Investigating the relation between five personality features with Emotional Intelligence and its aspects in managers and staffs of Hospital

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Research Article
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Abstract

Manpower is one of the factors that affects the survival of organizations and is always considered by authorities and managers of organizations such as hospitals. The objective of this research is to investigate the relation between five big factors of personality with emotional intelligence and its aspects on managers and staffs. The research method is descriptive and of correlation type. The statistical population of this research was all managers and staffs of NagayaHospital. The research sample contains 300 individuals (188 female and 112 male) which were selected through random sampling. Research measuring tools consist of Neo five factor scale and emotional intelligence of Austin et al (2004). Research findings were analyzed by using correlation coefficient and regression analysis. Pearson correlation analysis showed that there exists a meaningful positive relation between personality features of conscientiousness, openness to experience and extraversion with emotional intelligent and its aspects and a negative relation between neuroticism and with emotional intelligence. Also regression analysis results showed that extraversion and openness to experience with positive relation and neuroticism with negative relation are the predictors of emotion regulation aspect and personality features of openness to experience, neuroticism and extraversion are predictors of emotion evaluation aspect, and again extraversion, neuroticism and conscientiousness are predictors of emotion exploiting aspect of hospital managers and personnel. Research results in general shows that neuroticism, is the best predictor of emotional intelligence of managers and staffs which can act as a vulnerable factor and whatever this factor is stronger in managers and personnel, the probability of emerging work problems such as low motivation and performance reduction is higher.

Keywords: five factors of personality, emotional intelligence, managers and personnel.

