

The Impact of Emotional Intelligence on Citizenship Behavior of Physicians (With Emphasis on Infertility Specialists)

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Abstract

Objective: To survey emotional intelligence in promoting of the citizenship behavior (manner gesture) of physicians.

Materials and methods: In a descriptive study, co relational and statistical community approach of research were used. Cases were doctors having subspecialty of the infertility in Islamic Republic of Iran. Using simple random sampling method 212 cases were selected.

Questionnaire was used for data collection. After summarization, structural equation modeling techniques were used for analyses and interpretation of research data.

Results: Findings confirmed that three of the five aspects of EI have had significant positive impact on the citizenship manner of physicians that these factors in order to their priority impact are: 1) Empathy, 2) Self motivation and 3) Self control.

Conclusion: EI interpersonal elements have greater influence on the citizenship behavior of physicians.

Keywords: Organizational citizenship behavior, Emotional intelligence self consciousness, self control, self motivation, empathy, social skills, Infertility Specialist

Introduction

Growing competition and increasingly complex business environment has reduced the ability to understand and anticipate the environmental requirements of organizations and as a result, organizations can not precisely formulate their staff expectations to work, because the outstanding performance is not due to the common efforts of the staff and today organizations need employees with a desire to move beyond formal job expectations (1). Positive behaviors beyond the role have been

proposed as Organizational citizenship behavior. Organizational citizenship behavior in the service sector is particularly important too and most service organizations are considered Concepts of organizational citizenship behaviors in order to improve performance and increase their efficiency. But Unfortunately, The concept is still unable to find proper place in medical centers, the sensitivity of the health centers has doubled the incidence of such behavior. In fact, the majority of doctor's work in hospital is associated with patients (Customers) that this matter has been indicated high sensitivity and the medical community and will figure high level of expectations regarding their job duties. Hospitals and health centers provide quality services are very important. The most important factors that can be used physician attitudes and interactions in order to

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provide better service quality particularly in the infertility is Organizational citizenship behavior. In other words, the concept of organizational citizenship behavior and the factors underlying the growing importance of civil behavior in medical practice, particularly specialists, has been less considered.

Improve citizens' behavior; leading doctors to promote greater responsibility by doctors against patients is so important. Whereas, establishment of voluntary behaviors that is not Official duties and expected of doctors, however, those implements improve and upgrade tasks and hospital performance, is greatly considerable. Therefore it can be predicted that this type of behavior is impacted the type of attitude and behavior of physicians and led their activity toward hospital goals and finally affected on the quality of services provided to patients. One of the most important characteristics affecting the performance of an organization's employees is emotional intelligence of people that has increasingly considered in organizational settings. Emotional intelligence is the ability of the person in the field of: 1) Consciousness (Recognize emotions when those are experienced), 2) Recognize others' emotions, 3) Management of symptoms and emotional information (2).

Emotional Intelligence is a set of capabilities that help in personal or professional relationship with others to establish friendly and with tolerance (3). Bar-on (1999) set the emotional intelligence abilities, capabilities and skills for coping effectively with the environment and the person knows that to achieve success in life to equip. Mayer (2006) also in other definition believed that Emotional intelligence is a series of non-cognitive skills, capabilities and skills, to affect the ability of people so that enable them to overcome the environmental pressures (4,5).

The main reason of interest to researchers of emotional intelligence is IQ Failure to account for differences in performance in the achievement of educational and organizational conditions. Therefore, Today's organizations need balancing intellectual and emotional dimensions of their employees more than ever (5). Schutte et al. studies indicated that the emotional intelligence Existence leads to effective outcomes such as greater optimism, less anxiety and a brief rush (6). According to Martins' statesmen (1997), emotional intelligence is associated positively with Job satisfaction and life skills and negatively with anxiety research results indicate that for top performance in any field the importance of emotional intelligence is twice as cognitive abilities (7, 8). So, given the

emotional intelligence in the development of employee interactions and since awareness of the importance and value of emotional intelligence are caused to improve organizational relationships, and This factor brings the organizational success, we will survey the effects of emotional intelligence in promoting citizenship behavior of physicians in this article.

So, the Orientation of this research is risk factors on organizational citizenship behavior Namely Emotional intelligence. Although, in the field of health care and hospital, Research has been done on organizational citizenship behavior, however, researchers typically have been faced with no research in the hospitals in the country that examine the Psychological characteristics of physicians, including emotional intelligence, on citizenship behavior. The purpose of writing this article is providing an explanatory model of the dimensions of emotional intelligence included self- Consciousness, self-control, self-motivation, Empathy and social skills that could superlatively predict the citizenship behavior variables of infertility specialists.

