



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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## THE ROLE OF EMOTIONAL INTELLIGENCE IN SELF DEVELOPMENT OF DOCTORS AN EMPIRICAL STUDY

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### ABSTRACT

There are no quick fix solutions to human problems A child learns to turnover, sit up, crawl than walk and run. No step can be skipped. There are times to teach and times not to teach and not everything is taught formally. So is the case of learning by doctors. Not everything about patient's emotions management may be taught. Some they happen to learn while practicing. Self Development in doctors was studied with respect to their ability to trigger inner fire, art of leadership, power of discipline, commitment to social service, proactive nature, core competency, empathy stay calm, think win win, communication under stress, and goal orientation. The scores of the respondents were rated on likerts 3 point scales as never, sometimes and mostly to varied set of questions. Similarly self awareness levels in doctors were identified by attributes such low in patience; overestimate themselves, envious of others, selfish, frank, and humorous nature. They were measured on likerts 3 point scale as low, moderate and high based on their responses. Self Management aspects in doctors were identified by their abilities to be detail oriented, summary oriented, helpful nature, lack of time to many tasks, perfectionists' nature and hours of work. These attributes were measured on Likert 3 point scales as Disagree, Neutral and agree.

### KEYWORDS

Emotional Intelligence, Self Development, Self Awareness, and Self Management.

### INTRODUCTION

There are no quick fix solutions to human problems A child learns to turnover, sit up, crawl than walk and run. No step can be skipped. There are times to teach and times not to teach and not everything is taught formally. So is the case of learning by doctors. Not everything about patient's emotions management may be taught. Some they happen to learn while practicing.

Some typical personal cases of doctors:

1. Tremendous professional success but it cost me my family life and personal freedom is it worth it
2. Several Training programs for self as well as employees but no change Employees continue to remain dependent and irresponsible.
3. So much to do and not enough time
4. I see my friends and relatives achieve a degree of success. I smile and congratulate but inside I feel jealous
5. I have a forceful personality; I wonder what others think of me and my ideas.

Higher levels of Self Awareness and self Management leads to more fuller self development of individuals. Self Awareness and Self management are the first two dimensions of Emotional intelligence as per Daniel Goleman. This is true even in case of doctors who treat patients.

### OBJECTIVES

- How doctors learn to enhance their self awareness and self Management levels
- How Self awareness and self management levels helps doctors in their self Development
- To identify as to how doctors kindle their inner fire
- To understand and analyse as to how doctors practice art of self leadership
- To understand as to how emotional intelligence helps doctors in their core competence.

### METHODOLOGY

A Survey though structured preset questionnaire was administered to hundred doctors working in Private Nursing Homes in Hyderabad. It was on Emotional Intelligence dimensions and Stress management aspects of doctors. It was convenient random sample. Chi-square, Anova and Correlation Techniques of SPSS package were used to analyse data.

### REVIEW OF LITERATURE

**Suzy Fox, Paul E. Spector**<sup>1</sup> Emotional intelligence was conceptualized as competencies that may enable people to use emotions advantageously to achieve desired outcomes. Measures of three components of emotional intelligence (empathy, self-regulation of mood, and self-presentation) as well as affective traits (positive and negative affectivity) and general and practical intelligence were related to a major facet of work success, job interview performance. A sample of 116 undergraduates participated in a simulated job selection experience, consisting of paper and pencil tests and a videotaped structured interview. Results partially supported the proposed model for the unique contributions of emotional intelligence and trait affect to interview success.

**Kristin Akerjordet and Elisabeth severinsson**<sup>2</sup> Aim To establish a synthesis of the literature on the theoretical and empirical basis of emotional intelligence and it's linkage to nurse leadership, focusing on subjective well-being and professional development.

