The relationship between responsibility, empathy and self-expression with behavior-oriented coach

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Abstract: One of the most important things that can help leaders and managers in response to these changes is familiar with emotional intelligence of managers and employees. Since managers face many challenges dealing with global climate change, human resource managers face many challenges they should be professional and to adapt to the demands of the employees on their efforts, The main objective of this study was to investigate the relationship between emotional intelligence and behavior of oriented coach. To achieve this objective, 15 variables related to emotional intelligence is measured by behavior-oriented coach. The study population consisted of 350 medical staff are teaching hospitals in Yazd province whose members are chosen through classified sampling and to test variables used is simple regression method and Spss software. As well as to collect information from a standard questionnaire was used emotional intelligence and coaching oriented. The results show that between responsibility, empathy and self-expression with behavior-oriented coach there is a significant relationship.

Key words: responsibility, self-expression, collaborative management

Introduction

Effective leaders are those who gain results in a certain time frame to be effective for business organization (Safar Zade, 2010) Great leadership effectiveness reasons, the insight and strong ideas or strategies that are linked, but there are also more important point: Great leaders work through their emotions. Today, according to the planning processes in any organization based on individual performance factors contributing to the success of the organization (Hooman, 2001).

Recently emotional intelligence has attracted the attention of many scientists the obtained results indicate that emotional intelligence in organizations’ success and efficiency at least as much as IQ is involved. With the increase and development organizations, new paradigms of management based on partnership and cooperation rather than old-style command and control, emerged the new paradigm focused development, empowerment and learning employees (Robert, 2006) The management style say that management-oriented coach that (Katzenback & K.Smite, 2006) In their book have referred to it as the Super leadership. Today, many organizations are subject to change and any changes need employees and managers who, adaptability and adapt with change. Meanwhile, social interaction worthy and fruitful manner for most managers and leaders as a key element in organizational change management is increasingly important. On the other hand, emotional intelligence is an issue that tries to explain and interpret the emotions and feelings in human capabilities. emotional intelligence to interpret communicate effectively between people’s. Some scientists also have found that emotional intelligence is more important than IQ. Emotional intelligence is the ability to understand their emotions and others, which is not innate but is learned (Siadat, 2011) Goleman believes that emotional intelligence is widely applied in all organizational levels but vital management positions.

Gerbarg, 2002 Investment management organizations listed as one of the keys to success. A key component of emotional intelligence coaching staff is oriented identification.

As mentioned, one of the strong arguments that is very relevant in this decade is the move to coaching, According to this theory the coach -oriented approach as a Director, the players, staff and the organization as a player, such as a role-playing game drawn. Many researchers oriented coach know that in this paradigm to a new paradigm in management, the effectiveness of directors, with the power of ideas and results by communications, not to control more and more employees (Douglas, 1995).

As you can see in Figure 1, the deep split between the manager-oriented community seriously and everyone (managers, employees and beneficiaries) share the results.

In general it can be said Coach oriented management has five open communications, procedures, teamwork, acceptance of ambiguity, priority is one of the task and development facilities. Therefore, this study investigates the relationship...
between the dimensions of emotional intelligence on
the behavior of the players is oriented managers in
Yazd city hospitals.

![Diagram](image)

**Figure (1-1) thinking oriented towards management by coach**
(Douglas Show, 1995)

**Literate:**

Haji Poor et al 2011 In a study to determine the
effects of emotional intelligence and management
capabilities to this concluded that there is a positive
and meaningful relationship between emotional
intelligence and management capabilities. Also among
the variables Hodder stage a planning capability only
variable predictive variable in good predictor of
emotional intelligence, and other variables (ability to
organize, conductivity, ability to control) also predict a
smaller role for emotional intelligence managers play.

Ahmadee et al 2010 the effect on performance
due to the quality of work life orientation teacher,
devotion and desire to rotate the job in social security
and the Red Crescent organizations. And the results
achieved between management and job performance
oriented coach, there is a direct relationship between
the quality of life. The coach convergence between
management and employee engagement There is also
direct correlation.

Habashee zade et al 2006 Research the impact of
coaching role playing by clinical supervisors on nurses
'morale was at 8 the hospital and nurses' morale as a
result of the investigation showed The implementation
of process improvement nurses, nurses' morale
increased significantly.

Young Hur 2011 Leadership transformation into
Emotional Intelligence as a mediator between the
results of a team that examined. The results show that
there is a positive relationship between
transformational leadership and emotional intelligence
and leadership effect.