Materials and methods

The present study is of the type of basic descriptive with the approach of the correlation examined the impact of emotional intelligence in enhancing citizenship behavior of physicians. In this study, the main methods of data collection have been interviews and questionnaires. An interview has been used to identify instances of organizational citizenship behavior prior to the questionnaire design and setting and designed questionnaire has been contributed to measure emotional intelligence and citizenship behavior of physicians in the sample to test hypothesis. Distributed questionnaires in two distinct parts has been Assessed physicians' EI the using 22 indexes in five dimensions including a range of Likert five-item and citizenship behavior of physicians using 24 indexes (6). EI Index based on the framework has proposed by Schutte and included EI dimensions in self-awareness, Self-control, self-motivation, empathy and social skills (6). Also 24 questions of the modified Index of citizenship behavior based on the proposed Index by Podsakff to measure citizen attitudes (9). The options are very low to very high rating.

The reliability of questionnaires is obtained more than 0.7 using the Cronbach's Alpha method as well as a result, above questionnaires have the sufficient validity this means that the response was not due to

chance but resulting a variable effect tested. Statistical Community of this study were All physicians in the country with a infertility specialist including 350 doctors and Complete list of specifications means sampling frame is available. So, in this study, the proposed Cochrane formula is used to estimate the sample size.

The minimum required sample size was set equal to 183 Statistical units in 2008-2009 in IRan. Therefore, 250 questionnaires were distributed in order to achieve the desired number and after collecting the questionnaires, 212 questionnaires finally diagnosed appropriate and the data were entered into statistical analysis software.

For assessing emotional intelligence (consciousness, self control, self motivation, empathy, social skills and relational ship to organizational citizenship behavior) can be proposed to determine the impact of each of them on organizational citizenship behavior of physicians .the questionnaire were used and analyzed by square test.

Citizenship behavior in questionnaire (Poudsakf) (9) consist of helpful behaviors, chivalry, organizational loyalty ,corporate compliance, civic virtue, personal development. More presence in hospital compared with the regulations and requirements of the physician's occupation, having rest less than usual and time set, Compliance with hospital rules and regulations even in the absence of the observer and the supervisor, Work ethic belief in the hospital environment, Believing distributive justice in the hospital, Ie; Belief in honest work for fair wages, Special attention to patient complaints, More attention to positive aspects of professional activities compared with the negative aspects, no exaggeration and excess in expression of working problems and issues of physicians, Absolute effort in order to solve occurred problems rather than seeking to blame, no attention to the glaring of occupational behavior, Attendance at meetings is not mandatory but important for hospital, Participate in matters that are not necessary However, are effective in improving the hospitals image, Given the ongoing hospital change and transformation, Attention and follow-up the announcements and notes issued by the hospital, Attempt to resolve the problems of other colleagues, Notice to how own behavior influence on Job opportunities of others, occupational assistance to colleagues who were absent, To help colleagues who have a heavy workload, to help newcomers of hospital although it is not required, to help colleagues who have working difficulties with gratification, and

finally readiness to assist people around.

For data analysis in this study descriptive and inferential statistics and SPSS software Lisrell was used. The descriptive statistics, statistical indicators of the average and the inferential statistics, using structural equations to examine the structural relationships based on theory and research findings have been used.

In order to test the hypotheses, 2 steps Overall fit assessment, Assessment of measurement model (The operational part), assessment of structural model (the research hypothesis test) was performed.

The model from has an appropriate fid, Because, the majority of acceptance Criteria like NNFI , CFI and etc values are above 90%. As a result, the proper fitness of model, the model is capable of testing hypotheses; the relationship between the structures provided the structural (conceptual) model. Measurement model for assessing research validity and reliability of existing structures were examined in the model. All existing structures in improved study model are in desirable condition In terms of the reliability (internal consistency), since, the alpha coefficient of all foregoing structures was in the range of acceptance (more than 6%).

After validating the overall model and the measurement model, structural model assessment was begun. Generally, if the T-amount is more than 1.96 Relationship between the two intended structures in order of error level of 5% is statistically significant.

The Structural Equations Modeling (SEM) technique is used in order to test the proposed hypotheses and infer about the population. In other words, the formulation of the model is the decision about which variables should be entered in the Conceptualization model and which variables should not be entered in the model.