<sup>1</sup> Suzy Fox, Paul E. Spector Relations of emotional intelligence, practical intelligence, general intelligence, and trait affectivity with interview outcomes: it's not all just 'G' Journal of Leadership Studies Volume 1 Issue 3, Pages 57 – 66 Published Online: Nov 2007

<sup>2</sup> **Kristin Akerjordet and Elisabeth severinsson** Emotionally intelligent nurse leadership: a literature review study European Journal of Personality Volume 15 Issue 6, Pages 407 – 424 Published Online: 3 Dec. 2001

Background Emotional intelligence has been acknowledged in the literature as supporting nurse leadership that fosters a healthy work environment, creating inspiring relationships based on mutual trust. Nurse leaders who exhibit characteristics of emotional intelligence enhance organizational, staff and patient outcomes.

Emotionally intelligent nurse leadership characterized by self-awareness and supervisory skills highlights positive empowerment processes, creating a favourable work climate characterized by resilience, innovation and change.

Implications for nursing management Emotional intelligence cannot be considered a general panacea, but it may offer new ways of thinking and being for nurse leaders, as it takes the intelligence of feelings more seriously by continually reflecting, evaluating and improving leadership and supervisory skills.

**Tomas Chamorro-Premuzic, Adrian Furnham**<sup>3</sup> British university students (N = 247) completed the NEO-PI-R (Costa & McCrae, [1992]) personality inventory at the beginning of their course and took several written examinations throughout their three-year degree. Personality super-traits (especially Conscientiousness positively, and Extraversion and Neuroticism negatively) were significantly correlated with examination grades and were found to account for around 15% of the variance. Furthermore, selected primary personality traits (i.e. achievement striving, self-discipline, and activity) were found to explain almost 30% of the variance in academic examination performance. It is argued that personality inventory results may represent an important contribution to the prediction of academic success and failure in university (particularly in highly selective and competitive settings).

**Joyce E Bono, Hannah Jackson Foldes, Gregory Vinson, John P Muros**<sup>4</sup> In this experience sampling study, the authors examined the role of organizational leaders in employees' emotional experiences. Data were collected from health care workers 4 times a day for 2 weeks. Results indicate supervisors were associated with employee emotions in 3 ways: (a) Employees experienced fewer positive emotions when interacting with their supervisors as compared with interactions with coworkers and customers; (b) employees with supervisors high on transformational leadership experienced more positive emotions throughout the workday, including interactions with coworkers and customers; and (c) employees who regulated their emotions experienced decreased job satisfaction and increased stress, but those with supervisors high on transformational leadership were less likely to experience decreased job satisfaction. The results also suggest that the effects of emotional regulation on stress are long lasting (up to 2 hr) and not easily reduced by leadership behaviors.

**HYPOTHESIS**

1. Self development in doctors is independent of demographic factors
2. Self Development of doctors is independent of self Awareness levels in doctors
3. Self Development of doctors is independent of Self Management levels of doctors

**SELF AWARENESS & SELF MANAGEMENT DIMENSIONS OF EMOTIONAL INTELLIGENCE**

Indirect references to the dimensions of Emotional intelligence i.e self awareness and self management are observed in some of the books on management such as Seven habits of highly effective people by Steven Covey, in Chapter 8 of Fifth discipline by Peter M Senge, in chapter 13 of commentary on Bhagavtgitā and Business Gurus Speak by S N chary. Given below is an attempt to understand the nuances of self awareness and self management as practiced by doctors in relation to the concepts delineated by such great management thinkers in their works?

Self awareness is to move from the State of dependence and to independence. According to Steven Covey, this is possible by being proactive, beginning with an end, and prioritizing.

Self management is a constant process of movement from a state of dependence in early childhood to independence in early adulthood and then to interdependence in the stage of mature adults. This is reflected even in case of self management by doctors progressively in various stages of their careers. It suggests that Private victories of self discipline are habits of self mastery by doctors. This refers to the self awareness component of emotional intelligence management by doctors. This leads to Public victories of team work, cooperation, and communication in private nursing homes of Hyderabad.

