

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**PERSONALITY TRAITS, EMOTIONAL INTELLIGENCE
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF
EMPLOYEES IN SHIN PAR KU HOSPITAL**

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MBA II - 64
MBA 24th BATCH**

OCTOBER, 2022

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ACADEMIC YEAR (2018-2022)

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that the thesis entitled “**Personality Traits, Emotional Intelligence and Organizational Citizenship Behavior of Employees in Shin Par Ku Hospital**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The main objectives of this study are to examine the effect of personality traits on emotional intelligence and to analyze the effect of emotional intelligence on organizational citizenship behaviors of employees in Shin Par Ku Hospital who directly provide healthcare services to the patients. In this study, the primary data is collected from 78 employees who directly involve in offering healthcare services to patients by using the structured questionnaire designed with 5-point Linkert Scale. Secondary data is extracted from relevant textbooks, journals, international research papers, previous papers and internet websites. According to the results, among five personality traits, agreeableness, conscientiousness and extraversion have positive significant effect on emotional intelligence of employees and neuroticism has negative significant effect on it. Based on the results, among five factors of emotional intelligence, self-regulation and empathy have positive significant effect on organizational citizenship behavior at organizational level and individual level. Then, social skill has positive significant effect on organizational citizenship behavior at individual level. However self-awareness has negative significant effect on organizational citizenship behavior at organizational level and motivation has negative significant effect on organizational citizenship behavior at individual level. Therefore, Shin Par Ku Hospital should focus on agreeableness and conscientiousness personality traits in order to increase the level of emotional intelligence of employees and should focus on the skills of self-regulation and empathy of employees to enhance their organizational citizenship behavior.

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LIST OF ABBREVIATIONS

EI	Emotional Intelligence
HR	Human Resource
OCB	Organizational Citizenship Behavior
OCB-I	Organizational Citizenship Behavior at individual level
OCB-O	Organizational Citizenship Behavior at organizational level
PT	Personality Traits

CHAPTER 1

INTRODUCTION

In any organization, both public and private organizations, their existence and performance are determined by their human resources. Ability and role of human resources that exist in the organization influence the success of the organization in carrying out its activities. To manage them effectively, the organization needs to consider the personality traits, emotional intelligence, and behavior of each employee. As for healthcare that becomes more collaborative, emotional intelligence (EI) is important for employees who are working in the healthcare sector to achieve better patients' outcomes and satisfaction.

Emotional intelligence refers to the ability of an individual to recognize, use and handle his or her own emotions in constructive ways to alleviate tension, interact effectively, empathize with others, resolve difficulties, and defuse conflict (Segal, 2008). It is a group of skills, attitudes, abilities, and competencies which determine the behavior, reactions, state of mind, style of coping, and style of communication of the person. Such factors directly influence the degree of performance, enjoyment, ability to communicate with other people, as well as the ability of the person to cope with stress, self-esteem level, level of perceived control, and overall level of emotional and mental well-being. Today, employees in the healthcare sector increasingly encounter stressful working conditions while meeting the physical and psychological needs of patients. Therefore, the role of emotional intelligence in healthcare professions is indispensable. The ability of healthcare professions to establish a relationship with patients, manage their own emotions, and treat patients with empathy is essential to provide quality care.

Personality traits can indicate an individual's level of emotional intelligence. It might be assumed the most interesting aspect of the human experience; it is what makes people unique. Personality is a construct made up of our genetics, environment, experiences, and attitudes, and it expresses itself differently for each person. An individual exhibit's personality traits give indications of how a person would behave in a particular situation, and simply what kind of person he or she is. In any organization, it is necessary to identify the personality traits of the employees. The personality traits of each employee can affect his or her emotional intelligence in different ways. The Big Five Personality Traits model identifies the specific five types of personality that are useful in

predicting emotional intelligence and various types of attitudes and behaviors related to the job.

Emotional intelligence is a crucial part of human resources, which are most important to the success of an organization and organizational citizenship behavior (OCB) is the other main factor for the organization's success. Employees' individual, unconstrained activities that fall outside the scope of their official job descriptions are known as organizational citizenship behaviors. They are not vital to the job. But, they could benefit the teamwork and encourage greater productivity in the organization. Emotional intelligence is identified as one of the key contributors that can be made an impact on the OCB level. In this study, the measures of emotional intelligence predict organizational citizenship behavior when measures of personality traits are also included as predictors.

In this study, it focuses on the effect of personality traits such as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism which shapes the emotional intelligence of employees. In addition, this study focuses on the effect of emotional intelligence on organizational citizenship behavior. Individuals have different types of personality and different level of emotional intelligence. Then, they perform different kinds of organizational citizenship behavior at their workplace. This study aims to examine the effect of personality traits on emotional intelligence and analyze the effect of emotional intelligence on organizational citizenship behavior of employees in Shin Par Ku Hospital.

1.1 Rationale of the Study

Today, service providers are increasingly faced with a wide range of social, financial, political, regulatory, and cultural challenges while meeting the demand for greater efficiency and better quality. Especially, employees in the healthcare sector need to work with balanced or stable emotions to deal with the tasks of those challenges. Although practical knowledge and experience will always be important factors in determining the best talent in healthcare, emotional intelligence is an invaluable social skill that employees in the healthcare sector should have to effectively deliver quality patient care. Emotional intelligence can help them to maintain patients' care in the best possible way in the most difficult situations. Personality traits play a significant role in knowing the individual's emotional intelligence level. Understanding one's personality can help an employee change how they behave at work, perform to their strengths,

improve on their weaknesses, interact with coworkers more successfully, and ultimately succeed in their profession.

For the productivity and effectiveness of an organization, organizational citizenship behavior (OCB) has been recognized as one of the main contributors. Exhibiting organizational citizenship behavior can lead to the domination of a positive organizational atmosphere for improving the quality and quantity of healthcare services, patient's and employees' satisfaction, teamwork, collaboration, and the effectiveness and efficiency of the healthcare system (Mustafa et al., 2018). The organization will have the benefit of encouraging employees to interact in organizational citizenship behavior because it has been shown to extend productivity, efficiency, and customer satisfaction, and reduce costs and turnover rates, and absenteeism.

The employees in the healthcare sector who exhibit organizational citizenship behavior along with emotional intelligence will ultimately increase their productivity which in turn enhances the performance of the organization. Shin Par Ku Hospital needs to know their employees' personality traits, emotional intelligence and organizational citizenship behavior in order to increase their organizational performance. Therefore, this study focuses on personality traits, emotional intelligence, and organizational citizenship behavior of employees in Shin Par Ku Hospital who are directly and involved in delivering healthcare services.

1.2 Objectives of the Study

The main objectives of this study are

- (1) To examine the effect of personality traits on emotional intelligence of employees in Shin Par Ku Hospital
- (2) To analyze the effect of emotional intelligence on organizational citizenship behavior of employees in Shin Par Ku Hospital

1.3 Scope and Method of the Study

This study mainly focuses on personality traits, emotional intelligence, and organizational citizenship behavior of employees in Shin Par Ku Hospital who are directly involved in delivering healthcare services. For this study, medical officers, pharmacists, pharmacy staffs, medical technologists, nurses, nurse-aids, and room attendants are only considered as the employees who are directly involved in delivering healthcare services.

The total number of employees in Shin Par Ku Hospital who are directly involved in delivering healthcare services is 97 and the sample size for this study is 78 by using the Raosoft sample size calculator. A simple random sampling method is used in this study to collect the data.

In this study, a simple random sampling method is used. Both primary data and secondary data are applied for this study. 78 respondents are surveyed using a structured questionnaire to get primary data. The questions used in the questionnaire are closed-ended questions with a 5-point Likert scale. Secondary data and required information are obtained from previous research papers, textbooks, and websites that are related to personality traits, emotional intelligence, and organizational citizenship behavior. Descriptive method and multiple linear regression method are used to analyze the data.

1.4 Organization of the Study

There are five chapters in this paper. The rationale of the study, objectives of the study, scope and method of the study, and organization of the study are all covered in chapter one, which serves as the introduction of the study. Chapter two is a chapter that illustrates the theoretical background of the study. It includes the theories related to personality traits, emotional intelligence, and organizational citizenship behavior, previous studies, and conceptual framework of the study. In chapter three, it presents the profile of Shin Par Ku Hospital, organizational citizenship behavior of Shin Par Ku Hospital and the profile of respondents. Chapter four describes personality traits, emotional intelligence, organizational citizenship behavior of employees in Shin Par Ku Hospital, the effect of personality traits on emotional intelligence and the effect of emotional intelligence on organizational citizenship behavior of employees in Shin Par Ku Hospital. The final chapter of this study includes findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explores the theoretical background of all the applied variables in the study. Personality traits, emotional intelligence and organizational citizenship behavior are all included. Each of these is defined and discussed accordingly. This chapter also provides the previous researches related to the study and in the last part of this chapter, a conceptual framework compilation for this study is described.

2.1 Personality Traits

Personality is one part of being human that is considered distinctive to the individual, regardless of the group to which we belong. Personality is an interesting and complex phenomenon; it is described differently and underlies individual differences. It involves the physical, psychological and emotional dimensions of an individual. Personality predicts how in particular circumstances an individual will behave. Considering this definition, personality research offers valuable insight into human nature and seeks to understand why and how individuals act as they do (Cattell, 1950). In different situations, the type of personality can decide how individuals behave, evolve and act. The psychologist Gordon (1961) was the first to categorize and name what he called the "Trait Theory of Personality." This theory implies that people have distinct personality expressions that are personal and exclusive to every individual (Gordon & Henry, 1936).

