	8	22.2	
Nurse director	0	0	2	5.6	
Experience					1.301 .103
<5 years	18	50	13	36.1	
5 – 10 years	13	36.1	18	50	
>10 years	5	13.9	5	13.9	
Mean ±SD	5.31±2.6		6.1± 2.1		

Table (2): Compare mean and standard deviation scores of nursing managers perception toward self esteem at Sohag and Damanhour hospitals.

Items	Sohag (N=36)	Damanhour (N=36)	T. test	P value
	Mean SD	Mean SD		
I feel that I am a person of worth, at least on an equal plane with others.	1.72±0.82	1.99±0.95	7.648	.005**
I feel that I have a number of good qualities.	1.81±0.74	2.30±0.64	8.324	.001**
All in all, I am inclined to feel that I am a failure.	1.69±0.92	2.21±0.88	6.915	.006**
I am able to do things as well as most other people.	2.01±0.86	2.43±0.73	8.261	.001**
I feel I do not have much to be proud of.	1.74±0.66	1.96±0.82	4.135	.009**
I take a positive attitude toward myself.	2.13±0.57	2.31±0.69	5.060	.008**
On the whole, I am satisfied with myself.	1.94±0.68	2.47±1.31	7.164	.004**
I wish I could have more respect for myself.	1.77±0.70	2.18±0.89	6.131	.007**
I certainly feel useless at times.	1.60±0.57	2.25±1.22	8.114	.001**
At times I think I am no good at all.	1.83±0.39	2.00±0.74	3.969	.009**
Total	18.24±3.29	22.1±4.15	14.687	.000**

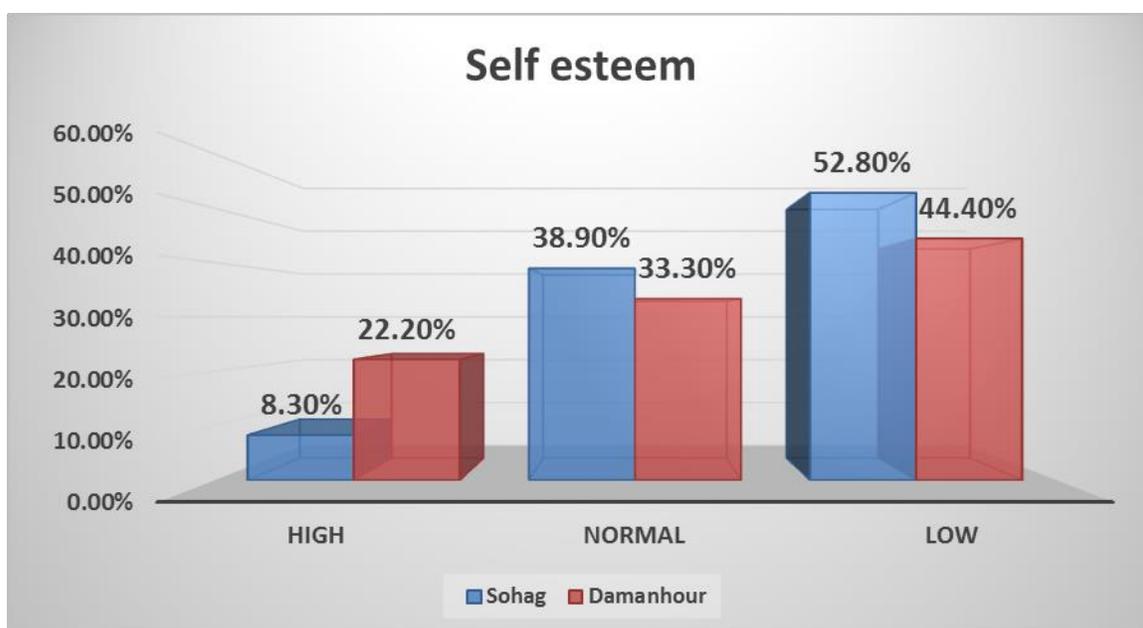


Figure (1): Percentage distribution of studied nursing managers at Sohag and Damanhour hospital related to total self esteem (N=72).