In the state of Independence people think of win/win strategies. They seek first to understand than to be understood. In the third stage of synergizing they move to the state of interdependence by sharpening their skill sets and renew their energies and redouble their efforts. This results in effectiveness which is nothing but production of desired results

Doctors do employ Stephen Covey's effective habit 2 of having an end in mind. It is certainly wrong to say that all doctors have money centered behavior. Their behavior is certainly Service centered. For them work is pleasure. They do not treat patients as friends or enemies. Their behavior is certainly not religion centered or self centered. They are neither spouse centered nor family centered. As effective people they are opportunity minded, not problem minded

Stephen Covey's Habit 4 of think win- win, helps doctors managing the emotions of the patients. They manage their own emotions before they control the emotions of patients and their relatives. Doctor's private victory precedes public victory again as suggested by Stephen Covey. Self discipline and self mastery are essential fountains of good relationships. As doctors become independent proactive, principles centered, value driven, they choose to become interdependent, building rich enduring and productive relationship with other people

Stephen Covey Habit 5 refers to understand first before being understood is very well practiced by doctors. They are very good listeners. They listen empathetically. They listen to patients suffering as if they are suffering from the ailment. This helps them in diagnosing effectively before they prescribe.

They do not select patients. In fact patients select or choose doctors. They listen from patient's point of view. They cross check their assumptions. How valid were their assumptions about the patients. They empathize with patients and feel the suffering of patients as if it is their suffering.

**PROFILE OF DOCTORS**

Male	76.0
Female	24.0
Degree	11.0
PG	71.0
Phd	18.0

**EXPERIENCE**

1-5 yrs	7
6-10 yrs	21
11-15 yrs	27
16-20 yrs	23
21-25 yrs	22
Total	100

<sup>3</sup> Tomas Chamorro-Premuzic, Adrian Furnham Personality traits and academic examination performance *New Directions for Adult and Continuing Education* Volume 08 Issue 1, Pages 7 - 18

Special Issue: Adult Learning and the Emotional Self Published Online: 16 Dec 20 08

<sup>4</sup> **Joyce E Bono, Hannah Jackson Foldes, Gregory Vinson, John P Muros** Workplace emotions: The role of supervision and leadership, *Journal of Applied Psychology*. Washington: Sep 20 07. Vol. 92, Iss. 5; pg. 1357

## SPECIALISATIONS

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Surgeon	25
Ophthalmology	8
Paediatrics	15
Others	12
Total	100

**PASSIONATELY COMMITTED TO THE GOAL OF SOCIAL SERVICE**

Hard work, they all put in; there is no doubt about it. Dr Nirmala likes to speak about her early days of 'struggle' while setting up Srinivasa Nursing home. Dr Aggarwal, in his initial years, struggled to get a telephone installed in his office. In fact, around 1990, the co-founders of Vivek nursing home were discussing liquidating the company. So bad were the days. It was Dr Murthy who opposed any such thoughts and offered to invest further. When Dr Mumtaz took over Nikhil nursing home, several were unwilling to trust this young lad of 34. He had to face much doubt, suspicion and trouble because of their different size of operations and different tactics of doing business. Dr Venu took years of effort to make his plants approach world class. For Dr Sugunakar, financing hospitals was not easy.

When asked to provide tips on building an organisation, Dr Nirmala says, 'Basically people have to be willing to work, put in effort, willing to struggle. But what she says in the same breath is striking. "She continues, 'and above all, believes in what you are doing. Don't give up what you are doing.' Once they set their respective goal, their commitment was not just 100 per cent; it was 1000 per cent, because, they strongly believed in what they were doing. Whereas, commitment is towards the cause of service to patients and the goal, therefore, keeps growing as the horizon stretches further. That is the crux of their continuing tireless efforts. Are they missionaries in a way, yes.<sup>5</sup>

**CORE COMPETENCE THEORY RE-VISITED**

*Great dreamers dreams are never fulfilled they are always transcended*

*Alfred lord whitehead*

There has been a lot of discussion in the management world regarding the 'core competence' of an organisation. Several corporations, worldwide, have remodeled themselves in accordance with their respective core competence.<sup>6</sup> When asked about it, Dr Anil says, core strength lies in its ability to implement best global practices, attract talented people and motivate them to achieve world standards. This is an organisation that has always believed in people and processes. The conventional 'core competence' theory does not seem very relevant.

