

Comparison of Leadership attributes and emotional intelligence amongst Indian healthcare professionals of Civil and Defence : A pilot study.

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ABSTRACT: *The challenges facing the healthcare system in the India have raised expectations for physician leaders to direct their organizations more effectively and efficiently (Brown, S. A.1996). Healthcare leadership is essential because these leaders serve at the intersection of clinical care and business realities (Cooper, R. K. (1997). Deficient leadership negatively impacts the organization, which can lead to lower performance of the hospital and can impact the performance of the healthcare industry (Hein, S. (1996).). The purpose of this study was to determine civil and defence healthcare professional's performance on emotional intelligence (EI) competencies and their perceptions of the importance of these competencies to their leadership role. Women and men appear to perform about the same on most intelligence-related mental tests. There are, however, some regular differences in the profiles of the two groups. Women are better at reading comprehension, perceptual speed, associative memory, and composition. Men are somewhat better in mathematics, social studies, and in scientific knowledge. The fact that women are slightly superior to men in perceiving emotion has been known for some time. In a descriptive study, (Schwartz ,Barrett, Lane, (2000) examined sex differences in the complexity and differentiation of people's representations of emotional experience. "Women consistently displayed more complexity and differentiation in their articulations of emotional experiences than did men, even when the effect of verbal intelligence was controlled" (Barrett et al., 2000, p. 1027). These results may reflect a sex difference in knowledge of emotions, in ability to access knowledge of emotion, in motivation to use knowledge of emotion, or all three (Barrett et al., 2000). Citing the research on gender differences in self-estimated IQ, Petrides and Furnham (2000) researched gender differences in measured and self estimated trait emotional intelligence. Gender differences in measured trait EI showed a significant gender difference for mean scores on the "social skills" factor, while there were no other significant differences on any of the other factors nor on total trait measured EI. When total self-estimated EI was regressed onto the four measured trait EI factor scores and gender, males' self-estimates of EI were significantly higher than females'. The authors noted: An important question remains as to why we should be interested in gender differences in EI...? Inaccurate self-evaluations may have damaging behavioral consequences because perceptions of competence are intimately tied to aspirations, preferences for challenging tasks, curiosity, intrinsic motivation, persistence and task performance...Low expectations may lead to poor performance, thus providing self- fulfilling strategies of a self-perpetuating behavioral pattern. (Petrides & Frunaham,2000, pp. 460-1)The role of EI as it relates to leader performance among female members of the sample is of particular interest in light of ongoing barriers to women in the armed forces, and the masculinization process that some contend is a part of entry level indoctrination and training in the armed forces.*

KEY WORDS: *Healthcare professionals, Emotional intelligence, leadership, traits, abilities, behaviors.*

I. LITERATURE REVIEW

The Emergence of Leadership

Leadership is one of the world's oldest preoccupations. The understanding of leadership has figured strongly in the quest for knowledge. Purposeful stories have been told through the generations about leader's competencies, ambitions, and shortcomings; leader's rights and privileges; and the leader's duties and obligations. The term leadership connotes images of powerful, dynamic individuals who command victorious armies, direct corporate empires from atop gleaming skyscrapers, or shape the course of nations. The exploits of brave and clever leaders are the essence on many legends and myths. Much of our description of history is the story of military, political, religious, and social leaders who are credited or blamed for important historical events, even though we do not understand very well how the events were caused or how much influence the leader really had. The widespread fascination with leadership may be because it is such a mysterious process, as well as one that touches everyone's life. Some related studies like Rivera (2004) studied the gender role dynamics affect emotional intelligence behavior differently for men and women and how the degree and

features of the difference is affected by cultural factors. The analysis reveals a difference in emotional intelligence behavior between work and the personal context. When the analysis is performed by gender the difference increases. Women show a significant difference in seven and men in six of the 21 competencies of the emotional intelligence competency framework used in the study. It also shows that women display a higher level of their competencies at home, and men at work, behavior that is in line with the gender role dynamics and the cultural characteristics of the sample. A correlation analysis revealed that the difference in behavior is related to the masculinity/femininity dimension of culture and human values in the case of women. Self-confidence is believed to be at the center of the difference in behavior especially for women, whose differential in behavior is evident at the social competence level. Men show a difference in display at the Personal competence level of the model.