1- Introduction

One of the most important human efforts is management and among this, management on educational and health systems such as hospitals has substantial importance (Rauli, 2004). Before investment in each field we should make sure of its effect as much as possible. So in order to reinforce performance and reach the goal, its related and reinforcing factors should be recognized. After recognition and investigation it could be moved toward its reinforcement. One of the factors is personality features which in recent years captured lots of attention to itself, because it effects on many variables such as job performance, absence, leaving the work, job burnout, and emotional intelligence (Judge, Heller and Mount, 2002). Knowing personality characteristics of people is a very important point which probably can have relation with the method and function type of the person. For example a person which have a little of sociability feature might not be proper for jobs which need high public relation. Also conditions and family situations and the effect of its complications on work and person’s function type, and conditions and work situations and person’s function type and effect of its complications on family could be
Personality features is an important issue. Personality features in domain of personality traits theory and different theorists by different ways are looking for these features and a kind of have been extracted it and almost have reached impressive success. Of the most efficient and the most comprehensive proposed theories about personality, is the Costa and Mc Cary five factor theory. Based on this point of view, personality has hierarchical structure with five main aspect in highest order and capable to reduce to components or lower level characteristics. Neuroticism (N): people with high level of neuroticism, tend to experience negative feelings such as lack of emotional stability, shame, feeling guilty, pessimism, low self-esteem and weakness in dealing with problems. Extraversion (E): people with this characteristic are social and with courage and prefer to work with others. Openness to experience (O): are described with characteristics such as being open-minded, active imagination, diversification and independence, this people are extremely curious about their environment and are all the time acquiring new experiences. Agreeableness (A): people with agreeableness are patient, confiding and receptive and have respect and valorize for others’ opinions and rules (Joshghani, 1394). Conscientiousness (C): people which take high score in this scale are trustworthy people and have high sense of taking responsibility (Carlson, 2000). Actually personality factor theory emphasis a lot on the importance of growth process effect, different environmental conditions in development and growth of personal features, motivations and daily needs for incidence of personality features. Coordinated with recent growth in occupational health psychology, organizations consider to their personnel as their most valuable blessing and assets, they not only get interested in personnel’s performance, but also in their health and satisfaction. There is this idea that in order to succeed and remain in a dynamic changing environment, organizations need healthy and motivated personnel. Changes in new organizations convinced employers to trust knowledge and psychology experiences more and this changing process leads to psychology of organizations (Shoofly, 2012). Occupational health psychology despite its name, mostly addressed negative cases. For example, in an investigation it was specified that about 95% of whole articles which were printed in “occupational health psychology magazine” addressed negative aspects and only 5% of researches addressed positive aspects such as satisfaction and job performance and emotional intelligence (Shoofly, 2006). One category which always keeps organizational and industrial psychologists minds busy is considering to organizational efficiency which is the result of performance and effectiveness. Certainly the performance of managers and personnel is of categories which can effect efficiency, based on that, recognizing factors which could improve the performance of managers and personnel and as a result promote organizational efficiency, is of requirements of human resource management in each organization, based on it, evaluating performance of managers and staff became important. Actually performance evaluation is a way that organizations’ psychologists can find out strengths and weaknesses of managers and staffs and by recognizing the effective factors on that, improve organizational activities (Reza, 2010). It could be acknowledged that whatever personnel do, might be related to other factors and affects from structural or cultural or individual characteristics, so recognizing these factors and improving them can promote job performance. One of the effective factors in job performance is managers’ skills and emotional intelligent is proposed as one of these necessities. Intelligence issue as one of major characteristic features which causes individual difference between people, has been considered from the beginning of humans’ written history. Emotional intelligence contains awareness, regulation and correct express of a range of emotions. So the ability to recognize, express and control (Vang and Luv, 2003) these emotions is one important aspects of emotional intelligence and person’s ability in each one of these capabilities can lead to disorders for the person (Montes Burg and August, 2007). About this Miles and Allen (1991) express that the person having emotional intelligence can create the improve context of many person’s individual performances such as job performance. About this, Extermra and Fernandez (2005) know emotional intelligence as the main predictor in improving individuals’ performance in different aspects of life. Emotional
intelligence as a set of non-cognitive capabilities, effects on knowledge and skills, and the ability to successfully encounter in different environmental conditions (Mac Mir, 2004). Emotional intelligence is a set of abilities such as self-awareness, empathy, self-regulation, self-motivation and social skills which effect on behavioral performance of individuals (Golman, 2003). So emotional intelligence is proposed as one effective factor on staffs’ job performance which should be considered. In this context some researches has also been done which shows emotional intelligence can improve job performance for example: Rastoy (2009) did a research with the title of investigating the relation of emotional intelligence and self-effectiveness on 120 person of organizational staff and the results of the research showed that there is a meaningful and positive relation between emotional intelligence and staffs’ organizational performance (Ganen, 2005). Gazda (2008) in a research titled the role of demographic and psychology factors on organizational performance showed that emotional intelligence predicts staffs’ performance in a meaningful way. Codier, Kamikawa, Barbara and Shultz (2009) also found out in their research that emotional intelligence improves staffs’ job performance desirably. Sy (2006) in a research on 400 people of different companies’ staffs found out that people with high emotional intelligence have more freshness and vivacity and vitality and independence in work, have better performance, are more optimistic to life and have less resistance in front of stress. Thomas et al (2009) showed in their research that emotional intelligence has positive and meaningful relation with job performance. Based on it, current research is investigating the relation between five personality characteristics with emotional intelligence and its aspects on managers and staffs of Imam Reza hospital in Mashhad city.

2- Research method

This research is of descriptive and correlation type of research. Also current research is counted as practical. Because obtained results, have capability of application and practical use. Statistical society of the current research consists of all managers and staffs of Imam Reza hospital (188 female and 112 male) of Mashhad city. In order to sample this society, first of all a complete list of personnel and managers of Imam Reza hospital was given to researchers by related public relations. Then researchers by adjusting the random table (by using the described methods in statistical texts) proceed to select samples of 300 individuals as statistical sample by random sampling with a proportional volume by using the specified method by Cochran et al (2001).