Several experts researched about personality. The foremost and widespread personality model is the Big Five. The five-factor model of personality is another name for it. Resulting from the contributions of many independent researchers, the Big Five personality model was evolved. The inventory of 4,500 things regarding personality traits were introduced (Gordon & Henry, 1936). This work gave other psychologists the basis for beginning to establish the fundamental aspects of personality. Cattell and the researchers employed factor analysis (a statistical method) in the 1940s to narrow-down Allport's list to sixteen traits. Furthermore, many psychologists studied and discovered that it could be further reduced to five traits (Cattell, 1950). In particular, Goldberg (1990) strongly proposed five primary personality characteristics. The work was extended by McCrae and Costa (1992), who affirmed the validity of the model and provided the

model used today. Openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism are the five traits that make up the Big Five Personality. The acronym 'OCEAN' stands for it (Goldberg, 1990).

2.1.1 Openness to Experience

Openness to experience concerns the desire of individuals to try new experiences, to be vulnerable, and their ability to think outside the box. It encompasses a person's openness, willingness to try new things, and capacity for imagination. There are six aspects or sub characteristics that make up this trait. They are imagination, artistic interests, emotionality, adventurousness, intellect, and liberalism (Paul & McCrae, 1992).

A person who has a high openness to experience likely enjoys learning, the arts, and has an interest in a creative occupation or hobby. They may also enjoy socializing and meeting new people (Lebowitz, 2016). All attributes of these individuals are being imaginative, open to new and different ideas, and in touch with their feelings. In jobs that involve creative thinking and a flexible attitude, having a high degree of openness is critical. Perhaps someone who prefers routine over change, adheres to what he or she knows, and prefers fewer complex arts and entertainment is a person with low openness to experience. They are struggling with changes and exploring new things, so they prefer the common to the unfamiliar. In jobs that involve routine work and do not require creativity, they can excel.

2.1.2 Conscientiousness

Conscientiousness is one of a person's personality traits that indicates an awareness of the impact that the behavior has on those around them. Conscientiousness defines the capacity of an individual to manage their control of impulses to engage in goal-directed behaviors (Grohol, 2019). There are six aspects or sub characteristics that make up this trait. They are self-efficacy, orderliness, dutifulness, achievement-striving, self-discipline, and cautiousness (Paul & McCrae, 1992).

Individuals who score high on conscientiousness are organized, disciplined, detail-oriented, thoughtful, and cautious. They are excellent at formulating and working to achieve long-range objectives, organizing, and planning routes to these goals. Individuals with a conscientious personality do well in jobs that involve attention to detail. Individuals who are low on conscientiousness may struggle with impulse control, contributing to task completion and goal fulfillment difficulties. They hate orders and

schedules, make messes, and do not take care of things. They are considerably more prone to be hasty and might not put things back where they belong or return them. They may also fail to complete tasks that are required or delegated.

2.1.3 Extraversion

One of the Big Five Personality Theory's five characteristics, extraversion, is a trait of personality that demonstrates how unreserved and social an individual is. It includes people's levels of comfort and assertiveness in social situations. It concerns where a person draws his or her energy from and how they communicate with others. The sub traits regarding extraversion are friendliness, gregariousness, assertiveness, activity level, excitement-seeking, and cheerfulness (Paul & McCrae, 1992).

Individuals with high levels of extraversion are outgoing and appear to gain energy in social environments. Being with other individuals allows them to feel energized and motivated. Extroverted individuals tend to love being the object of attention, including initiating conversations, enjoying meeting new individuals, having several peers and colleagues, externally processing their feelings, and looking for time to socialize. Low levels of extraversion people (or introverted) tend to be a lot reserved and there is less energy to spend in social environments for them. In general, they derive energy from being alone and tend to think internally and process it. They avoid large groups of people, feel stressed when they have to socialize a lot, do not enjoy other people's attention, and think things through carefully before speaking. For occupations that require a great deal of contact with other people, such as public relations, teaching, and sales, a high degree of extraversion can be useful. For people with a lower degree of extraversion, jobs that are more focused on functioning individually and alone may be more suitable.

2.1.4 Agreeableness

Agreeableness is a trait of personality that can be defined as cooperative, respectful, kind, and welcoming. This involves how well individuals get along with others. It could be a tendency to be understanding and agreeable instead of doubtful and opposing others. This characteristic illustrates individual differences within a shared interest in social cohesion. Agreeableness includes six sub traits: trust, morality, altruism, cooperation, modesty, and sympathy (Paul & McCrae, 1992).

For people who score high on agreeableness, social harmony is a critical goal and they usually have a positive view of human nature and get along together with others well. In other people, they have a great deal of interest and they care for others, feel empathy and concern for others. They appear to have a more bright and optimistic perspective on human nature. Individuals with low agreeableness put self-interest over getting along with others. They usually take little interest in other individuals and the issues of others. They do not think much about how other individuals feel. Their doubt about the actions of others often makes them skeptical, unwelcoming, and uncooperative. Agreeableness is an obvious benefit for the building of teams and the maintenance of work floor harmony. On the other hand, in certain occupational circumstances that require difficult or objective decisions, agreeableness may not be useful.

2.1.5 Neuroticism

Neuroticism, one of the dimensions of the Big Five personality theory, is the aspect that defines one's degree of emotional stability and one's emotional reactions to stimuli. It takes into consideration how likely an individual is to see occasions as troublesome or threatening. Six sub traits of neuroticism are anxiety, anger, depression, self-consciousness, immoderation, and vulnerability (Paul & McCrae, 1992).

People with high neuroticism can be temperamental or easily upset, and they appear to be self-conscious and insecure of themselves (Lebowitz, 2016). Emotionally, they are very reactive. They frequently experience depression, hostility, or anxiety. They struggle with fear and pessimistic thoughts. In times of transition, these individuals panic rapidly and worry about several different things. People with low neuroticism are more likely to feel optimistic, confident, adventurous, and readily adapt to change. They seem to be emotionally secure, calm and do not feel negative emotions frequently. Those who feel less tension and anxiety appear to do a good job in crisis situations. In most occupations, they are favored because they have more control of their emotions at work.

2.2 Emotional Intelligence

Emotional intelligence (EI) refers to the capacity to identify and regulate the emotions of one's own and to understand others. EI is often characterized as a force guiding human attitudes and behaviors (Akinboye, 2002). In 1989, John Mayer and Peter Salovey coined the phrase "emotional intelligence," which they defined as the capacity to keep track of one's own and other people's emotions, recognize various emotions and give

them the proper labels, and utilize emotional knowledge to guide actions and ideas. (Salovey & Mayer, 1990).

Goleman began to conduct the research in the field, inspired by the findings of Mayer and Salovey (1993), and eventually wrote a book on emotional intelligence. With the publication of the book in 1995, emotional intelligence began to gain more acceptance and appreciation. The key concept behind emotional intelligence is that it requires employee abilities or attributes that are linked to their emotional side, such as identifying and regulating their feelings, motivating themselves, understanding and handling other emotions, and managing relationships with others (Goleman, 1995). In the field of management and business, Goleman (1998) played a crucial role in giving prominence to emotional intelligence. For emotional intelligence, there are the five factors to be significant. Nowadays, organizations often take these five factors to assess the level of emotional intelligence as well. These five factors are self-awareness, self-regulation (or self-management), motivation, empathy (or Social awareness), and social skills (or relationship management).

2.2.1 Self-awareness

Self-awareness is a vital emotional intelligence skill. The ability to identify your emotions, distinguish between them, understand why you feel these feelings, and recognize the effect your feelings have on people around you are emotional self-awareness. Self-awareness also involves understanding that it is linked to how we feel and what we do. People with this ability can recognize subtle variations in their feelings and understand how their feelings influence their actions, choices, and productivity. It encompasses emotional awareness, accurate self-assessment, and self-confidence.

Goleman argues that it is not only related to the psychological intuition and self-understanding of an individual; it also plays a key role in deciding how a person exhibits actions and communicates with others. Self-awareness skills allow people to identify their own emotions and feelings, as well as personal strengths and weaknesses. People with self-awareness have a strong sense of humor, are secure in themselves and their abilities, and are conscious of how they are viewed by other people (Goleman, 1995, 1998).

2.2.2 Self-regulation

Self-regulation is characterized as the ability to regulate destructive emotional impulses and moods or to re-direct them. It refers to a person's ability to control feelings

so that it will not interfere in performing the task. Self-regulation involves being able to suspend judgment and to delay action to give time for thinking. Self-control, trustworthiness, conscientiousness, adaptability, and innovation are encompassed in this aspect.

People with emotional self-control find ways to handle and even channel their upsetting emotions and impulses in useful ways (Goleman et al., 2002). Individuals who can regulate themselves are always cautious and can put off their negative feelings. People who have self-control can usually manage their stress very well and recover quickly from emotional stress as well (Goleman, 2004). Those that are skilled in self-regulation tend to respond well to change and be versatile. They are also good at conflict management and the diffusion of tense or challenging situations.

2.2.3 Motivation

Motivation refers to intrinsic motivation when viewed as a part of EI. Intrinsic motivation means that instead of being motivated by external incentives such as income, fame, and popularity, an individual is driven to fulfill personal needs and objectives. Self-motivation is an element of outstanding in life and it includes personal reasons for doing something; it is a consolidation of achievement drive, readiness to act on opportunities, commitment to goals, optimism, and persistence in pursuing goals despite impediments and setbacks.

Individuals who have self-motivation would be able to move and drive the direction to accomplish a goal using their own or personal requirements (Goleman, 2004). Self-motivation can make a person take the initiative and work hard to better themselves. Individuals with self-motivation cannot give up while confronting issues or anger. By bouncing back and seeking a new and better way to continue, they will face failure.