The focus of much of the research has been on the determinants of leadership effectiveness. Social scientists have attempted to discover what traits, abilities, behaviors, sources of power or aspects of a situation determine how well a leader is able to influence followers and accomplish group objectives. The reasons why some people emerge as leaders and the determinants of the way a leader acts are other important questions that have been investigated.

Research question: Investigate whether the total emotional intelligence score and the leadership scores of the healthcare professionals in civil and defence have any relationship with their gender.

Methodology:

Design Elements

After formal approval was obtained participants were recruited by the principal investigator. Potential participants were provided information describing the study, its relevant, and the likely benefits for the individual and the medical organization. When an individual agreed to participate they were asked to complete and return a test version of the Emotional Intelligence and leadership Inventory.

Instruments

The Multifactor Leadership Questionnaire (MLQ) was used to measure leadership. For example, the dimension of transformational leadership, namely, idealized influenced (attributed and behavioral), inspirational motivation, intellectual motivation and individualized consideration were measured. Using the 33 items composite EQ scale developed by Schutte et al (1998) the superiors EQ was rated in a 5-point Likert type scale; with '1' being 'strongly disagree' and '5' being 'strongly agree'. Besides these a semi structured PIQ (Personal Inventory Questionnaire) was filled up by the medical professionals

Sample

Data was collected from 330 the medical professionals for Emotional intelligence and self-leadership. The respondents had an average age of 28 years, and an average work experience of 6 years, holding their current position for 2-3 years on an average. The questionnaire was distributed in separate sets assuring participant of complete confidentiality.

Statistical Analysis

Statistical analysis of the data was carried out using the SPSS statistical package version 20. Descriptive statistics and inferential statistics were calculated and are reported on in the results section below. The descriptive statistics are intended to present a snapshot of the data while the Spearman's Rho was used to evaluate the relationships between Emotional Intelligence, and Leadership Effectiveness.

Table 1- Spearman’s correlation was done to examine the relationship between the domains of leadership and Emotional intelligence.

Results:

	Overall	Place of work		Locality			Gender	
		Civil	Defence	Bangalore	Kolkata	Gangtok	Male	Female
Idealized Influence (A)	0.255**	0.328	0.173	0.141	0.321	0.380	0.286	0.200
Idealized Influence (B)	0.300**	0.480	0.101	0.158	0.353	0.506	0.269	0.337
Inspirational Motivation	0.317**	0.287	0.351	0.362	0.166	0.429	0.267	0.398
Intellectual Stimulation	0.142**	0.148	0.125	0.085	0.180	0.199	0.150	0.150
Individual Consideration	0.133*	0.208	0.052	0.062	0.177	0.288	0.224	0.030
Transformational Leadership	0.310**	0.381	0.233	0.214	0.308	0.471	0.290	0.383
Contingent Reward	0.212**	0.183	0.248	0.240	0.093	0.299	0.173	0.247
Mgmt by Exception (Active)	0.043	0.114	-0.040	-0.037	0.170	0.185	0.088	-0.049
Mgmt by Exception (Passive)	-0.036	-0.026	-0.044	-0.022	-0.037	-0.004	-0.080	0.029
Transactional	0.123*	0.150	0.099	0.094	0.040	0.279	0.124	0.083
Laissez -Faire	-0.102	-0.070	-0.141	-0.100	-0.038	-0.132	-0.226	0.065
Extra Effort	0.096	0.223	0.141	0.133	-0.029	0.164	0.219	-0.091
Effectiveness	0.273**	0.090	0.315	0.302	0.244	0.247	0.260	0.291
Satisfaction	0.089	0.090	0.092	0.056	-0.012	0.303	0.231	-0.076