3- Research Tools

Five factor NEO scale (NEO-FFI-R): in current research in order to measure five big personality factors the five factor NEO (Kasta and Macrey, 1992) questionnaire was used. This questionnaire is short form of the revised questionnaire of five big personality factors which doesn’t differ from validity and stability point of view.NEO five factor questionnaire has the most and widest application in field of measuring five big factors of personality and have extensive experimental support (Macrey and Kasta, 2008). The benefit of using this questionnaire is that its execution need less time and participants don’t feel so tired to answer this questionnaire. This questionnaire consists of 60 items based on Likert scale (1, totally agreed and 5 totally disagreed) which each 12 items of that measures one of the five big personality factors (E; Extraversion, A; Agreeableness, C; Conscientiousness, N; Neuroticism, and O; openness to experience). Scores of each factor is calculated separately and finally five scores are obtained. Internal consistency of this exam, in United States for N, E, O, A, and C factors is 0.93, 0.87, 0.89, 0.76 and 0.86 in order (Kasta and Macrey, 1992). In Iran also Garooci generally confirmed the 5 factor structure of this questionnaire and reported its internal consistency coefficients, with Cronbach’s Alfa method for main factors in the order of 0.86, 0.73, 0.56, 0.68, 0.87 (Garooci, 2001).
Emotional intelligence questionnaire: in order to measure emotional intelligence, emotional intelligence scale revised by Austin et al (2004) was used. This scale is a self-report questionnaire which is adjusted with 5 degree Likrat scale in terms of totally agreed, agreed, no comment, disagreed, totally disagreed which has scores of 5 (for totally agreed) to score 1 (for totally disagreed) and measures the amount of success or lack of success of answerers with 41 questions. This questionnaire is designed based on 3 part model of Shoote et al (1998) which had 33 questions in this way that Shoote’s questionnaire was revised because of not having reverse answer questions and the probability of creating bias in respondents, and its items increased from 33 to 41 items, and thus 21 items of reverse answer question was considered for that (Austin et al, 2004). In analyzing the factor which was done by Besharat (2007) in Persian culture, also those three factors were obtained and questions were put into factors as below:

Adjusting emotions: (questions: 2, 12, 15, 18, 21, 29, 30, 35, 37, 38)
Efficiency of emotions: (questions: 4, 9, 10, 23, 25, 26, 34)
Evaluating emotions: (questions: 6, 8, 17, 22, 28, 31, 36, 39, 40).

In this research stability coefficient of this questionnaire was calculated by Cronbach’s Alfa method which obtained 0.75 for general emotional intelligence, 0.82 for emotion regulation aspect, 0.6 for efficiency aspect, and 0.77 for emotion evaluation aspect (Ostvar and Amirzadeh, 1387).

4- Findings

300 persons (188 female and 112 male) of managers and staff were participated in this study. 62.66% of participants were female and 37.33% were male. 85% of them were married and 15% were single which were in the range of 34 to 52 years of old. 30% had the income below average, 57% had average income and 13% had income upper that average. Among the sample members most people about 50% had bachelor degree, 30% had Masters Degree, and about 10% had PHD. About 45% had 11 to 20 years of work experience, 30% above 21 year and also 20% below 10 years of work experience. Also weekly working hour of about 50% of sample members were less than 24 hours, about 30% were between 25 to 36 hours, and about 20% were more than 37 hours.

Results are the result of analyzing data of 300 complete set of questionnaires. Mean and standard deviation are two research variables and their aspects were equal with total emotional intelligence of M=52.21, S=13.23, emotion regulation aspect M=17.21 and S=2.64, emotional evaluation aspect M=18.35 and S=2.66, emotion efficiency M=17.21 and S=3.64 and for five personality characteristics extraversion aspect M=23.57 and S=6.78, neuroticism aspect M=25.95 and S=8.62, openness to experience aspect M=26.23 and S=7.32, consciousness aspect M=22.52 and S=7.96, and agreeableness aspect M=20.63 and S=5.75.

| Table (1) correlation of personality aspects and emotional intelligence aspects |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Whole emotional intelligence    | Emotion efficiency aspect       | Emotion evaluation aspects      | Emotional regulation aspect     | Work enthusiasm aspects         |
| Correlation                     | Meaningful level               | Correlation                     | Meaningful level               |
| -0.67                           | -0.61                          | -0.62                          | -0.65                          |
| 0/001                           | 0/001                          | 0/001                          | 0/001                          |
| 0/72                            | 0/79                           | 0/75                           | 0/78                           |
| 0/001                           | 0/001                          | 0/001                          | 0/001                          |
| Neo personality aspects         | Extraversion                   |                                |                                |
| Neuroticism                     |                                |                                |                                |
Pearson correlation analysis result shows that there is a positive meaningful relation between 4 aspects of personality aspects (neuroticism, extraversion, consciousness, openness to experience) with emotional intelligence and its aspects (energy, sacrificing and infatuation) in error level of \( \alpha = 0.001 \). But there has not seen a meaningful relation between agreeableness aspect with emotional intelligence and its aspects. The least meaningful correlation amount existed \( r=0.61 \) between extraversion aspect with emotional efficiency and the most correlation \( r=0.79 \) existed between extraversion aspect of personality with emotional efficiency. Also there is a negative meaningful relation between neuroticism aspect of personality with emotional intelligence and its aspects which shows the reduction of emotional intelligence in case of neuroticism being high in managers and staffs.