Peter Salovey 2010 To study the emergence of
leadership and emotional intelligence findings is paid
in small groups, research shows that emotional
intelligence and some aspects of the personality traits
and sex were associated with the advent of high
cognitive intelligence leadership.

Steven 2008 The high cost of research apathy: the
management of health services is needed in coaching?
Concluded that employees with energy, hard-working
and love their work and Health care organizations to
focus on coaching in travel management to sprinkle
seeds of change. This means that in the future than in
the past to succeed and to overcome apathy.

**Research method**

In this study, according to a study that examined
the relationship between emotional intelligence-
oriented behavior is the coach of this survey will be
used. The study used survey data or information in
order to discover that through them can be discussed
and examined relationships between variables(Delavar,2000) Systematic research survey
collected information from respondents to understand
or predict some behavioral aspects of the target
population. This research method is causal-
comparative. Causal-comparative research to applied
research methods according to the dependent variable
in which researchers investigated the possible causes
of their occurrence. In other words, causal-
comparative study was retrospective and tries to find out the possible cause of the disabled. One of the goals infer a causal-comparative study, the dependent variable is the independent variable changes. Causal-comparative is often classified in the group of descriptive research. korlinger1973 Research and systematic and explicit causal-comparative study that the researcher has no direct control over independent variables because of performance or not tested or already happened.

**Hypotheses**

Hypothesis 1: There is a significant relationship between the impulse control behavior-oriented coach.

Hypothesis 2: There is a significant relationship between flexibility and behavior-oriented coach.

Hypothesis 3: There is a significant relationship between the accountability and behavior-oriented coach.

Hypothesis 4: There is a significant relationship between empathy and behavior-oriented coach.

Hypothesis 5: There is a significant relationship between post your tool-oriented behavior coach.

**Statistical data collection.**

The tool measuring questionnaire was used to collect data, And for this purpose the standard questionnaire in research MacLean and colleagues (2006) as well as Some and colleagues (2005), which may be completed by the staff.

1. The coaching questionnaire (assessment of management skills coaching) McLean and his colleagues to answer questions on the questionnaire range from 1 to 5 (very high to very low) has been set that contains 41 questions.

<table>
<thead>
<tr>
<th>question number</th>
<th>Management coaching</th>
<th>row</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-9</td>
<td>Open communication</td>
<td>1</td>
</tr>
<tr>
<td>10-17</td>
<td>Team approach</td>
<td>2</td>
</tr>
<tr>
<td>19-23</td>
<td>Prefer someone to task</td>
<td>3</td>
</tr>
<tr>
<td>26-31</td>
<td>Accepting ambiguity</td>
<td>4</td>
</tr>
<tr>
<td>32-41</td>
<td>Development Facility</td>
<td>5</td>
</tr>
</tbody>
</table>

Emotional Intelligence Questionnaire to answer questions that range from 1 to 5 (very often in very small) set that contains 90 questions.

**Information on age**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Age group</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/0</td>
<td>2</td>
<td>Below of 20</td>
</tr>
<tr>
<td>1/38</td>
<td>115</td>
<td>Between 21-30</td>
</tr>
<tr>
<td>7/45</td>
<td>138</td>
<td>Between 31-40</td>
</tr>
<tr>
<td>6/14</td>
<td>44</td>
<td>Between 41-50</td>
</tr>
<tr>
<td>0/1</td>
<td>3</td>
<td>Above of 51</td>
</tr>
<tr>
<td>100</td>
<td>302</td>
<td>total</td>
</tr>
</tbody>
</table>

**Information on education**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>education</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/9</td>
<td>30</td>
<td>Below diploma</td>
</tr>
<tr>
<td>6/8</td>
<td>26</td>
<td>Bachelor</td>
</tr>
<tr>
<td>5/80</td>
<td>243</td>
<td>MS</td>
</tr>
<tr>
<td>0/1</td>
<td>3</td>
<td>Doctoral</td>
</tr>
<tr>
<td>100</td>
<td>302</td>
<td>Total</td>
</tr>
</tbody>
</table>

**Information on work experience**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>work experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/29</td>
<td>89</td>
<td>Below of 5</td>
</tr>
<tr>
<td>5/25</td>
<td>77</td>
<td>Between 5 until 10</td>
</tr>
<tr>
<td>5/22</td>
<td>60</td>
<td>Between 10 until 15</td>
</tr>
<tr>
<td>6/9</td>
<td>29</td>
<td>Between 15 until 20</td>
</tr>
<tr>
<td>3/11</td>
<td>34</td>
<td>Between 20 until 25</td>
</tr>
<tr>
<td>7/1</td>
<td>5</td>
<td>Above of 25</td>
</tr>
<tr>
<td>100</td>
<td>302</td>
<td>total</td>
</tr>
</tbody>
</table>

**Inferential analysis of data**

In this study, the estimated regression model using SPSS software. And the significance of the regression model using error level (P-VALUE) calculated to determine F statistical significance at the 95% confidence level used. Thus, if Sig calculated from the regression equation is smaller than the critical value 0/05 regression model will be significant.