Table (3): Compare mean and standard deviation scores of nursing managers perception toward emotional intelligence at Sohag and Damanhour Hospitals

Domains	Sohag (N=36)	Damanhour (N=36)	T test P value
	Mean± S. D	Mean ± S. D	
Self-emotion appraisal	13.23± 3.97	15.57±3.04	7.894 .006**
Others' emotion appraisal	14.01± 2.33	16.65±3.3	8.234 .004**
Use of emotion	12.07± 2.78	14.48± 2.99	6.155 .009**
Regulation of emotion	12.61± 2.69	15.14±3.11	7.763 .005**
Total	51.92± 7.30	61.84 ± 9.57	14.013 .000**

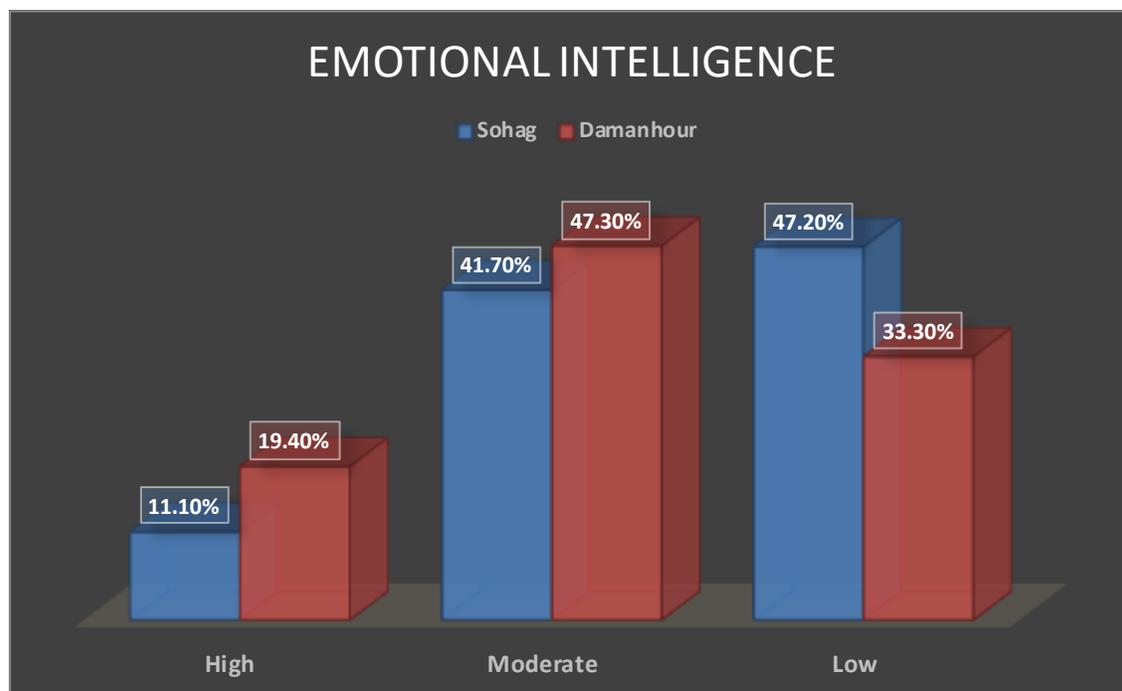


Figure (2): Percentage distribution of studied nursing managers at Sohag and Damanhour hospitals related to total emotional intelligence (N=72).

Table (4): Correlation matrix between self esteem and emotional intelligence dimensions at Sohag hospital.

		Self-emotion appraisal	Others' emotion appraisal	Use of emotion	Regulation of emotion	Emotional scale	Self esteem
Self-emotion appraisal	r.		.468	.388	.512	.610	.216
	p.		.000**	.009**	.000**	.000**	.010*
Others' emotion appraisal	r.	.468		.235	.461	.508	.601
	p.	.000**		.011*	.002**	.000**	.000**
Use of emotion	r.	.388	.235		.402	.389	.599
	p.	.009**	.011*		.007**	.009**	.000**
Regulation of emotion	r.	.512	.461	.402		.212	.506
	p.	.000**	.002**	.007**		.013*	.000**
Emotional scale	r.	.610	.508	.389	.212		.712
	p.	.000**	.000**	.009**	.013*		.000**
Self esteem	r.	.216	.601	.599	.506	.712	
	p.	.010*	.000**	.000**	.000**	.000**	

Table (5): Correlation matrix between self esteem and emotional intelligence dimensions at Damanhour hospital.