## 1. Firm Foundation of Values-Personal and Corporate

Supporting the mission or rather as a corollary to the mission, highly successful organisations are built on a firm foundation of values. Dr Nirmala, in her Foundation Day Lecture at Indian Institute of Management Bangalore on 30<sup>th</sup> Oct 2001 said any business that does not have values cannot endure. This is perhaps the mother of all business Principles. Her simple principles of business values are:

Any Nursing home that cannot value its patients cannot endure.

Any doctor that does not deliver value to its customers cannot endure.

Any owner doctor that cannot create value for its stakeholders cannot endure.

Any doctor that does not value its suppliers cannot endure.

Any business that does not have values cannot endure.

For Dr Vijay the values on which any company is built are: trust, value and service. Dr Anil mentions nine core values that have been the guiding principles. These are: Honesty; Integrity; Respect, Fairness, Purposefulness, Trust, Responsibility; Citizenship and Caring. All have been built on a solid foundation of organisational values which the founders have laid right in the beginning. Values are important for them in order to ensure the survival and growth of the organisation and for the continued delivery of the mission-objectives in the years to come.

**A MOST EXTRA ORDINARY GARDEN**

I asked Dr Sharat you did not go to the plastic surgeon did you? No he smiled they only focus on the outer person I needed to be healed from within. My unbalanced chaotic lifestyle left me in great distress. Heart attack was a rupture of my inner core. Wisdom of personal change is beginning of self awareness component of emotional intelligence in doctors.

In the story garden is the symbol of mind if you care for your mind you nurture it and cultivate it like a fertile rich garden it will blossom your expectations. But if you let the weeds take the root inner deep harmony will elude you.<sup>7</sup>

To live life fullest you must stand guard at the gate of your garden and let only very best information enter. You should not afford the luxury of negative thought. Adopt a positive paradigm about their world and all that is in it.<sup>8</sup>

In an average day an average person has 60 thousand thoughts through his mind and 95 % of the thoughts are the same as the day before. Mind management is the essence of emotional intelligence management. Even the best conditioned thinkers are using only 1/100 of a percent of mental reserves. Mind is the nature's greatest gift. Mind is a wonderful servant but terrible master. Mind is like any other muscles in your body use it or lose it.

The technique of mastering the mind which towers is over four thousand years old it is called heart of rose. In a quiet room, stare at the centre of rose. Most of us live at such a frantic pace that true silence is something foreign. Either you control your mind or it controls you. This is the technique of developing self awareness dimension of emotional intelligence.

**KINDLING INNER FIRE**

The beauty of whole exercise is that as you strive to improve the lives of others your own life will be elevated into its highest dimensions.

Those who study others are wise and those who study themselves are enlightened. You will recall that in the middle of the garden is the lighthouse. This symbol will remind you of yet another ancient principle the purpose of life<sup>9</sup>

The journey of thousand miles begins with a single step. The first step is to form a clear mental image of the outcome. Step two was to get some positive pressure on myself.

<sup>5</sup> SN Chary Business Gurus Speak

<sup>6</sup> SN Chary Business Gurus Speak

<sup>7</sup> Ibid

<sup>8</sup> Ibid

<sup>9</sup> Robin Sharma, The Monk who sold his Ferrari, Jaico Publishing House 2003



Third step is never set a goal without attaching a time limit to it. Fourth is magic rule of 21 perform the new activity for twenty one days in a row. Fifth enjoy the process. They truly believed that a day without laughter was a day without life. Burning sense of passion is the fuel of your dreams. What lies behind and what lies in front of you is nothing when compared to what lies within you.

#### WHAT INSPIRES DOCTORS?

Idealism	4
Achievement	66
Work	30
Total	100

#### ANCIENT ART OF SELF LEADERSHIP

*Good people strengthen themselves ceaselessly. Confucious*

Japanese philosophy of Kaizen means constant and never ending improvement Self mastery is the DNA of life mastery. Zen tradition speaks of beginners mind: those who keep their minds open to new concepts- those whose cups are always empty. Questions are the most effective method of eliciting knowledge.

