

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.

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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.

Gerburg, 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.

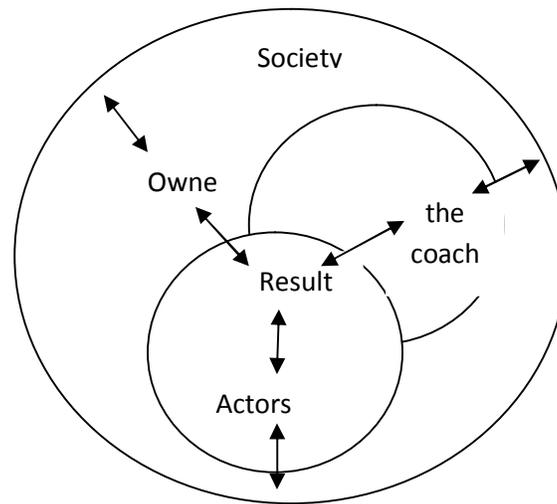


Figure (1-1) thinking oriented towards management by coach (Douglas Show, 1995)

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 a 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.

Steven2008 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.

question number	Management coaching	row
1-9	Open communication	1
10-17	Team approach	2
19-23	Prefer someone to task	3
26-31	Accepting ambiguity	4
32-41	Development Facility	5

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

Descriptive data

Information on gender

Percentage	Frequency	sex
2/26	79	man
8/73	223	women
100	302	total

Information on age

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

Information on education

Percentage	Frequency	education
9/9	30	Below diploma
6/8	26	Bachelor
5/80	243	MS
0/1	3	Doctoral
100	302	Total

Information on work experience

Percentage	Frequency	work experience
6/29	89	Below of 5
5/25	77	Between 5 until 10
5/22	60	Between 10 until 15
6/9	29	Between 15 until 20
3/11	34	Between 20 until 25
7/1	5	Above of 25
100	302	total

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.

MODEL	Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	sd	Dorbin-watson
1	652/0	425/0	395/0	729/0	837/1

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.

sig	F	mean squar	Degrees of freedom	Sum of squar	model
000/0	11/14	499/7	15	483/112	The dependent variable from the independent variable changes
		531/0	286	984/151	The dependent variable changes through random factors
			301	467/264	total

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.

sig	t	Standardized coefficients	Not standardized coefficients		model
		Beta	Std. Error	B	
033/0	148/2		572/0	230/1	Constant
347/0	941/0	055/0	134/0	126/0	Problem solving
129/0	521/1	107/0	128/0	194/0	Impulse control
367/0	904/0	053/0	105/0	095/0	flexibility
014/0	466/2	130/0	056/0	137/0	Responsibility
014/0	470/2	136/0	059/0	147/0	Empathy
000/0	437/4	232/0	056/0	250/0	Your tool

$$y = 1.230 + .194x_{11} + .095x_{12} + .137x_{13} + .147x_{14} + .250x_{15} + \varepsilon$$

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% claim that flexibility has a positive effect on behavior-oriented coach, is 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_{14}) 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.

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

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

- Increase awareness of employees and managers of participatory practices and the role they played in promoting customer service.

- Increase the cultural level of the organizations and people in the participatory management.

- 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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