The Durbin-Watson test for the presence of correlation between errors (DW) and Kolomograve--Smirnov test for normality of the dependent variable will be used.

**Durbin-Watson test**

One of the assumptions that we consider regression, independence errors (symmetry between the actual values and the values predicted by the regression equation) of each other. If the hypothesis of independence is rejected in error, and errors are correlated with each other, there is not the possibility of using regression. Durbin-Watson test in order to determine the independent use of each other's errors. The test statistic value in the range of 0 and 4, and if the value is in the range of 1/5 or 2/5 the lack of correlation between test errors is accepted, otherwise there is a correlation between errors. The value of this
test is $1/837$ is in the above range and therefore there is no correlation between errors.

<table>
<thead>
<tr>
<th>MODEL</th>
<th>Multiple correlation coefficient</th>
<th>The coefficient of determination</th>
<th>Adjusted coefficient of determination</th>
<th>sd</th>
<th>Dorbin-watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.652/0</td>
<td>0.425/0</td>
<td>0.395/0</td>
<td>729/0</td>
<td>837/1</td>
</tr>
</tbody>
</table>

No significant statistical assumptions of the model is as follows.

$H_0$: All regression coefficients equal to zero.

$H_1$: At least one of the coefficients is zero.

<table>
<thead>
<tr>
<th>sig</th>
<th>F</th>
<th>Degrees of freedom</th>
<th>Sum of squares</th>
<th>model</th>
</tr>
</thead>
<tbody>
<tr>
<td>000/0</td>
<td>11/14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>499/7</td>
<td>15</td>
<td>483/112</td>
<td>The dependent variable from the independent variable changes</td>
</tr>
<tr>
<td></td>
<td>531/0</td>
<td>286</td>
<td>984/151</td>
<td>The dependent variable changes through random factors</td>
</tr>
<tr>
<td></td>
<td>301</td>
<td></td>
<td>467/264</td>
<td>total</td>
</tr>
</tbody>
</table>

In the table above (sig = 0.000 < 0.05), assuming zero at least one of the coefficients of the independent variables and the dependent variable is the result of a relationship between independent variables confirmed. Beta coefficient is not the standard variable scale is not consistent with what a standardized coefficients Beta same variable scale and there is the possibility to compare variables. In order to compare the effects of independent variables on the dependent variable, standardized coefficients are used.

<table>
<thead>
<tr>
<th>sig</th>
<th>t</th>
<th>Standardized coefficients</th>
<th>Not standardized coefficients</th>
<th>model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Beta</td>
<td>Std. Error</td>
<td>B</td>
</tr>
<tr>
<td>033/0</td>
<td>148/2</td>
<td>0.572/0</td>
<td>230/1</td>
<td>Problem solving</td>
</tr>
<tr>
<td>347/0</td>
<td>941/0</td>
<td>0.134/0</td>
<td>126/0</td>
<td>Impulse control</td>
</tr>
<tr>
<td>129/0</td>
<td>521/1</td>
<td>0.128/0</td>
<td>194/0</td>
<td>flexibility</td>
</tr>
<tr>
<td>367/0</td>
<td>904/0</td>
<td>0.105/0</td>
<td>095/0</td>
<td>Responsibility</td>
</tr>
<tr>
<td>014/0</td>
<td>466/2</td>
<td>0.056/0</td>
<td>137/0</td>
<td>Empathy</td>
</tr>
<tr>
<td>014/0</td>
<td>470/2</td>
<td>0.059/0</td>
<td>147/0</td>
<td>Your tool</td>
</tr>
<tr>
<td>000/0</td>
<td>437/4</td>
<td>0.056/0</td>
<td>250/0</td>
<td></td>
</tr>
</tbody>
</table>

\[ y = 1.230 + 0.194x_{11} + +0.095x_{12} + +0.137x_{13} + +0.147x_{14} + +0.250x_{15} + \varepsilon \]

One hypotheses: these independent variables in the regression model flexibility ($x_{12}$) and instructor-oriented behavior (the dependent variable) and has shown regression coefficient As can be seen it is $\beta_{12} = 0.095$ This means that for a unit change in the independent variable flexibility, instructor-oriented behavior and because of the increased unit 0/095 As a result, the regression coefficient is meaningful and researcher at 95% confidence level that the claim of responsibility has a positive effect on behavior-oriented coach, rejected.