2.2.4 Empathy

Empathy, or the capacity to consider how others feel, is vital to emotional intelligence. Goleman (2004) said empathy is the element that can assist people to recognize others' emotions. It is an understanding of others' needs and emotions, both individually and in groups, and being able to see things from other people's point of view. Empathy helps one to gain a better understanding of the circumstances of other people.

For individuals with this trait, it would also be easy to be friendly and compatible with other individuals, even if they have different backgrounds. The person with empathy

will understand the other's suffering, difficulty, uncertainty about one thing and they can communicate with others more easily, particularly in helping others. Empathy helps individuals to interpret power dynamics that play a role in all social relationships, especially in workplace relationships. Empathy includes understanding the power dynamics, and the way these influence feelings and actions, also as exactly perceiving circumstances where power dynamics derive force.

2.2.5 Social Skills

Another essential element of emotional intelligence that Goleman stated is social skills. Social skills mean being able to communicate well with others. It includes applying a comprehension of the feelings of ourselves as well as other people to convey and collaborate with others on an everyday premise. Rather than being simply amiable, social skills have other purposes. Goleman (2004) defined as "friendliness with a purpose," meaning that everyone is treated nicely and with respect, yet healthy relationships are often used for individual and organizational gain. This includes the ability to manage communications, develop networks, find common ground, and create rapport.

An individual who has social skills can also be a successful consultant. To build cooperation and collaboration within an organization, they also have a strong ability to settle conflicts. Having good social skills helps individuals to develop positive relationships with other individuals and to develop a greater understanding of themselves and others.

2.3 Organizational Citizenship Behavior

Organizational citizenship behavior is an essential phenomenon in the formal workplace because it has the ability to improve employee relationships, and to increase organizational performance (Pradhan et al., 2016). It can lead to greater achievement of organizational aims and objectives. The management of performance heavily relies on organizational citizenship behavior. Employees who engage in the behavior are mostly found to be predisposed to it while others are shaped by the influence of the environment. OCB relates to the effort which one employee use to do extra things in organization's interest. Employees who put in extra effort for the company are demonstrating the organizational citizenship behavior that is required. Helping a coworker, volunteering for extra tasks at work, avoiding conflicts with coworkers, protecting the organization, adhering to its rules, being tolerant of uncomfortable situations at work, and not wasting

time at work are all examples of organizational citizenship behavior, according to (Robbins, 2001).

Regarding OCB dimensions, different academics have different views. They have developed a variety of taxonomies to classify these citizenship behaviors. OCB was characterized by Williams And Anderson according to the target of the behavior. They divided the OCB construct into two categories, OCB - individuals (OCBI) and OCB - organizations (OCBO) (Williams & Anderson, 1991).

2.3.1 Organizational Citizenship Behavior at Organizational Level

Organizational citizenship behavior at organizational level (OCB-O) includes behaviors intended for the organization as a whole, like punctuality, making suggestions for organization advancement and obeying rules. The individuals who give advanced notice if they cannot come to work, who try to be available at work more than required level, who protects the property of organization and the goodwill of organization, and who strictly follow and obey the rules of organizations perform well in OCB-O. The individual who manage their impulsive feelings and distressing emotions at work can perform well in organizational citizenship behavior at organizational citizenship level. People who only know their emotions and do not manage them well may be weaken in OCB-O (Mani, 2012). Based on the five dimensions of OCB developed by Organ (1988), the dimensions of OCB-O include conscientiousness, sportsmanship and civic virtue (Williams & Anderson, 1991).

2.3.2 Organizational Citizenship Behavior at Individual Level

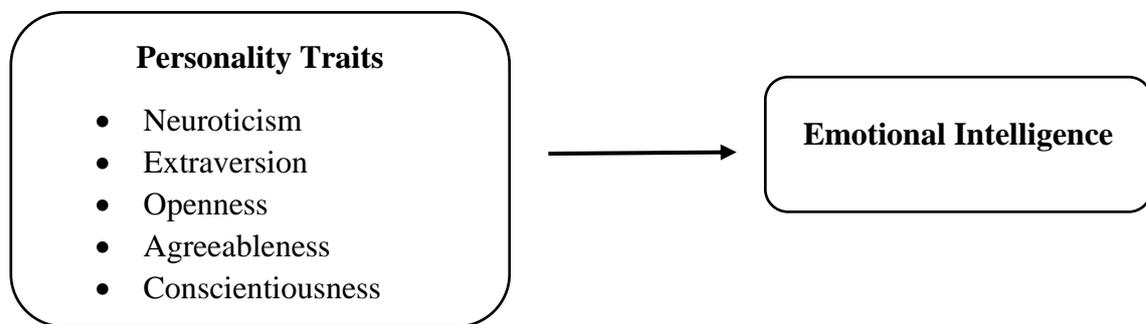
Organizational citizenship behavior at individual level (OCB-I) refers to OCBs that direct primarily to individual employees within the organization which has long term benefits for an organization like helping others voluntarily. OCBI contributes to the organization indirectly by benefiting peers and co-workers. The individuals who is volunteering to do things at work, helping co-workers in performing the tasks, encouraging the co-workers to be productive and trying to avoid creating problems for co-workers perform well in OCB-I. The individuals who are empathic perform well in organizational citizenship behavior at individual level. On the other hand, the one who is enthusiastic to get their job done successfully put self-interest over helping others and may weaken in OCB-I. Based on the five dimensions of OCB developed by Organ

(1988), the dimensions of OCB-I include altruism and courtesy (Williams & Anderson, 1991).

2.4 Previous Studies

Personality normally deals with individual differences among people in behavior patterns, cognition and emotion. Abdollahib and Rezaei (2014) presented a study to explore the effects of big five personal traits on emotional intelligence on some Iranian firms located in city of Tehran, Iran. The population size of the study is 425 and the survey data was collected from 203 respondents. Figure (2.1) shows the model of the studies of that researcher.

Figure (2.1) Conceptual Framework of Abdollahib and Rezaei

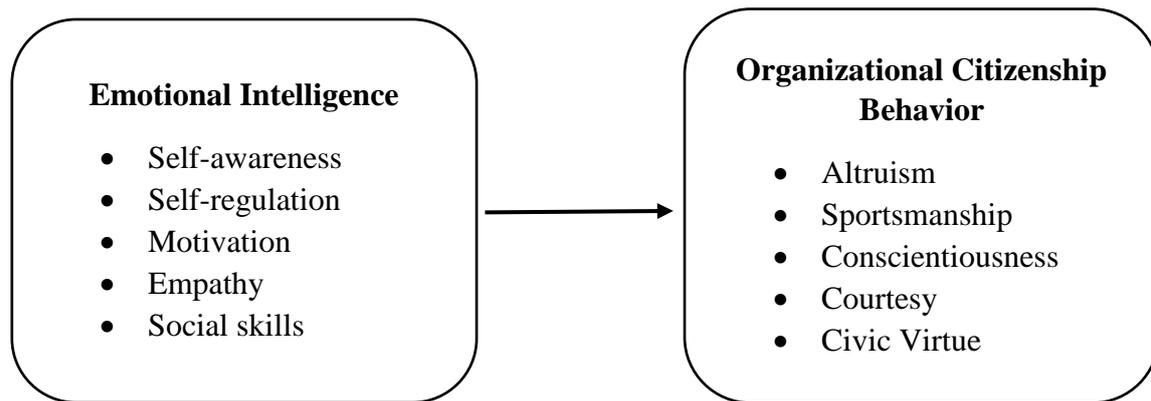


Source: Abdollahib and Rezaei (2014)

The results found that extraversion, agreeableness, conscientiousness and openness produce positive significant effect on emotional intelligence. On the other hand, neuroticism have negative significant effect on emotional intelligence. The results have indicated that being extraversion is the most important factor on development of emotional intelligence followed by being agreeableness.

Another research aims to analyze the effect of emotional intelligence on organizational citizenship behavior of the employees working in two thermal power plants of Punjab. This research was studied by Maini (2012). The five dimensions of EI are self-awareness, self-regulation, motivation, empathy and social skills. Five characteristics of OCB comprise altruism, sportsmanship, conscientiousness, courtesy, and civic virtue. The survey data was collected from 229 respondents working at two thermal power plants. Figure (2.2) shows the model of the studies of that researcher.

Figure (2.2) Conceptual Framework of Maini



Source: Maini (2012)

The analysis of this study revealed that five dimensions of emotional intelligence were significantly related to OCB. According to the researcher's finding, empathy and social skills have positive significant effect on altruism and motivation produces negative effect on altruism. Self-regulation, empathy and social skills have positive significant effect on courtesy. For sportsmanship, self-regulation produces positive effect and self-awareness produces negative effect. Self-awareness, self-regulation and motivation have positive significant effect on conscientiousness. For civic virtue, all five dimensions of emotional intelligence have positive significant effect on it. An important finding of this study is that dimensions of EI are really powerful as predictors for OCB dimensions.

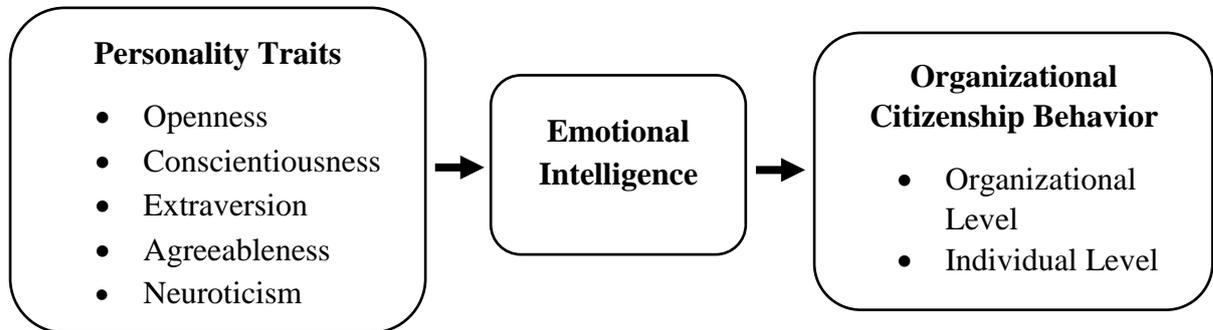
2.5 Conceptual Framework of the Study

In this study, there are two research objectives applied as the instruction. The objectives are to examine the effect of personality traits on emotional intelligence and to analyze the effect of emotional intelligence on organizational citizenship behavior of employees in Shin Par Ku Hospital.