Spearman’s correlation was done to examine the relationship between the domains of leadership and Emotional intelligence in Place of work **Civil result was** Idealized Influence (A) (r=0.328), Idealized Influence (B) (r=0.480), Inspirational Motivation(r=0.287), Individual Consideration (r=0.208), Transformational Leadership(r=0.381), Contingent Reward(r=0.183) where as Intellectual Stimulation(r=0.148), Management by Exception (active) (r=0.114), Management by Exception (passive) (r=0.026), Transactional(r=0.150), Laissez Faire(r=0.070).And in Place of Work **Defence** results were Idealized Influence (A) (r=0.173), Inspirational Motivation(r=0.351), Transformational Leadership(r=0.233), Contingent Reward(r=0.248).

Spearman’s Correlation was done to examine the relationship between domain of leadership and Emotional Intelligence on **Locality-Bangalore** results showed Inspirational Motivation(r=0.362), Transformational Leadership(r=0.214), Contingent Reward(r=0.240), Effectiveness(r=0.302).

In Locality –**Kolkata** results showed Idealized Influence (A) (r=0.321), Idealized Influence (B) (r=0.353), Transformational Leadership(r=0.308), Effectiveness(r=0.244).

In Locality-**Sikkim** results showed Idealized Influence (A) (r=0.380), Individual consideration (r=0.288), Transformational Leadership(r=0.471), contingent Reward(r=0.299),

Spearman’s correlation was done to examine the relationship between the domains of leadership and Emotional intelligence in **gender male** results were Idealized Influence (A) (r=0.286), Idealized Influence (B) (r=0.269), Inspirational Motivation(r=0.267), Intellectual Stimulation(r=0.150), Individual Consideration(r=0.224), Transformational Leadership(r=0.290), Contingent Reward(r=0.173), Laissez Faire(r=0.226),Extra Effort(r=0.219), Effectiveness(r=0.260), Satisfaction(r=0.231).

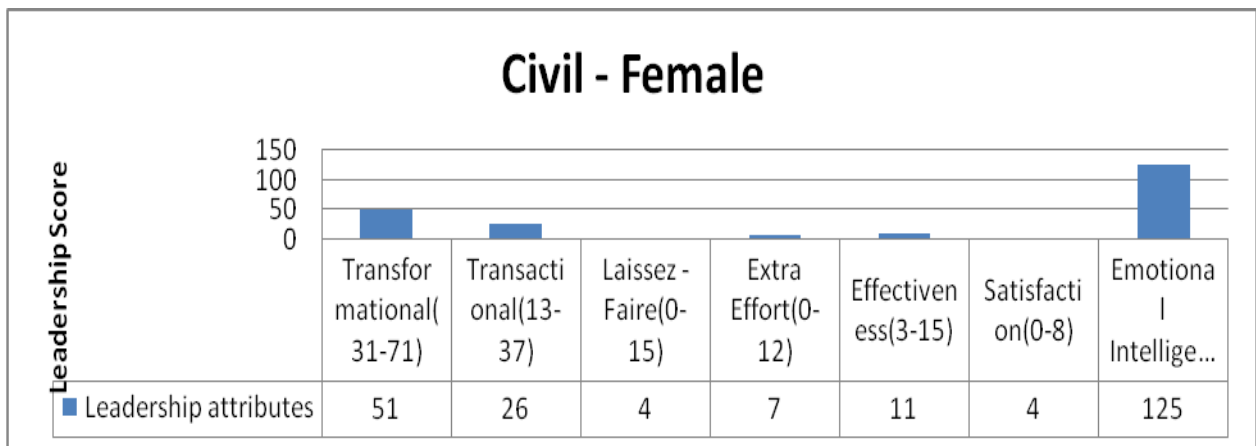
Results for **Gender females** were Idealized Influence (A) (r=0.200), Idealized Influence (B) (r=0.337), Inspirational Motivation(r=0.398), Transformational Leadership(r=0.383), Contingent Reward (r=0.247), Effectiveness(r=0.291).