### Table 2 linear regression of emotional intelligence and five big personality factors

<table>
<thead>
<tr>
<th>Estimate standard error</th>
<th>Adjusted r Square</th>
<th>R square</th>
<th>r</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/23</td>
<td>0/51</td>
<td>0/51</td>
<td>0/71</td>
<td>First step, predictor variable: (constant) and neuroticism</td>
</tr>
<tr>
<td>9/42</td>
<td>0/64</td>
<td>0/64</td>
<td>0/77</td>
<td>Second step, predictor variable: (constant), neuroticism and extraversion</td>
</tr>
<tr>
<td>9/22</td>
<td>0/68</td>
<td>0/68</td>
<td>0/80</td>
<td>Third step, predictor variable: (constant), neuroticism, extraversion and openness to experience</td>
</tr>
</tbody>
</table>

For defining the portion of each aspect of personality in predicting emotional intelligence, stepwise multiple regression coefficient test and beta coefficient was used. It can be seen in table 2 that neuroticism, extraversion and openness to experience can predict 68 percent of emotional intelligence in a meaningful distribution \( P<0.001 \). For defining denotative portion of each one of predictor variables (neuroticism, extraversion, openness to experience, consciousness, and agreeableness) in predicting dispersion of variables of criterion (emotional intelligence) beta coefficient was used. Result shows that neuroticism with beta coefficient of \(-0.30\), extraversion with beta coefficient of \(0.28\) and openness to experience with beta coefficient of \(0.26\) are able to define job enthusiasm. t values are in order equal to \(-7.25, 3.75\) and \(3.75\) which indicates the meaningfulness of beta coefficient \(p<0.001\).

### Table (3) linear regression of emotional regulation aspect and five big personality factors

<table>
<thead>
<tr>
<th>Error of standard estimate</th>
<th>Justified r square</th>
<th>r square</th>
<th>r</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/5</td>
<td>0/50</td>
<td>0/50</td>
<td>0/72</td>
<td>First step, predictor variable: (constant) and extraversion</td>
</tr>
<tr>
<td>4</td>
<td>0/61</td>
<td>0/62</td>
<td>0/80</td>
<td>Second step, predictor variable: (constant), extraversion and neuroticism</td>
</tr>
<tr>
<td>3/77</td>
<td>0/64</td>
<td>0/65</td>
<td>0/82</td>
<td>Third step, predictor variable: (constant), extraversion, neuroticism and openness to experience</td>
</tr>
</tbody>
</table>
Also for defining the portion of each one of personality aspects in predicting emotional intelligence aspects stepwise multiple regression coefficient statistical test and beta coefficients was used. Results showed that predictor variables (neuroticism, extraversion, openness to experience, consciousness, and agreeableness) predict 65 percent of change variances of emotional regulation of emotional intelligence (p<0.001). For defining denotative portion of each one of predictor variables (neuroticism, extraversion, openness to experience, consciousness, and agreeableness) in predicting dispersion of variables of criterion (emotional intelligence) beta coefficient was used. Result shows that neuroticism with beta coefficient of (-0.22), extraversion with beta coefficient of (0.24) and openness to experience with beta coefficient of (0.2) are able to define emotional regulation aspect of emotional intelligence. t value in order for each one of them is equal to -5.52, 3.12 and 4.63 which indicates meaningfulness of beta coefficients (p<0.001).