The conceptual framework of this study is produced by concerning the findings of the prior researches and theoretical reviews. This study focuses on personality traits, emotional intelligence, and organizational citizenship behavior. In the framework, the independent variables of this study are personality traits which have an impact on the dependent variables those are emotional intelligence and organizational citizenship behavior. Figure (2.3) starts from the independent variables of this research which are personality traits (openness to experience, conscientiousness, extraversion, agreeableness,

neuroticism). Then it leads to dependent variables of the research which are emotional intelligence and organizational citizenship behavior of employees.

Figure (2.3) Conceptual Framework of the Study



Source: Own Complication (2022)

Conceptual models are used to conduct the analysis and report on a range of responses that can discuss how they define analysis and how variables relate to one another. Understanding emotional intelligence and organizational citizenship behavior of employees will promote effective functioning of the organization. Figure (2.3) offers the basis for a deeper understanding effect of emotional intelligence and organizational citizenship behavior. This framework will improve the understanding of personality traits, emotional intelligence and organizational citizenship of employees that will help Shin Par Ku Hospital to enhance the performance of the organization.

CHAPTER 3

PROFILE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES IN SHIN PAR KU HOSPITAL

The first things presented in this chapter are the profile of Shin Par Ku Hospital, organizational structure, vision and mission, and organizational citizenship behavior of employees in Shin Par Ku Hospital. Next, the research design, the reliability test and the demographic profile of the respondents are addressed.

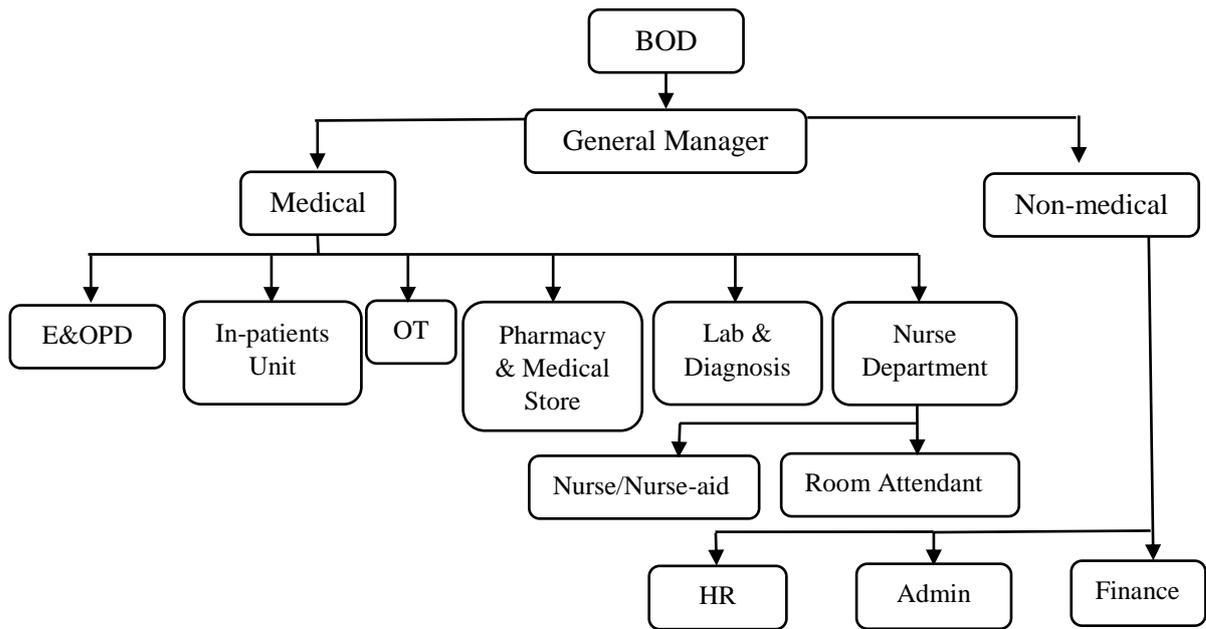
3.1 Profile of Shin Par Ku Hospital

In 1995, the Shin Par Ku Hospital was established. Starting as an outpatient specialist clinic, it offered medical services to the private sector. Later, it was expanded as Hospital to provide in-patients' medical needs as well. Shin Par Ku is a well-known hospital with 24-hour comprehensive healthcare services. The surgical operation can be performed in a timely. All the necessary facilities are arranged for the patients to deliver good quality healthcare services, and the healthcare service providers are warm and take excellent care of the patients. There are Fifty total beds, and the laboratory is obtainable for prompt diagnosis. Then, ambulance is available for 24-hour service to pick up and return home for the patients. It has a total land size of 19,950 square feet and is located at No. 71/73, Ba Nyar Da La Street, Bahan Township, Yangon. The location is conveniently located near a bus stop, and private car parking is also available.

3.1.1 Organizational Structure

The organizational structure is divided into four ranks: directors (BOD), managers, supervisors, and operational staff. The total workforce of Shin Par Ku Hospital is 141 employees and two parts are divided to continue the operations of the Shin Par Ku Hospital. The organizational structure of Shin Par Ku Hospital is shown in Figure (3.1).

Figure (3.1) Organizational Structure of Shin Par Ku Hospital



Source: Shin Par Ku Hospital (2022)

Among them, 97 employees provide healthcare services directly, and the number of employees who offer healthcare services indirectly is 44. Medical-related departments in Shin Par Ku Hospital are emergency & out-patients department (E&OPD), in-patient unit, operation theater (OT), pharmacy & medical store department, laboratory & diagnosis department, and nurse department. Non-medical departments are human resource department (HR), administrative department and the finance department.

3.1.2 Vision and Mission

To provide qualified healthcare services, Shin Par Ku Hospital set its Vision and Mission statements. The Vision statement of Shin Par Ku Hospitals is “To enable every person to attain full life expectancy, and enjoy the longevity of life, and to ensure that every citizen is free from diseases”. The mission statement is “To give medical treatment in a timely and effective manner”. Moreover, quarterly training programs are arranged for both medical-related employees and non-medical-related employees respectively to deliver qualified healthcare services in a nice manner. Two-times per year reward programs are also created to motivate and appreciate the employees.

3.2 Organizational Citizenship Behavior in Shin Par Ku Hospital

The HR team at Shin Par Ku Hospital pays attention to organizational citizenship behavior because it may be pretty advantageous for both employees and enterprises.

3.2.1 OCB-O in Shin Par Ku Hospital

The HR team allows employees to take 10 days of paid leave per year. For employees who do not take leave in a year, they give some additional allowance to them. Therefore, some employees try to be their attendance at work above the required level if possible. If employees are unable to come to work, they notify HR in advance so that something can be arranged before morning duty. As a medical related staff, they handle many equipment every day and they handle the equipment carefully so that it is not easily damaged. Even without someone to constantly monitor and check, the staffs follow the rules. HR team tries to know the needs and wants of the employees regarding the work conditions and working environment, then they provide support as much as possible to make their employees convenient. Therefore, employees share the goodwill of the hospital when talking with others.

On the other hand, employees who have to deal with patients stressfully at work every day are tired and want to take leave and sometime, they do not give advanced notice. Although the hospital supports the working environment as much as it can, they focus more on the bad things and are not willing to share others about the goodwill of the hospital.

3.2.2 OCB-I in Shin Par Ku Hospital

Moreover, HR arranges small events to help the employees learn to be friendly and help each other. In addition, to raise the morale of the team, the HR team organizes training sessions. Therefore, employees have a team spirit and help each other. There is hardly any quarrel between employees. In addition, if someone is late due to some issue and is unable to arrive at work for their duty just in time, the others will take care of that person's job even if they are off duty.

On the other hand, employees who are trying to improve themselves in order to reach their goals are always busy, so they do not have time to help others. Even if the colleague offers to switch the duty time, they will not switch it because there is some class to attend at their assigned duty off time.

3.3 Research Design

This study aims to explore the personality traits, emotional intelligence, and organizational citizenship behavior of employees at Shin Par Ku Hospital and to analyze the effect of personality traits on emotional intelligence, and to examine the effect of emotional intelligence on organizational citizenship behavior. This study uses a quantitative research methodology. Both primary and secondary data are employed to achieve these objectives.

The primary data are collected through structured questionnaire targeting the employees who directly involved in delivering healthcare services at Shin Par Ku Hospital. They are medical officers, pharmacists, pharmacy staffs, medical technologists, nurses, nurse-aids, and room attendants. The data collection instrument consists of four parts: demographic profile, Five Factors Model of Personality test, emotional intelligence, and organizational citizenship behavior. A five-point Likert scale is used and respondents are requested to rate each statement according to how strongly they agree or disagree with it (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). According to Best (1977), Likert scales of this sort are scored on the mean scale of 1 – 1.8 to very low level of agreement, 1.81 – 2.6 to low level of agreement, 2.61 – 3.4 to the neutral, 3.41 – 4.2 to high level of agreement, and 4.21 – 5 to very high level of agreement. The accessible population size of the study is 97 and the sample size is 78 by using Raosoft sample size calculator. Primary data are collected using the simple random sampling approach and then used in statistical analysis. Textbooks, earlier studies, and websites are used to gather secondary data.