Tow hypothesis: independent variable in the regression model above Accountability ($x_{13}$) and instructor-oriented behavior (the dependent variable) y and has shown regression coefficient As can be seen it is $\beta_{13} = 0.137$ Which means that for one unit change in the independent variable accountability, teacher behavior and because the tendency is to increase unit 0/137 The result will be a significant regression coefficient and researcher at the 95% confidence level that the claim of responsibility has a positive effect on behavior-oriented coach, accepted.

Three Hypothesis: The above independent variables in the regression model empathy ($x_{13}$) and instructor-oriented behavior (the dependent variable) and has shown regression coefficient As can be seen it is $\beta_{14} = 0.147$ Which means that for one unit change in the independent variable of empathy, behavior-oriented coach and because of the increased unit 0/147 The result will be significant in the regression coefficient the researcher claims that 95 percent of
empathy has a positive effect on behavior-oriented coach, accepted.

Four hypothesis: independent variable in the regression model above your tool (\( X_{13} \)) and instructor-oriented behavior (dependent variable) with a regression coefficient that is shown and seen as

\[
\beta_{15} = 0.250
\]

This means that for a unit change in the independent variable of your instrument, instructor-oriented behavior and because of the increased unit 0/250 the result will be significant in the regression coefficient the researcher claims that 95 percent of the utility's impact on behavior-oriented coach, accepted.

<table>
<thead>
<tr>
<th>Result</th>
<th>T</th>
<th>Path coefficient</th>
<th>Dependent variable</th>
<th>Independent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rejection</td>
<td>941/0</td>
<td>126/0</td>
<td>In individual decision</td>
<td>Problem solving</td>
</tr>
<tr>
<td>Rejection</td>
<td>521/1</td>
<td>194/0</td>
<td>Instructor-oriented behavior</td>
<td>Impulse control</td>
</tr>
<tr>
<td>Rejection</td>
<td>904/0</td>
<td>095/0</td>
<td>Instructor-oriented behavior</td>
<td>flexibility</td>
</tr>
<tr>
<td>+</td>
<td>466/2</td>
<td>137/0</td>
<td>Instructor-oriented behavior</td>
<td>Accountability</td>
</tr>
<tr>
<td>+</td>
<td>470/0</td>
<td>14/0</td>
<td>Instructor-oriented behavior</td>
<td>Empathy</td>
</tr>
<tr>
<td>+</td>
<td>437/4</td>
<td>250/0</td>
<td>Instructor-oriented behavior</td>
<td>Their tools</td>
</tr>
</tbody>
</table>

**Results**

This indicates that the management of the new paradigm of participatory management coaching is all love and are willing to learn and implement it but it may be in a position to implement such factors as indicators of cultural, organizational factors, personal barriers to management, management barriers exist with people.

Dr Ali Rezaeian and Keshtegar (2008) study examined the relationship between emotional intelligence and organizational commitment as the 84 employees of the Housing Bank came to the conclusion that there is a significant relationship between emotional intelligence and organizational commitment is between Dimensions of emotional intelligence, relationship management or social skills the greatest impact on organizational commitment, emotional intelligence is one of the important things that any organization should be evaluated, especially, when organizations to assess the strengths and weaknesses their manpower needs to change, the importance of this issue becomes more visible.

**Research limitations**

- The reluctance of employees to answer the questions Due to the high volume of work personality disorder] patients.
- Concerns the staff of the hospital questionnaire authorities.
- Lack of cooperation of staff in some sectors, such as ICU, CCU due to the patients' illness.
- Problems questionnaires and collect it in a different hospital shifts.

**Offers based on research results**

- Increasing the awareness of managers and employees of the leaders of your emotional intelligence.
- The improvement in the development of facilities in coaching.
- Train managers and employees in respect to the sentiments of respect and value each other's demands.
- Check the dimensions of coaching from an Islamic perspective, and monitor recommended in Islam is more like consultation procedures instead of a team.
- According to the discussion of emotional intelligence in the process of recruitment, promotion or replacing the person in the right place at the effectiveness of the organization.

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