Make a written inventory of your weaknesses. Fear is nothing more than negative stream of consciousness. But when you conquer your fears you conquer your life. Kaizen is constant self expansion and progress. This is another way of increasing one own self awareness the first dimension of emotional intelligence.

Given below are 10 exercises for attaining more self awareness dimension of emotional intelligence. One hour a day for 30 days is all it takes to fully install a new habit.

First strategy is ritual of solitude a mandatory period of peace. Ritual of solitude is the pit stop for the soul for self renewal immersed in beautiful blanket of silence.

Second ritual is ritual of physicality care for your body. Never miss the daily round of exercise.<sup>10</sup>To breathe properly is to live properly while most of us know how to breathe to survive we do not know how to breathe to thrive.

Third is the ritual of life nourishment. Our lethargy is due to low octane fuel. Live foods, foods that are not dead i.e. vegetarian diet is important. Most powerful animals' gorillas and elephants on the planet earth wear the badge vegetarian proudly.

Fourth is ritual of abundant knowledge. Become a student of life. Study it not just read it. Biographies of Benjamin franklin, Mahatma Gandhi, Practical philosophy of Marcus aurelius, Think and grow rich by Napoleon hill. Books should ultimately change your life.

Fifth is ritual of radiant living, habit of thinking, thinking enough to thrive. Have a written inventory and regular habit of personal introspection. The only way to improve tomorrow is to know what you did wrong today.

Sixth is the ritual of early awakening nothing in extremes and everything in moderation. Yogi Raman would never eat after 8pm .How many times an average 4 yrs old laughs in a day 300, adult 15. We don't laugh because we are not happy. We would be happy if we laugh. So start your day on a delightful footing.

Seventh ritual of radiant living is ritual of music.

Eighth ritual is that of spoken word or mantra in sanskrit, man means mind and tra means freeing

Ninth ritual is that of congruent character. Values of industry compassion, humility patience, honesty and courage contribute to self awareness aspect of emotional intelligence. Character is higher than intellect. A great soul will be strong to live as well to think.

Tenth is the ritual of simplicity. Life gives you what you have asked it is always listening. Failure is your friend. Stand your ground and follow your dreams for greater.

Thus self awareness dimension leads to self management aspect of emotional intelligence.

#### YOUR PRECIOUS COMMODITY

Failing to plan is planning to fail. Time spent enriching your non work hours is never a waste. 80 % of your results come from just 20% of your efforts. These are your high impact activities. Enlightened people are priority driven. Some people learn from errors of others. Do not let others steal your time. You must be ruthless with your time.

Develop a deathbed mentality Do not waste even a minute of your day. Expand your dreams. Do not accept a life of mediocrity when you have infinite potential. Dare to trap your greatness. This is your birthright.

As a doctor, act as if failure is impossible. Never be the prisoner of your past become the architect of your future.

#### RESULTS & DISCUSSION

Self Development in doctors was studied with respect to their ability to trigger inner fire, art of leadership, power of discipline, commitment to social service, proactive nature, core competency, empathy stay calm, think win win, communication under stress, and goal orientation. The scores of the respondents were rated on likerts 3 point scales as never, sometimes and mostly to varied set of questions. The results are tabulated as show below in table No 1.

TABLE NO. 1: SELF DEVELOPMENT ATTRIBUTES

Sr. No	Attrbutes	Never	Sometimes	Mostly
1	Trigger Inner fire	21	14	65
2	Urge to excel	30	38	32
3	Power of discipline	14	43	43
4	Commitment to social service	19	8	73
5	Core competency	59	33	8
6	Proactive nature	52	4	44
7	Empathy	18	31	51
8	Stay calm	31	26	43
9	Think win win	55	18	27
10	Communication under stress	35	48	17
11	Goal Orientation	32	34	34

Similarly self awareness levels in doctors were identified by attributes such low in patience; overestimate themselves, envious of others, selfish, frank, and humorous nature. They were measured on likerts 3 point scale as low, moderate and high based on their responses. The results are tabulated as below in table no 2