		Self-emotion appraisal	Others' emotion appraisal	Use of emotion	Regulation of emotion	Emotional scale	Self esteem
Self-emotion appraisal	r. p.		.491 .000**	.326 .009**	.486 .000**	.671 .000**	.396 .009**
Others' emotion appraisal	r. p.	.491 .000**		.202 .019*	.530 .000**	.512 .000**	.596 .000**
Use of emotion	r. p.	.326 .009**	.202 .019*		.468 .004**	.362 .009**	.613 .000**
Regulation of emotion	r. p.	.486 .000**	.530 .000**	.468 .004**		.287 .010*	.514 .000**
Emotional scale	r. p.	.671 .000**	.512 .000**	.362 .009**	.287 .010*		.697 .000**
Self esteem	r. p.	.396 .009**	.596 .000**	.613 .000**	.514 .000**	.697 .000**	

Table (1): Regarding age, mean age of studied nursing managers at Sohag hospital is 28.3 ± 5.8 , while Damanhour hospital was 31.2 ± 6.1 . According to marital status, 44.5% of them married at Sohag while 61.1% at Damanhour. According to occupation, 88.9% of nursing managers worked as head nurses at Sohag compared to 72.2% of them at Damanhour. Regarding years' of experience, mean experience of studied nursing managers at Sohag was 5.31 ± 2.6 , while Damanhour was 6.1 ± 2.1 .

Table (2): Revealed that there was highly significant difference between mean scores related self-esteem items and total of studied nursing managers at Sohag and Damanhour hospitals with p value <0.01 .

Figure (1): Demonstrates that, about 52.8% of nursing managers at sohag had low self esteem while 44.4% at Damanhour, also, showed that 8.3% of nursing managers at sohag had high self-esteem while 22.2% at Damanhour.

Table (3): Reveals that there was highly significant difference between mean scores related emotional intelligence items and total of studied nursing manager at Sohag and Damanhour hospitals with p value <0.01 .

Figure (2): Demonstrates that, about 47.2% of nursing managers at sohag had low emotional intelligence while 33.3% at Damanhour, also, showed that 11.1% of nursing managers at sohag had high emotional intelligence while 19.4% at Damanhour.

Table (4): Reveals that there are highly positive correlations between all studied variable at Sohag hospital at p value <0.01 , and slight positive correlation between Self-emotion appraisal and self-esteem, Others' emotion appraisal and use of emotion, Regulation of emotion and emotion scale at p value <0.05 .

Table (5): Reveals that there are highly positive correlations between all studied variable at Damanhour hospital at p value <0.01 , and slight positive correlation between Others' emotion appraisal and use of emotion, Regulation of emotion and emotion scale at p value <0.05 .

Discussion

Self-esteem is one of the most important aspects of the human personality and behavioral characteristics. Self-esteem can be described as a value that process information within self-imagination of individual and it caused by an individual's beliefs about all attributes and characteristics within him or her. Usually the high self esteem persons are high emotional intelligence (Shamsaei, et al., 2017). The emotional intelligence refers to ability to understand the emotions and feelings for assessing thoughts and behaviours and to put them in ways that make emotion and intelligence mature and healthy. Emotional intelligence is a critical factor to flourish the abilities of people in order to be succeeded in their life, which is attributed to emotional and mental health. Emotional intelligence has a key role in the problems solving and decreasing of conflicts between thought and emotion. On the other hand, self-esteem and increasing of that from infancy to death has been considered as the most important issue. Self esteem is a sense of self satisfaction and self-worth. (Abd Rani & Marzuki, 2017).

The present study was conducted to explore the relationship between self esteem and emotional intelligence among nursing managers. The present study revealed that; mean age and experiences of studied nursing managers at Damanhour hospital more than Sohag hospital, slightly less than half of

them at Sohag while near two third at Damanhour were married, the majority of them were female and worked as head nurse level at Sohag and Damanhour hospitals, and about half of them less than five years of experience at Sohag hospital and from five to ten years of experience at Damanhour hospital **table (1)**.

