

The Importance of Emotional Intelligence and its Contribution to Work Satisfaction among Public Hospital Managers

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Abstract—The emotional intelligence is considered as one's empathic approach to the others while totally being aware of his own feelings. The people who have strong social ties are believed to have developed emotional intelligence at the same time. Some old companies, while choosing managers, attribute importance to emotional intelligence besides cognitive intelligence. In this study, we have tried to conduct a search on the effects of the social intelligence levels on the work satisfactions of the managers. The study comprises questionnaires whose outcomes were analyzed by SPSS program. The differences between the degree of devotions towards their works of the high income managers, was one of the important result of the study.

Keywords—Emotional intelligence, Hospital manager, Recruitment of the cadres, Work satisfaction.

I. INTRODUCTION

IN today's World, particularly in private sector, the level of emotional intelligence of the applicant is taken into consideration among other qualities such as education, the level of foreign language. The management, although seems like implementing the written rules, the main factor for carrying out the interpersonal work and private communications realized by the emotional intelligence.

The emotional intelligence is a concept that helps the individual to understand his own feelings and to manage these feelings. First of all, one should recognize himself. Before featuring a behavior, one must know the reasons and should be aware of the consequences.

Besides all of these, the emotional intelligence is also a concept facilitating the understanding of the other's feelings, bounding empathy, increasing motivation and developing self-confidence. (1)

The emotional intelligence does not manifest in same way in all the humans. Like the differences of abilities related to intelligence, the emotional intelligence may vary from one person to other. The differences may be on self-conscious, on managing his own feelings, on self-motivation, on the understanding of the other's feelings and handle these feelings. (2)

There are various models related to emotional intelligence. In our study, we have preferred to use the Bar-On Emotional

intelligence model. The main dimensions of Bar-On Emotional intelligence scale are determined as interpersonal ingenuities, integration, overcoming the stress and general mood. (3) These dimensions are extensively detailed among themselves.

The management is the art of procuring maximum results by using minimum labor when supplying the best possible service with utmost prosperity, happiness for the employers, for the workers and for public. Or we may define the management as the process of decision making to gather together the people, the financial resources, the equipment, the goods with the time in order to obtain an effective outcome. (4) For a management process, the one who is in the position of leader and who decides for the production factors should have someone under his command. The Manager is the one, who takes the advantage of the actions of the workers by influencing them in order to reach a goal even without any resource or material equipment.

The success of an institution depends on the manager. The comparison of the successes of two different institutions with almost the same facilities display that the good manager has always a positive impact. The manager has an important position in the society due to the work he does and due to the authority and responsibility he bears. These individuals, in order to fulfill actively and efficiently their organizational work should have some qualifications and particularities. To recognize the people and react objectively, to have self-confidence and give appropriate decisions, to take the initiative, to feel responsibilities and to have a strong will are the qualifications that a manager should bear. (5,6)

The managers are divided into three among themselves: Lower Level Manager; In the organization of managers, the lowest level where the managers who are responsible of the Works of the members are situated is called first level or lower level management. Lower level managers share and contribute to the work done by the workers or their subordinates. Middle Level Managers; In this level take place the managers whose responsibilities were determined anteriorly and who render the priorities of the establishment in the fields such as production, marketing and servicing. They are also responsible of creating resources and finding well-qualified personnel in order to achieve the planned goals. High Level Manager; Compared to the other levels, here a little amount of executives represents the establishment. They are responsible of all the actions along

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the organization. High level management designs the politics of the establishment and carries out human relations with the environment. The managers being qualified examples of sentimental equipment in front of the workers and workers sentimental maturation, has an importance for the establishment. (7) In work ambience the managers are expected to display sentimental maturity. The managers who recognize their own feelings and the feelings of the others and who by managing these feelings become sensitive to the demands and necessities of the others may establish interpersonal relations based on confidence. Even under difficult conditions, by the help of positive thinking and freely expressing of his motivating thoughts they may attract their co-workers and clients for fruitful solutions. The people with developed emotional intelligence may contribute a lot for the success of his organization. The most important qualification that a manager should have in the work environment is their ability to present suggestions in order to achieve solutions without causing any dispute or time loss. The most important factors that may be achieved by developing the emotional intelligence are coping with the change, adaptation, action with control and to behave coherent on decision making. The developmental process of the emotional intelligence concept, uses the presumptions and some criterion on the importance of emotional intelligence. (8)

II. MATERIAL AND METHODS

The importance of the study; Today, the measurement of the emotional intelligence, is a method to be used during the election of managers in private sector. Elections of managers for the public institutions are made mostly on personal preferences. Our study which is based on evaluating the effects of the emotional intelligence levels of the public managers on their work satisfactions.

The aim and the extend of the study; the aim of the study that is extended to five public hospitals is to evaluate the relations between the work satisfactions and the emotional intelligence of the managers working in the health sector.

The analysis of the data; The data are analyzed by SPSS 17.0 program. During the analysis, after using normal distribution, reliability and viability tests, factor analysis are implemented. Later, one of the non-parametrical test Kruskal-Wallis was used (because the questionnaire data was not consistent with normal distribution) in order to compare questions and the demographical data. The result for which the p value was bigger than 0, 05 were not taken into consideration.

III. RESULTS

We decided to use non-parametrical test because the normal distribution resulted $p(0,05)$ in all the alternatives. To test the liability of questionnaire prepared by 5 Likert criterion, we looked Cronbach's Alpha coefficient. While the recordings were between analitic interval (0,9-0,6) the analysis were done in order such as normality, reliability, factor, Kruskal-Wallis and correlation.