The demographic profile section of the questionnaire includes gender, age category, educational qualification, job position, salary, and year of experience. The personality traits of employees at Shin Par Ku Hospital are measured by the Big Five Personality: Five Factors Model of Personality Test. To analyze emotional intelligence, the Five Factors developed by Goleman (1995) is adopted. Finally, using the Williams and Anderson scale (1991), their organizational citizenship behavior is evaluated. Two aspects of organizational citizenship behavior are the main focus. Both are at organizational level (OCB-O) and at individual level (OCB-I).

3.4 Reliability Analysis

A reliability test is carried out on replies to items used in the study that were given to 78 respondents in order to evaluate the consistency and reliability of the data gathered

for the study. The Cronbach's Alpha values and the number of items for each variable are displayed in Table (3.1).

Table (3.1) Reliability Analysis

Sr. No	Variables	No. of Items	Cronbach's Alpha
1	Openness to experience	6	0.897
2	Conscientiousness	6	0.711
3	Extraversion	6	0.958
4	Agreeableness	6	0.856
5	Neuroticism	5	0.826
6	Emotional intelligence	26	0.937
7	Organizational Citizenship Behavior - Organizational Level	5	0.874
8	Organizational Citizenship Behavior - Individual Level	5	0.824

Source: Survey data (2022)

When conducting research studies, the reliability of the questionnaire is evaluated using Cronbach's Alpha. Cronbach's Alpha, which is presented as a number between 0 and 1, was created by Lee Cronbach in 1951 to offer a measure of the internal consistency of a test or scale. How closely related a set of test items are to one another is determined by Cronbach's Alpha. High Cronbach's alpha values show that participant response values are consistent throughout a set of questions. This consistency shows that the measures are accurate and suggests that the items may measure the same trait. Low numbers, on the other hand, show that the set of items does not accurately measure the same concept (Tavakol & Dennick, 2011). According to the general rule of thumb, a Cronbach's alpha of 0.7 and above is considered good, 0.8 and above is better, and 0.9 and above is the best (Glen, 2021).

Table (3.2)'s reliability analysis results for the variables reveal that every item for each variable supports the acceptable level of reliability test. Given that they are all greater than 0.7, all measured variables are valid and trustworthy.

3.5 Demographic Profile of Respondents

In this study, 78 medical-related employees of Shin Par Ku Hospital are surveyed to analyze their personality traits, emotional intelligence, and organizational citizenship behavior. The demographic data includes gender, age category, educational qualification,

job position, salary, and year of experience. In Table (3.2) below, the demographic profile of the respondents is summarized:

Table (3.2) Demographic Profile of Respondents

Demographic	Description	Frequency (f)	Percentage (%)
Total		78	100.0
Gender	Male	27	34.6
	Female	51	65.4
Age Range	Under 26 years	36	46.2
	26 - 30 years	27	34.6
	31 - 35 years	12	15.4
	Above 35 years	3	3.8
Educational Qualification	Diploma	21	26.9
	Bachelor Degree	50	64.1
	Master Degree	7	9
	Others	0	0
Job Position	Operational Level	60	76.9
	Management Level	18	23.1
Salary	Less than 300,000MMK	24	30.8
	300,000 - 500,000MMK	32	41
	500,001 - 700,000MMK	18	23.1
	Above 700,000MMK	4	5.1
Year of Experience	Less than 1 year	16	20.5
	Between 1 year and 3 years	38	48.7
	Above 3 years but not more than 5 years	18	23.1
	Above 5 years	6	7.7

Source: Survey Data (2022)

There are 34.6% of male respondents and 65.4% of female respondents, as shown in Table (3.2). The difference between the number of male and female employees is big and it shows that the overall healthcare workforce of Shin Par Ku Hospital is mostly composed of females. 46.2% of responders are under 26 years old, compared to 34.6%

who are between 26 and 30. 15.4% and 3.8%, respectively, of respondents, are between the ages of 31 and 35 and over 35. This indicates that the majority of the Shin Par Ku Hospital's staff are youthful people. 64.1% of respondents have a bachelor's degree, which is the most common level of education of employees at Shin Par Ku Hospital. Likely other organizations, Shin Par Ku Hospital employs 76.9% more people at the operational level than at the managerial level. According to the survey data, the income of the most medical-related employee is between 300,000MMK and 500,000MMK which is 41% of the respondents. The majority of employees have one to three years of working experience at Shin Par Ku Hospital, which is 48.7% of the respondents.

CHAPTER 4

ANALYSIS ON PERSONALITY TRAITS, EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES IN SHIN PAR KU HOSPITAL

In this chapter, personality traits of employees in Shin Par Ku Hospital are analyzed by the mean value and standard deviation of each factor. Furthermore, emotional intelligence and organizational citizenship behavior of employees in Shin Par Ku Hospital are analyzed by using the regression analysis.

4.1 Personality Traits of Employees in Shin Par Ku Hospital

This section examines the personality traits of the employees in Shin Par Ku Hospital using the Big Five Model of Personality Test, which measures openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. A total of 29 survey questions on a five-point Likert scale are distributed to the respondents to determine their personality traits. The findings on personality traits of employees in Shin Par Ku Hospital are discussed with the respective mean values tables from Table (4.1) to Table (4.5) accordingly.

4.1.1 Openness to Experience

This section aims to examine the openness to experience of the employee in Shin Par Ku Hospital. The survey questionnaire includes six items to measure their openness to experience. Table (4.1) below lists the mean scores for employee openness to experience::

Table (4.1) Openness to Experience

No.	Description	Mean	SD
1	Having a vivid imagination	3.33	1.03
2	Thinking aesthetic and artistic concerns as important	3.45	0.64
3	Preferring variety to routine	3.09	0.89
4	Having a wide range of interests	3.13	0.94
5	Getting excited by new ideas	3.46	0.64
6	Being curious about many different things	3.37	0.74
Overall Mean		3.31	

Source: Survey Data (2022)

Table (4.1) illustrates that the overall mean value for openness to experience is 3.31 which that means that openness to experience of employee in Shin Par Ku Hospital has neutral level. Largest mean score is 3.46 that points out the employees are getting excited by new ideas. Lowest mean score is 3.09 that shows that their preference of doing variety to doing routine is at neutral level.

4.1.2 Conscientiousness

This section aims to explore the conscientiousness of the employee in Shin Par Ku Hospital. The survey questionnaire consists of six items to measure their conscientiousness. The mean values of employees' conscientiousness are illustrated in Table (4.2) below:

Table (4.2) Conscientiousness

No.	Description	Mean	SD
1	Completing tasks successfully	4.10	0.31
2	Trying to perform all the assigned tasks conscientiously	4.15	0.51
3	Making plans and following through with that plans to get the job done	3.50	0.58
4	Paying attention to details	3.64	0.51
5	Working hard to accomplish the goals	4.00	0.43
6	Striving for excellence in every work	3.74	0.69
Overall Mean		3.86	

Source: Survey data (2022)

Table (4.2) presents that the overall mean value for conscientiousness is 3.86. It points out that the employees in Shin Par Ku Hospital have high level of conscientiousness. Most of the employees try to perform all assigned tasks conscientiously since this item has the highest mean value 4.15. Lowest mean score is 3.50 which shows that to get the job done, they make plans and follows through with.

4.1.3 Extraversion

This section aims to study the extraversion of the employee in Shin Par Ku Hospital. The survey questionnaire consists of six items to measure their extraversion. The mean values of employees' extraversion are shown in Table (4.3) below

Table (4.3) Extraversion

No.	Description	Mean	SD
1	Knowing how to captivate people	3.00	1.11
2	Approaching others easily	3.27	0.94
3	Feeling comfortable around people	3.12	1.01
4	Being a really cheerful person	3.24	0.93
5	Making friends easily	3.12	1.04
6	Enjoy the large parties and gatherings	2.86	0.91
Overall Mean		3.10	

Source: Survey data (2022)

Table (4.3) presents that the overall mean value for extraversion is 3.1 which shows that the extraversion level of the employees in Shin Par Ku Hospital is at neutral. Largest mean value is 3.27 which also points out that their capability to approach others easily is at neutral level. Lowest mean value is 2.86 which shows that their love of going to large parties and gatherings is neutral.

4.1.4 Agreeableness

This section aims to examine the agreeableness of the employee in Shin Par Ku Hospital. The survey questionnaire includes six items to measure their agreeableness. The mean values of employees' agreeableness are shown in Table (4.4) below:

Table (4.4) Agreeableness

No.	Description	Mean	SD
1	Believing that people basically have good intentions	3.79	0.52
2	Treating all people respectfully	3.94	0.52
3	Tell the truth always	3.87	0.76
4	Love to help others	4.03	0.43
5	Cooperating with others than competing with them	3.64	0.70
6	Appreciate others always	3.92	0.70
Overall Mean		3.87	

Source: Survey data (2022)

Table (4.4) illustrates that the overall mean value for agreeableness is 3.87. It points out that the employees in Shin Par Ku Hospital are agreeable at the high level. They love to help their co-workers very much because this item has the largest mean value which is 4.03. Lowest mean value is 3.64 which shows that they prefer cooperating with others to competing with them.

4.1.5 Neuroticism

This section aims to explore the neuroticism of the employee in Shin Par Ku Hospital. The survey questionnaire includes five items to measure their neuroticism. The mean values of employees' neuroticism are shown in Table (4.5) below:

Table (4.5) Neuroticism

Sr. No.	Description	Mean	SD
1	Feeling tense	2.73	0.85
2	Getting irritated easily	2.33	0.77
3	Feeling blue	2.24	0.71
4	Getting stressed out easily	3.11	0.70
5	Being troubled by negative thoughts	2.06	0.44
Overall Mean		2.49	

Source: Survey data (2022)

Table (4.5) illustrates that the overall mean value for neuroticism is 2.49 which means that the level of neuroticism of employees in Shin Par Ku Hospital is low and they are emotionally stable. Largest mean value is 3.11 which shows that their level of getting stressed out easily is neutral. Lowest mean value is 2.06 which indicates that they are not troubled by negative thoughts.