The results of the present study as shown in **Tables (2, 3)** revealed that there was highly significant difference between mean scores related self-esteem items and emotional intelligence items with total of studied nursing managers at Sohag and Damanhour hospitals with p value <0.01 . These results supported by **Shamsaei, et al., (2017)** they showed that, the mean scores of emotional intelligence and self-esteem in studied students were higher than the average level, and there was a direct and significant relationship between emotional intelligence and self-esteem as well as all of its sub-scales ($P < 0.001$). Moreover, **Jannati et al., (2012)** found that, there is a significant relationship between emotional intelligence and self-esteem. **Radfar et al., (2012)** and **Namazi et al., (2015)**, found the average emotional intelligence in excellent students is significantly higher than weak students, and they reported the talented students had high scores in emotional intelligence. Also **Johar, (2014)** reported that, self-esteem is a significant issue on emotional intelligence among employees in managing employee performance and commitment. **This result may** be due to the nursing managers need more training for emotional intelligence which leads to they become more self esteem and self confidence. These results may be due to increase emotional intelligence by training can lead to increase their self-esteem, help them to deal with social problems, and better affect on their employment, and social performance especially in nursing practice.

Figure (1) demonstrated that slightly more than half of nursing managers at sohag had low self esteem while less than half of them at Damanhour. This results supported with **Namazi et al., (2015)** they reported that, their result was high self-esteem, which mean people with high self-esteem have more endurance in the face of problems, and self-esteem and mood are considering major factors of emotional well-being of an individual, and **Bibi, et al., (2016)** reported also high self-esteem, which mean people with high self-esteem have more endurance and they are more diligence, and therefore are more likely to be successful. **This result** may be due to the nursing managers at Damanhour hospital had more respected from the others they aware of the important of their profession and provide chance for them to develop their abilities though training for self esteem more than sohag.

Figure (2): demonstrated that, slightly less than half of nursing managers at sohag hospital had low

emotional intelligence while about third of them at Damanhour hospital, this result supported with **Namazi et al., (2015)**. They reported high emotional intelligence in their study, which means people with high emotional intelligence, can make reasonable balancing between emotion and reason, and they are good sprinting and guide and feel valued. Since, these people are honest with themselves they have high self-esteem. This results not compatible with **Shahbazi et al., (2012)** in thier study found that, the students had moderate to high emotional intelligence. **Bibi, et al., (2016)**, reported individual who are not emotionally intelligent can have low self-esteem which is the predictor of many psychological problems. **This result may** be due to fewer opportunities of development and training about emotional intelligence for nursing mangers at Sohag and Damanhour hospitals.

Table (4, 5) revealed that there were positive correlations between all studied variable at Sohag and Damanhour Hospitals. This results in line with the study of **Hasanvand, et al., (2012)**, which showed that there were positive correlations between the emotional intelligence and all five elements of self-esteem. Individuals who are more emotionally intelligent have a positive sense of self-worth and have high self-esteem. **YadaliJamaloye et al., (2013)** also proved that there is a positive correlation between self-esteem with marital satisfaction among women in Isfahan city.

And **Heck & Oudsten (2008)** & **Johar, (2014)** they reported that, emotional intelligence must be adapted to function as an employee needs to make employees more emotionally positive and stable, making better quality work because it has a high commitment. When positive self-esteem help strengthen emotional intelligence among employees for the positive way. Also **Shamsaei, et al., (2017)** reported that, the emotional intelligence is positively correlated with academic achievement. It means that the academic achievement increases with increasing emotional intelligence. **The researchers point** of view, at Sohag and Damanhur hospitals they need more attention to developing the skills of the nursing staff, nursing managers through training courses and continuing education because high emotional intelligence skills lead to self-esteem because there is a direct relationship between them and this leads to effective communication with others to achieve the goals of the organization.

Conclusion

In the light of the study results, the following conclusions can be drawn:

- The highest percentages of the study sample were low self esteem at Sohag and Damanhour Hospitals.
- The highest percentages of the study sample were low emotional intelligence at Sohag and Damanhour Hospitals
- There were highly positive correlations between all studied variables at Sohag and Damanhour Hospitals.
- There were highly significant differences between mean scores related self esteem and emotional intelligence items and total of studied nursing managers at Sohag and Damanhour hospitals with p value <0.01.

Recommendations

Based on the forgoing conclusions, the following recommendations are proposed:

1. Social and emotional skills training provide a broad range of abilities for nurse managers, which positively affect in social performance.
2. Supportive work environment and empowerment will make them feel self worth and self esteem.
3. Training to build relationships with people who are positive and who appreciate other.
4. Teach the nursing managers to be assertively.
5. Set yourself a goal, achieving your goals will help to increase your self-esteem.
6. Training programs for emotional intelligence can be helpful to increase their emotional intelligence, and thereby increase their self-esteem, and useful to deal with the work and social problems better.

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