

Effect of an intervention in Emotional Regulation for High Complexity Hospital Managers

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The influence of leadership on organizational behavior is undoubted, and training in it, highlights the work on emotions (Feldman and Blanco, 2006). From a preventive perspective, the relationship between emotional regulation and leadership, as a way of managing the leader's influence on team members (Madrid, 2020) and its consequent relationship with job satisfaction through the experience of affection at work (Madrid, Barros and Vásquez, 2020) motivates the development of interventions that favor the regulation of emotions, starting with the leadership. An intervention of eight sessions was developed here (four face-to-face and four telematic follow-up) over a period of three months, addressing issues of emotional regulation and contagion for the exercise of leadership.

To evaluate effectiveness, a pre- and post-intervention evaluation was carried out on the variables of life and work satisfaction, *burnout* and emotional dysregulation in a sample of 21 middle managers of two high complexity hospitals in the Ñuble region. The mono-items on life and job satisfaction (Unanue et al., 2017), and the MBI (Acuña-Hormazábal et al., 2021), DERS-E (Guzmán-González et al. 2020) instruments were used. The results indicate that there was a decrease in the emotional exhaustion dimension of *burnout* ($M_{T1} = 2.51$; $SD_{T1} = 1.36$; $M_{T2} = 2.14$; $SD_{T2} = 1.13$; $t = 2.08$; $gl = 20$; $p = 0.03$; $d = 0.45$) as well as a decrease in emotional dysregulation ($M_{T1} = 42.00$; $SD_{T1} = 9.94$; $M_{T2} = 38.43$; $SD_{T2} = 11.00$; $t = 2.13$; $gl = 20$; $p = 0.02$; $d = 0.46$). No differences were found in life satisfaction ($M_{T1} = 8.86$; $SD_{T1} = 0.96$; $M_{T2} = 8.86$; $SD_{T2} = 0.91$; $t = 0.001$; $gl = 20$; $p = 0.50$) or job satisfaction ($M_{T1} = 7.90$; $SD_{T1} = 1.64$; $M_{T2} = 7.86$; $SD_{T2} = 1.68$; $t = 0.24$; $gl = 20$; $p = 0.41$). The decrease in emotional exhaustion, could constitute a support to the approach of progressivity in the way *burnout* is presented (Montero-Marín et al., 2014) being an appropriate intervention strategy. Interventions that seek the regulation of emotions in middle management (Acuña-Hormazábal et al., 2024) favor the necessary regulation of emotions, particularly in hospitals, which are workplaces with high psychological demands.

Keywords: Intervention; Emotional Regulation; Boss; Health; Burnout.

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