When compared to the overall mean of personality traits, agreeableness and conscientiousness has highest mean values. Openness to experience and extraversion is neutral. Neuroticism, the only bad trait that measure in Big Five Personality Test, has lowest mean value. According to the findings, employees in Shin Par Ku Hospital are high in agreeableness. They have the ability to put others needs before their own and to get tremendous pleasure from helping and taking care of others. Then, they are highly organized and detail orientated when providing healthcare services to patients. Since they have low level of neuroticism, they are less reactive to stress and less likely to experience negative emotions.

4.2. Emotional Intelligence of Employees in Shin Par Ku Hospital

Emotional Intelligence of employees in Shin Par Ku Hospital is examined by using the Five Factors dimensions developed by Goleman (1995), which include self-awareness, self-regulation, motivation, empathy, and social skills. A total of 26 survey questions on a five-point Likert scale are distributed to the respondents to determine their Emotional Intelligence. They are requested to rate each statement according to how strongly they agree or disagree with it (1 = strongly disagree to 5 = strongly agree). The findings on the Emotional Intelligence of Shin Par Ku Hospital employees are discussed with the mean value Table (4.6) as follows.

Table (4.6) Emotional Intelligence

Sr. No.	Description	Mean	SD
Self-awareness			
1	Knowing the emotions and why	3.51	0.68
2	Realizing the relation between the feelings and the behavior	3.58	0.57
3	Recognizing how the feelings impact the performance	4.05	0.62
4	Be aware of the strengths and weaknesses	3.72	0.53
5	Being reflective and trying to learn from experience	3.82	0.70
Self-awareness Overall Mean		3.74	0.62
Self-regulation			
1	Managing the impulsive feelings and distressing emotions well	3.39	0.72
2	Building trust by being reliable and authentic	4.00	0.47
3	Being organized and careful in the work	3.56	0.86
4	Handling multiple demands, shifting priorities and rapid change smoothly	3.21	0.80
5	Seeking out fresh ideas from a wide range of resources	3.53	0.50
Self-regulation Overall Mean		3.54	0.67
Motivation			
1	Being result-oriented with a high drive to meet objectives and standards	4.13	0.59
2	Setting inspiring goals and taking the risks	3.50	0.73
3	Continuously learning in order to improve my performance	3.58	0.88

4	Pursuing goals beyond what is required or expected of me	3.24	0.43
5	Operating from the hope of success rather than fear of failure	3.80	0.69
Motivation Overall Mean		3.65	0.66
Empathy			
1	Understanding others' perspectives	3.56	0.79
2	Help out based on understanding others' needs and feelings	3.45	0.80
3	The useful feedback and identify others' need for development	3.14	0.78
4	Being a good listener	3.55	0.89
5	Caring how other might get affected by words and actions	3.92	0.83
Empathy Overall Mean		3.52	0.82
Social Skills			
1	Being easy to get friendly and possessing good social skills	3.14	0.80
2	Handling difficult people and tense situations with diplomacy and tact	3.04	0.84
3	Encouraging open discussion and debate	3.73	0.45
4	Looking forward to relationships that are mutually useful	4.36	0.62
5	Promoting a friendly and cooperative climate	4.04	0.59
6	Maintaining a balance between work and relationships	4.23	0.60
Social Skills Overall Mean		3.76	0.65
Emotional Intelligence Overall Mean		3.64	

Source: Survey data (2022)

Table (4.6) illustrates that the overall mean value of the five dimensions of the employees' emotional intelligence is 3.64, which shows that most of the employees in the Shin Par Ku Hospital have high level of emotional intelligence. Among them, social skills factor has largest overall mean value is 3.76 and it is indicated that they have the knowledge of how to behave in social situations and understand both written and implied rules when communicating with others. Lowest overall mean value is 3.52 and it is for their empathy level. It shows that employees in Shin Par Ku Hospital are more likely to feel, recognize, and mirror another person's emotions or movements.

Regarding to self-awareness, its overall mean value is 3.74 which points out that self-awareness skills of the employees are at high level. Largest mean value is 4.05 which shows that they can recognize well how their feelings impact their performance. Lowest mean value is 3.51 which indicates that they also know their feelings and why they feel like this.

Related to self-regulation, its overall mean value is 3.54 which shows that the level of self-regulation of the employees is high. Largest mean value is 4.00 and it indicates that they are reliable and authentic. On the other hand, the lowest mean value is 3.21 which points out that their ability of handling multiple demands, shifting priorities and rapid change is at neutral level.

Concerning motivation, its overall mean value is 3.65 which indicates that employees in Shin Par Ku Hospital are motivated with the high level. Largest mean value is 4.13 which shows that most employees are result-oriented with a high drive to meet objectives and standards. Lowest mean value is 3.24 which points out that their level of pursuing goals beyond what is required or expected of them is at neutral.

In respect of empathy, its overall mean value is 3.52 which shows that their level of being empathic is high. Largest mean value is 3.92 which indicates that most employees care very much how others might get affected by their words and actions. Lowest mean value is 3.14 which points out that their desire of offering useful feedbacks and identifying others' needs for development is neutral.

As for social skills, its overall mean value is 3.76 which indicates that the social skills of the employees of Shin Par Ku Hospital are at high level. Largest mean value is 4.36 which shows that they value mutually beneficial relationships. On the other hand, lowest mean value is 3.04 which indicates that their skill of handling difficult people and tense situations is neutral.

According to the results, they can recognize which emotions they are feeling and why. They also know how their feeling affect their performance. When dealing with patients, they can manage their impulsive feelings and distressing emotion well. In addition, they are result-oriented employees and they do their job with a high drive to meet the standards of qualified healthcare services. As the person who cares the health of people, they try to learn continuously in order to improve their knowledge and skills. Moreover, they are empathic and they also have good social skills. Therefore, it can be concluded that employees in Shin Par Ku Hospital have high level of emotional intelligence.

4.3 Organizational Citizenship Behavior of Employees in Shin Par Ku Hospital

This study measures two dimensions of Organizational Citizenship Behavior which are OCB-O (at the organizational level) and OCB-I (at the individual level) (Williams & Anderson, 1991). A total of 10 survey questions on a five-point Likert scale are distributed to the respondents to determine their Organizational Citizenship Behavior. The findings on the Organizational Citizenship Behavior of Shin Par Ku Hospital employees are discussed with the respective mean value tables from Table (4.7) to Table (4.8) accordingly.

4.3.1 Organizational Level (OCB-O)

The purpose of this section is to examine the Organizational Citizenship Behavior - Organizational level of employees in Shin Par Ku Hospital. The survey questionnaire has five items that are used to gauge the employees' OCB-O level for the study. The organizational level employee mean values for organizational citizenship behavior are shown in Table (4.7).

Table (4.7) Organizational Citizenship Behavior (OCB-O)

Sr. No.	Description	Mean	SD
1	Give advanced notice for absent	4.69	0.46
2	Have the attendance that is above the required level	4.26	0.55
3	Protect the organization's property	4.05	0.53
4	Say good things about the organization when talking with outsiders	3.73	0.45
5	Obey the organization's rules and regulations even when no one is watching	4.33	0.50
Overall Mean		4.21	

Source: Survey data (2022)

Table (4.7) illustrates that overall mean value of OCB-O is 4.21 which points out that employees in Shin Par Ku Hospital have the very high level of organizational

citizenship behavior at organization level. Largest mean value is 4.69 which shows that the employees give advanced notice if they cannot come to work. Lowest mean value is 3.73 which indicates that they say good things about their hospital when talking with others.

4.3.2 Individual Level (OCB-I)

The purpose of this section is to examine the Organizational Citizenship Behavior - Individual level of employees in Shin Par Ku Hospital. The survey questionnaire contains five items that are used to determine the OCB-I level of the employees for the study. The mean values for employees' organizational citizenship behavior at the individual level are shown in Table (4.8).

Table (4.8) Organizational Citizenship Behavior (OCB-I)

Sr. No.	Description	Mean	SD
1	Helping the co-workers when their workload is heavy	4.54	0.50
2	Trying to help fellow employees so they will become more productive	3.60	0.65
3	Volunteering to do things without being asked	3.56	0.78
4	Not abuse the rights of others	4.58	0.49
5	Try to avoid creating problems for the co-workers	3.90	0.41
Overall Mean		4.04	

Source: Survey data (2022)

Table (4.8) illustrates that the overall mean value for OCB-I is 4.04 which pointed out that the employees of Shin Par Ku Hospital have high level of organizational citizenship behavior at individual level. Largest mean value is 4.58 which indicated that they do not abuse the right of others. Lowest mean value is 3.56 which showed that most employees frequently volunteer to do things without being asked when at work.

Employees at Shin Par Ku Hospital demonstrate strong organizational citizenship behavior both at the organizational and individual levels, according to the findings. As a

Hospital, it is more important to have enough workforce. Employees in Shin Par Ku Hospital try to be available at work above the required level. If they cannot come to work, they always give advanced notice. Even when no one is looking, they follow the organization's rules and regulations. They do not violate their coworkers' rights at work or cause issues for their fellow employees. They try to help each other also. Therefore, it can be concluded that employees in Shin Par Ku Hospital perform well in both OCB-O and OCB-I.

4.4 Analysis on the Effect of Personality Traits on Emotional Intelligence

In this section, the effect of personality traits on emotional intelligence is identified by using Linear Regression Analysis. In the regression model, personality traits including openness to experiences, conscientiousness, extraversion, agreeableness, and neuroticism are the independent variables and the dependent variable is used, and it is emotional intelligence.