Results

Based on the data throughput, it is clear that the majority of samples (173 persons) collected have been found in study were women (93%). Group of men also allocated to about 7 percent of the sample size. Also those without academic rank are the first priority, so that, this group have assigned to more than 40% of the sample size. Individuals with academic rank of professor and associate professor, respectively, are the next priorities. These two groups, in total, have devoted about 50% of the sample size.

the average age of people in this sample was about 45 years (born 1345) and also the highest frequency were related to those born in 1349. 25% of individuals were

younger than 40 years (born after 1350) and 25% of those more than 51 years (born before 1339) and the remaining subjects (50%) were in between these two limits. Also, the minimum duration of subject's service was one year and maximum 30 years in the range of 29 years in the statistical sample. Also, the average serving duration of the subjects in the statistical sample was about 14 years that the most frequency was related to subjects have had 8 years experience. 25% subjects had less than 8 years experience (first quartile), 25% more than 20 years (third quartile) and the remaining subjects were in meanwhile.

In the table1, the impact factors column indicates determinants of the independent variable on the dependent variable. A significant number column is also related to any effect significantly. As a result of the five hypotheses presented in the research model, For the three hypotheses raised in the research model, Given samples collected, At 5% error level, the evidence did not found on reject those and two hypothesis is rejected.

Finally, according to the results of testing research hypotheses, existing structures can be ranking based on the model's effectiveness. In Table 1 the effect of structures in existing research model of organizational citizenship behavior has been determined. According to mentioned table, the empathy factor with the effect of 0.46% has the greatest impact on organizational citizenship behavior. Also, the factors of motivation and self-control, respectively, with coefficients of 0.32 and 0.25 are in the next priorities.

Discussion

Emotional intelligence is increasingly important in corporate environments because the research findings are confirmed that the importance of emotional intelligence is twice as cognitive ability to have superior performance in every field (8). In other words, the main reason of interest to researchers of emotional intelligence is IQ Failure to account for differences in performance in the achievement of educational and

organizational conditions. Therefore, Today's organizations need balancing intellectual and emotional dimensions of their employees more than ever (10).

This study seeks to answer a central question: Does emotional intelligence effect on the citizenship behavior of physicians? To answer this main question, based on the subject Background and expert comments, Assumptions are made and based on their analysis; answer of the mentioned question will be given. The first research hypothesis states that a Consciousness aspect and organizational citizenship behavior. empathy aspect has a significant positive impact on organizational citizenship behavior .empathy aspect of emotional intelligence in terms of Understanding non-verbal messages of others, Perception the connection between employee's feelings and the work are doing, Providing the useful feedback and finally perception oral messages received, has significant effect to improve citizenship behavior of physicians.

Individual self- motivation involving meaningful exchange information, having the necessary organizational skills, group formation, Meetings for the seeking solution, Mediation to solve conflict between others, Ability to gain general agreement failures has a significant positive role in expanding the citizenship behavior of physicians. The obtained result is also confirmed the results of studies conducted by Charbonneau (2002) (11). According to their statements; there is Positive correlation between EI dimensions and types of friendliness and obey. Also, in another research, Chang CS (2011) agreed that there is significant relationship between emotional intelligence and altruism aspect of organizational citizenship behaviors (12). Research results performed (2010) is also supported the above declarations too (13). Of course, the effectiveness of empathy aspect is located in first priority. Achieved priority Confirms that Social capabilities (interpersonal) of emotional intelligence compared with its individual features is more effective in enhancing organizational

Table 1: Rating structures affect organizational citizenship behavior

Structural organizational citizenship behavior → Dimensions of emotional intelligence	impact factors effect	Values ranked		
		Priority (ranking factors)	A significant number	Test Results
Empathy	0.46	1	2.90	Accept
self-motivation	0.32	2	2.10	Accept
self-control	0.25	3	1.96	Accept
social skills	0.05	4	0.34	Reject
Self-awareness	-0.43	5	-0.43	Reject

T-amount is more than 1.96 Relationship between the two intended structures in order of error level of 5% is statistically significant

citizenship behavior. So, considering the importance of empathy aspect and results of research can be recommended to the hospital responsible: Given the importance of emotional intelligence in enhancing the social capabilities of citizenship behaviors of physicians, holding sensitivity training workshops, 360-degree assessments, etc. can provide positive feedback for doctors toward their social capabilities.

self- motivation aspect has a significant positive impact on organizational citizenship behavior. Results of the statistical test indicate that on the error level of 5%, no evidence can be found to reject this hypothesis. So, self- motivation aspect of emotional intelligence in terms of rapid acceptance of changes to achieve group goals (hospital), having high motivation to achieve challenging goals, hope sense to succeed superior than fear of failure, Insistence on the objectives despite of setbacks and finally sacrifice to achieve organizational important goals has significant impact to improve citizenship behavior of physicians. Also, the effect amount of self- motivation aspect is located in second priority.