Also result shows that predictor variables (neuroticism, extraversion and openness to experience) predict 54 percent of changing variance of emotional evaluation aspect of emotional intelligence (p<0.001). Moreover results showed that neuroticism with beta coefficient of (-0.22), extraversion with beta coefficient of (0.15) and openness to experience with beta coefficient of (0.16) are able to define evaluation aspect of emotional intelligence. t value in order for each one of them is equal to -5.42, 1.95 and 2.38 which indicates meaningfulness of beta coefficient (p<0.001). Results about efficiency aspect of emotional intelligence showed that predictor variables (neuroticism, extraversion and consciousness) predict 65 percent of change variance of efficiency aspect of emotional intelligence (p<0.001). Results showed that neuroticism with beta coefficient of (-0.22), extraversion with beta coefficient of (0.27) and consciousness with beta coefficient of (0.15) are able to define efficiency of emotions. t value in order for each one is equal to -4.75, 4.85 and 3.13 which indicates the meaningfulness of beta coefficients (p<0.001).

5- Discussion and Conclusion

The goal of current research was investigating the relation between five personality aspects with emotional intelligence aspects and predicting emotional intelligence aspects regarding to five aspects of personality. Based on obtained results from Pearson correlation analysis and multivariable regression, there exist a positive relation between three aspect of personality aspects (extra version, conscientiousness, openness to experience) with emotional intelligence and its aspects (emotional regulation, emotion evaluation, emotion efficiency), on the other
words high value of above personality features is in relation with increase of emotional intelligence and its aspects. But there has not been seen a meaningful relation between agreeableness aspect with emotional intelligence and its aspects. Also there is a meaningful negative relation between neuroticism aspect with emotional intelligence and its aspects which shows the decrease of emotional intelligence in case of that neuroticism feature being high in managers and staffs. Also regression analysis result showed that extraversion and openness to experience with a positive relation, and neuroticism with negative relation are predictors of emotional regulation aspect, and personality features of openness to experience, neuroticism and extraversion are predictors of emotional evaluation, and extraversion, neuroticism and conscientiousness are predictors of emotional efficiency aspect of managers and staffs. Other seen relations couldn’t be a good predictor for emotional intelligent aspects of managers and staffs. These findings have coverage with what Chlibanloo and Hasanshahi (1384) and Caroso and Mayer (2002) showed before. Fourham and Chamro Pri Mosic (2004) also in a research about emotional intelligence and 5 big personality factors between 74 male and 17 female in England found that there exist a relation between emotional intelligence and extraversion, openness to experience and conscientiousness of personality features. Vandry and Shakel (2002) also studied around emotional intelligence and five big personality factors. Their sample contains 116 students and found strong relation between studying variables. Also Austin, Salkofski and Winset (2004) did a research in Canada on 500 individuals and in Austria on 204 individuals and the results showed that there is a relation between emotional intelligence and personality. Ganon and Raynzin (2005) also in a research which they did around emotional intelligence and personality features showed that there is a relatively high correlation between these two structures. Set of these data were converge with current research.

These results are coordinated and aligned with Shoofly et al research (Shoofly, 2012). Research results showed that neuroticism has negative relation with job enthusiasm and its aspects, this result, is aligned with Kim et al research (Kim, Shan and Shuainger, 2009). Researches have showed that people with high neuroticism have lower energy at work and as a result have lower enthusiasm to their job (Baker et al, 2006). Tendency to underestimating capabilities, tendency to reacting with intense emotions and self-criticism in stressful situations are features of neuroticism people (Mcrey and Kasta, 2008). Based on Ayznk’s idea, neuroticism is considered as the reflection of personal differences in reaction to negative motivations of the environment. Individuals which take high score in neuroticism than individuals which take lower score, show more negative reactions to unpleasant triggers and are prone to unpleasant experiences. Individuals who take high score in extraversion scale (extroverts) usually are associateble, warm-blooded, sociable, active and optimist, while those who take low score in this aspect (introverts) are silent, not sociable, passive and careful (Mathew and Gliand, 1999). However, although these findings have coverage with those in individual researches of other countries, but first cognitive method limitations of this research should be considered based on sample volume, age variable interference and ender and geographical area of residence, and avoid the extreme generalizing of results.

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