4.4.1 The Effect of Personality Traits on Emotional Intelligence

Emotional intelligence is regressed with the personality traits of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism in order to determine the effect of personality traits on emotional intelligence. Table (4.9) displays the results of the regression analysis.

Table (4.9) The Effect of Personality Traits on Emotional Intelligence

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.918	0.769		2.495	0.015	
Openness to experience	-0.186	0.142	-0.278	-1.314	0.193	5.618
Conscientiousness	0.343**	0.144	0.251	2.377	0.020	1.403
Extraversion	0.168*	0.088	0.339	1.906	0.061	3.958
Agreeableness	0.384***	0.116	0.460	3.302	0.000	1.195
Neuroticism	-0.378***	0.092	-0.401	-4.106	0.001	2.432
R	0.652					
R Square	0.425					
Adjusted R Square	0.386					
F value	10.662***					
Durbin-Watson	2.061					

Source: Survey data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 1% level

In Table (4.9), R square and adjusted R square are at 0.425 and 0.386 respectively. This indicates that the model can explain 38.6 percent about variance of dependent variable emotional intelligence with independent variables personality traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism). The overall significance of the model, as measured by the F-test score, is very significant at the 1% level. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of Durbin-Waston is 2.061 and thus, there is no problem of autocorrelation in the sample.

The significance value of agreeableness indicates that the variable is significant at 1% level. This indicates that agreeableness has positive effect on emotional intelligence. The positive effect means that the increase in the level of agreeableness leads to more effect on the level of emotional intelligence of employees.

According to the results, the neuroticism personality trait has a significant negative effect on the emotional intelligence at 1% level. It explores that the low level of neuroticism of employees in Shin Par Ku Hospital leads to increase in their emotional

intelligence level. Employees who are emotionally secure, calm and feel less tension and anxiety have high level of emotional intelligence.

In addition, the significance value of conscientiousness indicates that the variable is significant at 5% level. This indicates that conscientiousness has positive effect on emotional intelligence. The positive effect means that the increase in the level of conscientiousness lead to more effect on the level of emotional intelligence of employees.

Furthermore, extraversion also has positive significant effect on emotional intelligence at 10% level. As a result, emotional intelligence will be higher if the employees of Shin Par Ku Hospital have the stronger personality trait of extraversion.

Overall, the result shows that the traits of agreeableness, conscientiousness, and extraversion of employees in Shin Par Ku Hospital produce positive significant effect on their emotional intelligence and the neuroticism personality trait produces negative significant effect on their emotional intelligence level. Among the variables, agreeableness shows the highest standardized coefficient (Beta) which shows that employees in Shin Par Ku Hospital are agreeable and agreeableness is the most contributed variable on their emotional intelligence level.

In keeping with the demands of their jobs, the employees of Shin Par Ku Hospital should indeed complete all tasks conscientiously and successfully while paying close attention to every single detail to offer patients high-quality medical care. They should also be agreeable, respectful, and helpful to everyone. Because of the nature of the work, they need to be cheerful and they should know how to approach others. They should not be easily irritated and stressed out in their job as a service provider. Great healthcare providers can control themselves, be aware of themselves, recognize others' feelings, and have the ability to interact with people nicely and warmly. It can be concluded that based on personality traits, emotional intelligence of employees in Shin Par Ku Hospital can predict and their personality traits cause a beneficial effect on their emotional intelligence level.

4.5 Analysis on the Effect of Emotional Intelligence on Organizational Citizenship Behavior

In this section, linear regression analysis is used to determine the effect of emotional intelligence on organizational citizenship behavior. Emotional intelligence is the independent variable in the regression model, and OCB-O and OCB-I are the dependent variables.

4.5.1 The Effect of Emotional Intelligence on OCB-O

OCB-O is regressed with five dimensions of emotional intelligence (self-awareness, self-regulation, motivation, empathy, social skills) to determine the effect of emotional intelligence on OCB-O. Table (4.10) displays the results of the regression analysis.

Table (4.10) The Effect of Emotional Intelligence on OCB-O

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	2.834	0.321		8.821	0.000	
Self-awareness	-0.536***	0.157	-0.706	-3.417	0.001	6.496
Self-regulation	0.783***	0.155	1.176	5.043	0.000	7.654
Motivation	-0.056	0.070	-0.085	-0.794	0.430	3.102
Empathy	0.150*	0.076	0.333	1.980	0.062	7.616
Social skills	0.077	0.117	0.108	0.661	0.511	7.134
R	0.856					
R Square	0.733					
Adjusted R Square	0.714					
F value	39.530***					
Durbin-Watson	1.912					

Source: Survey data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

In Table (4.10), R square and adjusted R square are at 0.733 and 0.714 respectively. This indicates that the model can explain 71.4 percent about variance of dependent variable OCB-O with independent variables emotional intelligence (self-

awareness, self-regulation, motivation, empathy, social skills). The overall significance of the model, as measured by the F-test score, is very significant at the 1% level. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of Durbin-Waston is 1.912 and thus, there is no problem of autocorrelation in the sample.

The significance value of self-regulation indicates that the variable is significant at 1% level. This indicates that self-regulation skill has positive effect on OCB-O. The positive effect means that the increase in the level of self-regulation leads to more effect on OCB-O of employees. employees at Shin Par Ku Hospital with high skill of self-regulation are more willing to engage in citizenship behavior that benefits their organizations. They are organized and careful in their work to obey the organization's rules while protecting the organization's property.

According to the results, the skill of self-awareness has a significant negative effect on OCB-O at 1% level. It explores that employees who have stronger self-awareness skills will be weak in OCB-O. Employees who only understand their tensions and stress and how they are related to work may not perform well in OCB-O. Employees who deal with demanding patients on a daily basis at work are burned out and desire to take a break, often without giving advance notice. Although the hospital makes every effort to assist the workplace, they tend to concentrate on the downsides and are hesitant to spread the word about the positive aspects of the hospital.

In addition, empathy has positive significant effect on OCB-O at 10% significant level. This shows that employees in Shin Par Ku Hospital are empathic and the increase in empathy skills leads to an increase in their OCB-O. Employees, who are aware that their words and actions may have an impact on others, usually talk about the good things about their organization.

Overall, the result shows that the skills of self-regulation and empathy of employees in Shin Par Ku Hospital produce positive significant effect on their OCB-O and the self-awareness skills may produce negative effect on their OCB-O. Findings also reveal that motivation and social skills of them have no significant effect on their OCB-O. Among the variables, self-regulation shows the highest standardized coefficient (Beta) which indicates that self-regulation skill is the most contributed variable to OCB-O of the employees.

4.5.2 The Effect of Emotional Intelligence on OCB-I

Five aspects of emotional intelligence (self-awareness, self-regulation, motivation, empathy, social skills) are regressed against the OCB-I in order to determine how emotional intelligence affects it. Table (4.11) displays the results of the regression analysis.

Table (4.11) The Effect of Emotional Intelligence on OCB-I

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.721	0.304		5.669	0.000	
Self-awareness	-0.234	0.148	-0.225	-1.579	0.119	6.496
Self-regulation	0.667***	0.147	0.731	4.548	0.000	7.654
Motivation	-0.325***	0.066	-0.364	-4.922	0.000	3.102
Empathy	0.287***	0.072	0.464	4.003	0.000	7.616
Social skills	0.268**	0.111	0.272	2.427	0.018	7.134
R	0.834					
R Square	0.773					
Adjusted R Square	0.764					
F value	59.019***					
Durbin-Watson	1.873					

Source: Survey data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 1% level

In Table (4.11), R square and adjusted R square are at 0.773 and 0.764 respectively. This indicates that the model can explain 76.4 percent about variance of dependent variable OCB-I with independent variables emotional intelligence (self-awareness, self-regulation, motivation, empathy, social skills). The overall significance of the model, as measured by the F-test score, is very significant at the 1% level. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of Durbin-Watson is 1.873 and thus, there is no problem of autocorrelation in the sample.

The significance value of self-regulation indicates that the variable is significant at 1% level. This indicates that self-regulation skill has positive effect on OCB-I. The

positive effect means that the increase in the level of self-regulation leads to more effect on OCB-I of employees. Employees of Shin Par Ku Hospital who manage their impulsive feelings and distressing emotions well can avoid creating problems for their colleagues and do not abuse others' rights.

In addition, empathy has positive significant effect on OCB-I at 1% significant level. This shows the increase in empathy skills leads to an increase in their OCB-I. Employees in Shin Par Ku Hospital are empathic and they care the difficulties of their co-workers so that they try to help their co-workers whose workloads are heavy.

According to the results, motivation has a significant negative effect on OCB-I at 1% level. It explores that employees who are strongly motivated will be weak in OCB-I. Employees in Shin Par Ku Hospital who extremely motivate themselves to get their jobs done successfully work hard to better themselves and not willing to give their time much to helping their colleagues. Therefore, they may be weakened in OCB-I. Employees that are working to better themselves in order to achieve their goals are constantly occupied and hence unable to assist others. Even if a coworker offers to switch the duty time, the employee won't accept because they have a class to go to during their scheduled duty off time.

In addition, social skills have positive significant effect on OCB-I at 5% significant level. This shows that employees in Shin Par Ku Hospital have good social skills and the increase in social skills leads to an increase in their OCB-I. The employees who are easy to get friendly with and who look forward to mutually beneficial relationships may perform well in OCB-I.

Overall, the result shows that the skills of self-regulation, empathy, and social skills of employees in Shin Par Ku Hospital produce positive significant effect on their OCB-I and motivation produces negative significant effect on their OCB-I. Findings also reveal that their self-awareness skill has no significant effect on their OCB-I. Among the variables, self-regulation shows the highest standardized coefficient (Beta) which indicates that self-regulation is the most contributed variable to OCB-I of the employees.