Self-control aspect has a significant positive impact on organizational citizenship behavior. Results of the statistical test indicate that on the error level of 5%, no evidence can be found to reject this hypothesis. So, self-control aspect of emotional intelligence in terms of control of own distressing emotions and feelings, maintain own composure in critical situations and complex, control over own impaired impulses, Keeping own cool regardless of feelings and finally manage own stress, has significant impact to improve citizenship behavior of physicians. individual self-control including talent to restore own calm after the ordinary stress, control of depression, get rid of disappointment or irritability and ability to maintain emotional aspects, has a significant positive role in enhancing and expanding the citizenship behavior of physicians. Also, the effect amount of self- control aspect is located in third priority. The result of the mentioned hypothesis supports research conducted by Schutte (2001) that were examined the relationship between emotional intelligence and interpersonal relations (14). As according to Schutte statements; participants who scored higher in emotional intelligence will earn higher scores in creating self empathy and guidance in social positions too. Thus, considering the importance of self-control aspect and results of research, can be recommended to the hospital authorities: Given the emotional intelligence

dynamism in comparison with cognitive intelligence and its effectiveness in promotion of the citizenship behavior of physicians, compilation and implementation of educational strategies in order to strengthen this aspect of emotional intelligence Could be due to the development of citizenship behavior improved organizational efficiency and effectiveness. Since, according to the Katzell & Bachrach DG opinion ,organizational citizenship behavior is significantly associated with improved organizational function (15,16). Also, Gan Y (2006) found in his studies that those employees who work in organizational units with high Harmony group the correlation between proactive personality and organizational citizenship behavior was significant; whereas in the low Harmony group, this correlation was not significant (17).

In the study of Akerjordet K, Emotionally intelligent nurse leadership characterized by self-awareness and supervisory skills highlights positive empowerment processes, creating a favorable work climate characterized by resilience, innovation and change (18).

Studies indicated that the emotional intelligence Existence leads to effective outcomes such as greater optimism, less anxiety and a brief rush (14). Several social capabilities such as: awareness and social skills is increased emotional intelligence And this, in turn, will lead to enhance organizational performance (19, 20). Emotional intelligence as a mediating or moderating factor can be improved group performance, because provides for group the possibility that become a coordinated quickly and effectively.

Every research performed from the beginning to achieve results will be encountered with the limitations and difficulties that present study conducted also was not free from these difficulties. Most problems were related to the lack of background research on the relationship between emotional intelligence and organizational citizenship behavior. Also, other limitations of this study were as follows:

- Size making limitations of qualitative structures in the research
- Very high preoccupation and geographic distribution of physicians so that the process of completing the questionnaire required long time and frequent visits.
- Being new the knowledge related to the study was another limitation that explained to subjects (statistical sample) by researcher attempts to fill questionnaires by full and correct perception of the research object.

Conclusion

The above results indicate that totally emotional intelligence in terms of its three dimensions; self-control, self-motivation and empathy have significant impact on citizenship behavior of physicians as well as support the obtained results from other conducted studies. So, some important suggestion can be demonstrated to the senior responsible and managers, especially in infertility wards of regional hospitals.

Firstly, given the enhancement capability of emotional intelligence concerning cognitive intelligence in addition to its effects on citizenship behavior of physicians, performance of educational programs to strengthen and improvement of this individual characteristic can promote organizational effectiveness and efficiency.

Secondly, according to gender of the majority of infertility specialist, sensitivity of citizenship behavior incidence, strategies provision to measure and evaluate the emotional intelligence dimensions of physicians can provide positive feedback towards their individual capabilities and planning behaviors beyond their roles.

Thirdly, considering the importance of intrapersonal capabilities of emotional intelligence to elevate citizenship behavior of physicians in comparison with interpersonal capabilities, disposing of sensitivity training workshops, 360-degree assessments, etc. can provide positive feedback for doctors toward their social capabilities.

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