<sup>10</sup> Robin Sharma, The Monk who sold his Ferrari, Jaico Publishing House 2003

TABLE NO. 2: SELF AWARENESS

Sr. No.	Attribute	Disagree	Neutral	Agree
1	Lose patience	7	42	51
2	Over Estimate self	31	31	38
3	Envious	1	85	14
4	Selfish		47	53
5	Frank	1	28	71
6	Humour	27	26	47

Self Management aspects in doctors were identified by their abilities to be detail oriented, summary oriented, helpful nature, lack of time to many tasks, perfectionists' nature and hours of work. These attributes were measured on Likert 3 point scales as Disagree, Neutral and agree. The results are tabulated as below in table no 3

TABLE NO. 3: SELF MANAGEMENT

Sr. No.	Attribute	Disagree	Neutral	Agree
1	Detail Oriented	3	35	62
2	Summary oriented	4	33	63
3	Helpful	4	32	64
4	Lack of time	31	11	58
5	Perfectionist	4	80	16
6	Hours of work	53	36	11

Source Primary data

The influence of demographic factors such as gender, qualification, and specialization and experience on emotional intelligence dimensions of doctors such as self awareness , self management, social awareness and social management were analysed using Anova . It was found that there was no significant variation of self development of doctors with regard to gender, qualification and specialization. Only with reference to experience of doctors it was found to be significant as show in the table no 4 below.

ANOVA (EXPERIENCE)

		Sum of Squares	Df	Mean Square	F	Sig.
Self Development score	Between Groups	859.476	4	214.869	38.843	.000*
	Within Groups	525.514	95	5.532		
	Total	1384.990	99			

Table 4: Anova (Experience)

\*significant at 5% level of significance

Interpretation: \*As the p values is less than 0.05 it can be concluded that there exists a significant difference among doctors in self development with respect to their experience.

The following is the cross tabulation between self development levels and Self awareness levels in doctors. Chi square test is used to analyse the dependence or independence of Self Development and self awareness levels in doctors.

Self Development	Low	Moderate	High	Total	Chi-square p-value
Self Awareness					
Low	27	0	4	31	.000*
Moderate	2	18	19	39	
High	0	5	25	30	
Total	29	23	48	100	

Table 5 Self Development Vs Self Awareness  
\* Significant at 5% level of significance.  
Source: Primary data

Interpretation: As the p-value is less than 0.05, the third null hypothesis cannot be accepted and hence it can be concluded that self development in doctors is dependent on self awareness levels in doctors ( See table No 7)

The following is the cross tabulation between self development levels and Self Management levels in doctors. Chi square test is used to analyse the dependence or independence of Self development and self management levels in doctors.

Self Development	Low	Moderate	High	Total	Chi-square p-value
Self Management					
Low	28	0	3	31	.000*
Moderate	0	18	21	39	
High	0	14	16	30	
Total	28	32	40	100	

Table 6 Self Development Vs Self Management  
\* Significant at 5% level of significance.  
Source: Primary data

Interpretation: As the p-value is less than 0.05, the third null hypothesis cannot be accepted and hence it can be concluded that self development is dependent on self management levels in doctors ( See table No 7)

		Self Development	Self Awareness	Self Management
Self Development	Pearson Correlation	1	.717**	.584**
	Sig. (1-tailed)		.000	.000
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Self Development score Shows Fairly high correlation with self awareness score with p value above .7 and moderate correlation with Self management with p value of 0.584

**CONCLUSION**

**Secret of lifelong happiness**

When i admire the sunset or the moon my soul expands in worship of creator. M K Gandhi

As an emotionally intelligent doctor would appreciate that Living is now. Happiness is a journey not a destination. Life does not give you what you ask it gives you what you need. We are all here for some special reason. Everyone has potential for extraordinary achievement and small victories lead to large victories.<sup>11</sup>

Development of Self Awareness and self management dimension of doctors helps them in management of pain and anxieties of the patients.

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<sup>11</sup> Robin Sharma, The Monk who sold his Ferrari, Jaico Publishing House 2003

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