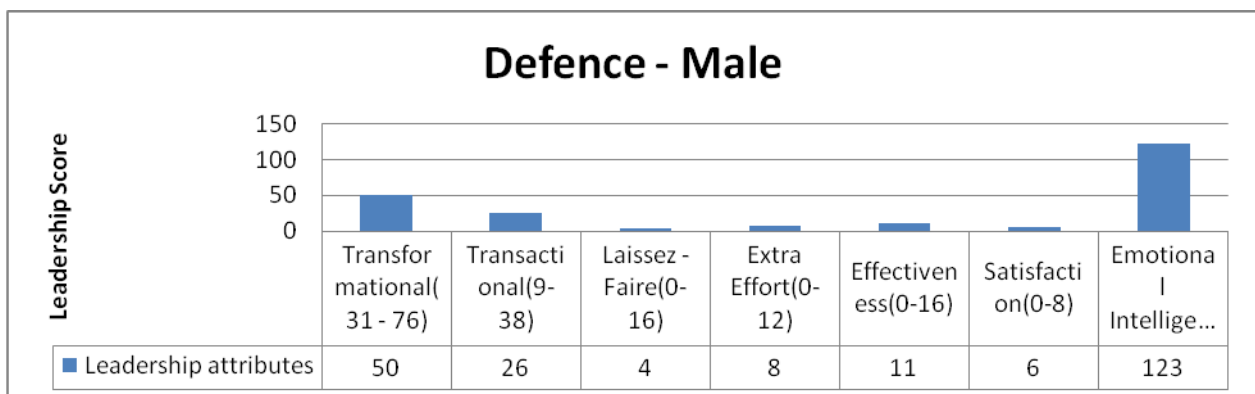
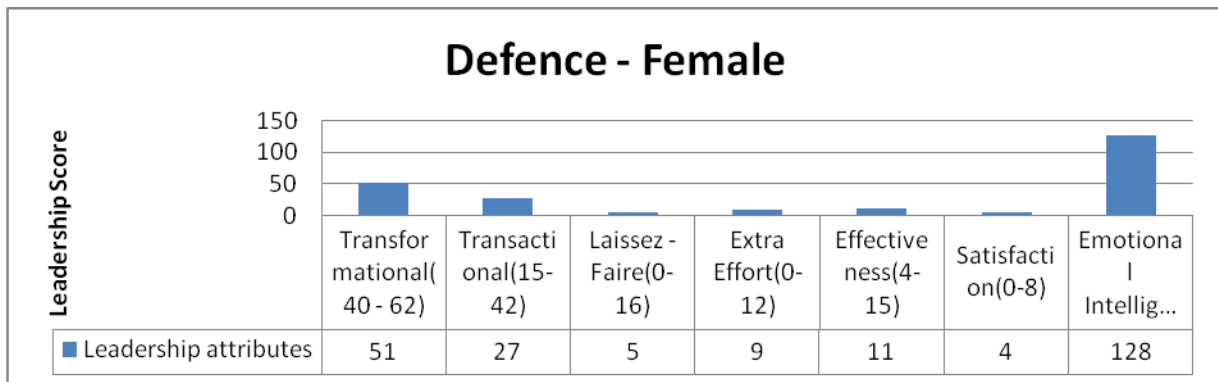
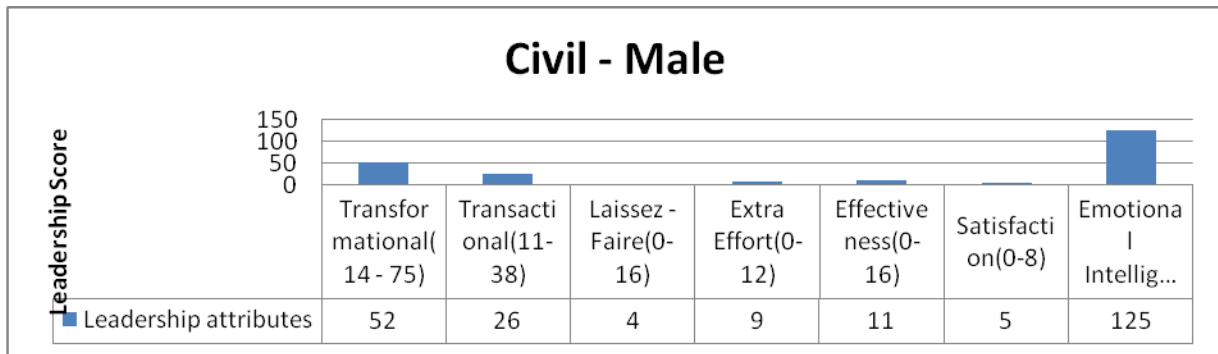
Comparison of Leadership attributes and emotional intelligence between Civil and Defence male and female - Employing Mann and Whitney Test.