Initially the analysis of the demographic data was done. The 52,7 % of the participants (58 persons) were females while 47,3 % (52) were male. The surplus of the women manager was attracting the attention. (Table 1) The 45,5 % (50 persons) of the participants were between 36 to 45 years old age group. It is an age interval to where most of the managers belong. Among the participants there were five chief physicians, the highest degree for managers. The other manager posts were listed in a hierarchic al order. (Table2) Thus associate chief of physician (13,6 %, 15 persons), director (9,1 %, 10 persons), associate director (18,2 %, 20 persons), responsible physician (18,2 %, 20 persons) and responsible nurse (36,4 %, 40 persons). (Table 3) In the Kruskal-Wallis test analysis made between the gender of the participants and their sentimental IQ factors, only a statistically significant difference was found on compulsion control. The difference was originated from female participants. In the Kruskal-Wallis test analysis between the duties of the participants and their sentimental IQ factors, statically significant differences were found in social IQ, compulsion control and interpersonal relation factors. The differences observed here were originated on the social intelligence factor from associate chief physicians (mean value=73,90), on the compulsion control factor from responsible nurses (mean value=68,91) and interpersonal relations factor from responsible physicians (mean value=75,03). (Table 4)

According to these results , the relation between social IQ and the factors of Propulsion Control, Sentimental Devotion, to Enjoy the Work done, and the Trust for Co-workers are found to be statistically significant. Also the relations between Propulsion Control and the factors of trust to the executives and to the establishment and to Enjoy the work done were found statistically significant. The relations between interpersonal relations and the factors for sentimental devotion and dedication to the work were found statistically significant. The relation between sentimental devotion and the factors for Dedication to work, Trust to executives and the establishment, Enjoy the work done and confidence for co-workers were found statistically significant. The relations between Dedication to the work and the factors for trust to executives and the establishment enjoy the work done, confidence for the co-workers were found statistically significant. The relations between the Trust to the Executives and the establishment and the factors for Enjoying the work done and Confidence to co-workers were found statistically significant.

IV. DISCUSSION

The emotional intelligence concept is being referred so often recently. Particularly in the private sector, related test are used for the managers and for recruiting the new ones. The importance of the subject comes from the idea that the executives who are well donated by cognitive intelligence may be unsatisfactory on the subjects such as interpersonal relations and for developing empathy which may cause a decrease in the production. (9)

In our country, the manager nominations are done on political basis. Particularly high level managers are nominated by political power. Naturally, the sentimental IQ concept is not taken into consideration. Although, some oral or written examinations are used to nominate low level manager posts but these are far enough to be just and honest.

Ministry of Health has gone through a series of restructuring and renovations consistent to the plan “transformation in health” but did not make any changes concerning the nomination of the cadres and has avoided scrupulous methods. It contradicts with the aims of a transition in the health arena of the country.

The most important finding that we have found in our study is the difference between the dedications of the well paid high managers. The very same group displays also differences on the factors confidence to the co-workers. An another interesting result is that the social IQ of the managers with a monthly income between 2500-5000 TL do not show any differences from the other groups.

The other important result shows that the women have more emotional intelligence than men. It may be the manifestation of the fact that the females have more feelings than men. The recruitment of women managers will have a positive effect on the productivity of the establishments.

In the test analysis made between the independent variables and dependent variables, the existence of the significant differences between the managers in the different posts and the dependent variables, shows that participants has different expectations according to their actual situations. Because the expectations vary between a manager having the chief physician post and a manager who has a responsible nurse post, test analysis showed significant statistical results in different subjects. The same situations are witnessed in different income groups and in different genders. The emotional intelligence has close relations with the positions, with the incomes and genders. If we omit the females who by nature sentimental, the position and the income seems important.

As a result, it may be said that, in public establishments, the executives should be chosen among the people who has advanced social and emotional intelligence, and who may establish empathy towards the others. The establishments may not get good use of the cadres nominated on the political basis.

TABLE I

Gender	No	%
Female	58	52,7
Male	52	47,3
Total	110	100,0

TABLE II

Age	No	%
15-25	7	6,4
26-35	34	30,9
36-45	50	45,5
Over 46	19	17,3
Total	110	100,0

TABLE III

Position in the Establishment	No	%
Chief Physician	5	4,5
Associate Chief Physician	15	13,6
Director	10	9,1
Responsible Nurse	40	36,4
Responsible Physician	20	18,2
Associate Director	20	18,2
Total	110	100,0

TABLE IV

	Position in the Establishment	N	Mean Value	X2	P
Social Intelligence	Chief Physician	5	20,70	12,741	,026
	Ass Chief Physician	15	73,90		
	Director	10	47,90		
	Responsible Nurse	40	54,65		
	Responsible Physician	30	61,10		
	Ass Director	20	50,30		
	Total	110			
Propulsion Control	Chief Physician	5	25,10	18,662	,002
	Ass Chief Physician	15	40,10		
	Director	10	50,85		
	Responsible Nurse	40	68,91		
	Responsible Physician	30	44,23		
	Ass Director	20	61,43		
	Total	110			
Interpersonal Relations	Chief Physician	5	56,50	20,014	,001
	Ass Chief Physician	15	34,53		
	Director	10	41,10		
	Responsible Nurse	40	62,09		
	Responsible Physician	30	75,03		
	Ass Director	20	45,48		
	Total	110			

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