		CIVIL	CIVIL		DEFENCE	DEFENCE	
		M	F		M	F	
Leadership attributes		Median (Range)	Median (Range)	Outcome of Statistical Analysis*	Median (Range)	Median (Range)	Outcome of Statistical Analysis*
	Transformational	52 (14 - 75)	51 (31-71)	U=3148.500 P=0.890	50 (31 - 76)	51 (40 - 62)	U=2995.500 P=0.524
	Transactional	26 (11-38)	26 (13-37)	U=3053.500 P=0.648	26 (9-38)	27 (15-42)	U=2816.000 P=0.212
	Laissez - Faire	4 (0-16)	4 (0-15)	U=2651.500 P=0.070	4 (0-16)	5 (0-16)	U=3042.000 P=0.630
	Extra Effort	9 (0-12)	7 (0-12)	U=2511.500 P=0.022	8 (0-12)	9 (0-12)	U=2901.500 P=0.336
	Effectiveness	11 (0-16)	11 (3-15)	U=3007.000 P=0.539	11 (0-16)	11 (4-15)	U=2958.000 P=0.443
	Satisfaction	5 (0-8)	4 (0-8)	U=2446.500 P=0.012	6 (0-8)	4 (0-8)	U=2364.000 P=0.005
Emotional Intelligence	Overall Score	125 (87-149)	125 (87-152)	U=2808.500 P=0.203	123 (87-152)	128 (100-155)	U=2619.500 P=0.050

* Employing Mann and Whitney Test for independent samples-gender comparison - place of work wise

The Inference of the Comparison of place of work between civil male and female medical professionals are that extra effort and satisfaction differ significantly between civil male and female professionals .The median range being 9 vs7 (p-value =.022) and 5 vs 4 (p-value=.012) respectively and in defence satisfaction differ significantly between civil male and female professionals the median range being 6 vs 4 (p-value =.005).Where as emotional intelligence of females in defence was high than males 128 (100-155) ,U=2619.500,p=0.050.





II. RESULTS

This section consists of two parts. The first part presents the descriptive statistics for each of the two constructs used in the study and the second part reports on the associated inferential

statistics.

Descriptive Statistics

Descriptive and Reliability Analysis

Reliability – leadership N of Items = 45 Alpha = **0.8106**

Reliability – EI N of Items =33 Alpha = **0.8539**

Comparison of leadership attributes and emotional intelligence place of work between Civil male and female medical professionals and defence civil male and female medical professionals are that extra effort and satisfaction differ significantly between civil male and female professionals. The median range being 9 vs 7 (p-value =.022) and 5 vs 4 (p-value=.012) respectively civil male and female where males scored more than females and in defence satisfaction differ significantly between civil male and female professionals the median range being 6 vs 4 at (p-value=.005) Where males scored more than females but in total emotional intelligence score females in defence scored higher 128 (100-155), p= 0.050. Women show a significant difference from

males in the emotional intelligence competency framework used in the study. It also shows that women display a higher level of their competencies at home, and men at work, behavior that is in line with the gender role dynamics and the cultural characteristics of the sample. A correlation analysis revealed that the difference in behavior is related to the masculinity/femininity dimension of culture and human values in the case of women. Emotional intelligence is believed to be at the center of the difference in behavior especially for women, whose differential in behavior is evident at the social competence level. Men do show a higher difference in extra-effort and satisfaction in civil and satisfaction level in defence at the personal competence level .

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