CHAPTER 5

CONCLUSION

This chapter is formed with the conclusions of the research related to personality traits, emotional intelligence, and organizational citizenship behavior. It is divided into three sections: findings and discussion, suggestions and recommendations, and needs for further research.

5.1 Findings and Discussions

This study was conducted to analyze the effect of personality traits on emotional intelligence, and the effect of emotional intelligence on the organizational citizenship behavior of employees in Shin Par Ku Hospital. The Five Factors Model of personality test was used to assess openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Self-awareness, self-regulation, motivation, empathy, and social skills are the five dimensions that make up emotional intelligence. Organizational and individual levels of organizational citizenship behavior were the two main areas of focus.

Most employees in Shin Par Ku Hospital are female and their age is below 30 years, which are the types of employees that are often found in many hospitals. For the healthcare industry, educational qualification is really necessary. At Shin Par Ku Hospital, most of the employees are already obtained a Bachelor's degree. Only a small percentage of employees have more than 5 years of experience.

According to the results of the analysis on personality traits, the employees in Shin Par Ku Hospital are agreeable and helpful to others. They treat all people respectfully. They are conscientious about their job and they pay attention to details when providing healthcare services to patients to be qualified. They do not get irritated and stressed out easily. They are emotionally stable and they can communicate with the patients nicely and warmly.

The finding of the analysis on emotional intelligence indicated that the employees in Shin Par Ku Hospital can recognize which emotions they are feeling and why. They also know how their feelings affect their performance and they can manage their impulsive feelings and distressing emotion well when dealing with patients. Then, they are result-oriented employees and they do their job with a high drive to meet the

standards of high-quality healthcare services. They trust that the continuous learning is important to improve their performance at the workplace. It is also a must thing for the employee who take cares of the health of people. They are empathic and they also have good social skills. To conclude, the employees in Shin Par Ku Hospital have a high level of emotional intelligence.

Based on the survey result on organizational citizenship behavior, employees in Shin Par Ku Hospital perform well in organizational citizenship behavior not only at the organizational level but also individual level. If they cannot come to work, they always give advanced notice. As a Hospital, it is more important to have enough workforce. Therefore, the employees in Shin Par Ku Hospital try to be available at work above the required level. Even when no one is looking, they follow the organization's norms and regulations. At the workplace, they do not abuse the rights of their colleagues and do not create problems for other co-workers. They try to help each other also.

According to the results of the analysis on the effect of personality traits on emotional intelligence, it was found that personality traits have significant effect on emotional intelligence. Agreeableness, conscientiousness and extraversion have positive significant effect on emotional intelligence and neuroticism has negative significant effect on emotional intelligence. Openness to experience has no significant effect on emotional intelligence. Agreeableness is the most contributed variable to emotional intelligence of the employees in Shin Par Ku Hospital. If the employees are conscious when doing their job, love to help and appreciate others, treat all people respectfully, and know how to approach others, they will have a high level of emotional intelligence. Employees with a high level of emotional intelligence do not get irritated and stressed out easily. Therefore, it can be concluded that employees who have good personality traits have high level of emotional intelligence.

It was found that emotional intelligence has a significant effect on both OCB-O and OCB-I based on the analysis of the effect of emotional intelligence on organizational citizenship behavior. Self-regulation and empathy have positive significant effect on OCB-O and self-awareness has negative significant effect on OCB-O. Motivation and social skills have no significant effect on OCB-O. For OCB-I, self-regulation, empathy and social skills have positive significant effect on it and motivation has negative significant effect on it. Self-awareness has no significant effect on OCB-I. Self-regulation is the most contributed variable to not only OCB-O but also OCB-I of the employees in Shin Par Ku Hospital. Employees who are self-regulated and empathic may perform well

in organizational citizenship behavior both at the organizational level and individual level. The employees who are easy to get friendly with and who look forward to mutually beneficial relationships may perform well in OCB-I. Self-awareness weakens OCB-O and motivation weakens OCB-I.

5.2 Suggestions and Recommendations

Organizational citizenship behavior is one of the most crucial elements for all sorts of organizations. OCB can raise employee morale. It enhances people's levels of work meaningfulness. It raises employee performance and productivity. Hence, the management team of Shin Par Ku Hospital should take care of their employees' OCB. Based on the findings discussed above, it was found that there is a correlation between organizational citizenship behavior and emotional intelligence. Having high level of emotional intelligence is an important thing for employees of the healthcare service organizations. Emotional intelligence can be predicted by personality traits. Therefore, the management team of Shin Par Ku Hospital need to know their employees' personality traits and emotional intelligence and create some activities that help to boost their employees' good personality traits and emotional intelligence.

In order to improve the good personality of employees in Shin Par Ku Hospital, managers and superiors should always watch their subordinates carefully and if they see bad personalities, they should explain well to them that they need to be corrected and discuss together how to correct those. And, if they see good personality traits in their subordinates, the superiors should appreciate them and tell them to keep and improve ahead.

Regarding emotional intelligence, the HR team of Shin Par Ku Hospital should plan to ask the employees to answer survey questions about emotional intelligence every six months. By doing this, employees will also be aware of their own emotional intelligence status. In order to raise the level of agreeableness and conscientiousness of employees, training should be arranged. The HR team also should organize training for professional development and should support their employees to be cheerful person at work.

When it comes to organizational citizenship behavior, the management team should establish a culture that actively promotes positive OCB. They need to encourage their workers by providing rewards for those who behave properly. Managers and superiors are also very important in promoting organizational citizenship behavior. They

must first lead by example as leaders. If the employees see their managers and supervisors obey the organization's rules and regulations even when no one is watching, try to be their attendance at work more than the required level, and try to help colleagues, it will inspire them to do the same on their own level, at least to a certain extent. Through training, they should promote OCB and educate their employees. Especially by training them to enhance their self-regulation skill and the level of empathy. The management team of Shin Par Ku Hospital should emphasize more on the employees' self-regulation skills and empathy to improve the organizational citizenship behavior of their employees.

5.3 Needs for Further Research

This study solely focuses on Shin Par Ku Hospital in Yangon due to data and time constraints. Since only Shin Par Ku Hospital employees participated in the survey, the research cannot accurately represent the entire healthcare services sector. Therefore, more research should be done to understand the personality traits, emotional intelligence, and organizational citizenship behavior of employees in healthcare industry. Future research can build on the findings of the current study. Respondents should be selected from all private hospitals in Yangon and future studies should be conducted with a wide scope. In addition, comparative studies should be conducted by selecting respondents from private hospitals and public hospitals. And then, the impact of emotional intelligence can be studied with other variables such as organizational commitment morals, job engagement, job performance and the quality of healthcare services. Moreover, future researchers should also consider other predictors to explore emotional intelligence and to examine organizational citizenship behavior. The effect of any mediator can also be introduced in the present conceptual framework.

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APPENDIX A

SURVEY QUESTIONNAIRE

Questionnaire for Personality Traits, Emotional Intelligence and Organizational Citizenship Behavior of Employees in Shin Par Ku Hospital

The following survey questionnaire aims to analyze the effect of personality traits on emotional intelligences, and to examine the effect of emotional intelligence on organizational citizenship behaviors of employees in Shin Par Ku Hospital. The information gathered from this survey will only be used to write a master's thesis that will be submitted at Yangon University of Economics. I want to express my thanks for taking your time to respond to this survey.

Part I: Demographic Profile

1. Gender

- Male
- Female

2. Age Range

- under 26 years
- 26 – 30 years
- 31 – 35 years
- Above 35 years

3. Educational Qualification

- Diploma
- Bachelor Degree
- Master Degree
- Other (please specify) _____

4. Job Position

- Operational level
- Management level

5. Salary

- Less than 300,000 MMK
- 300,000 – 500,000 MMK
- 500,001 – 700,000 MMK
- Above 700,000 MMK

6. Year of Experience

- Less than 1 year
- Between 1 year and 3 years
- Above 3 years but not more than 5 years
- Above 5 years

Part II: Personality Traits

I'm using the 5-points Likert scale to find out your personality, so please tick the number that correspondent to your choice by using the 5-points Likert scale to describe how accurately each statement describes you. Describe yourself as you generally are now, not as you wish to be in the future.

Big Five Model of Personality Test

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

(I) Openness to experience		1	2	3	4	5
1	I have a vivid imagination					
2	I think aesthetic and artistic concerns are very important					
3	I prefer variety to routine					
4	I have a wide range of interests					
5	I get excited by new ideas					
6	I am curious about many different things					

(II) Conscientiousness		1	2	3	4	5
1	I complete tasks successfully					
2	I try to perform all the tasks assigned to me conscientiously					
3	I make plans and follow through with my plans to get the job done					
4	I pay attention to details					
5	I work hard to accomplish my goals					
6	I strive for excellence in everything I do					

(III) Extraversion		1	2	3	4	5
1	I know how to captivate people					
2	I find it easy to approach others					
3	I feel comfortable around people					
4	I am a really cheerful person					
5	I make friends easily					
6	I really enjoy large parties and gatherings					

(IV) Agreeableness		1	2	3	4	5
1	I believe that people basically have good intentions					
2	I treat all people respectfully					
3	I always tell the truth					
4	I love to help others					
5	I would rather cooperate with others than compete with them					
6	I always appreciate others					

(V) Neuroticism		1	2	3	4	5
1	I often feel tense					
2	I get irritated easily					
3	I often feel blue					
4	I get stressed out easily					
5	I am often troubled by negative thoughts					

Part III: Emotional Intelligence

I'm using the 5-points Likert scale to find out your personality, so please tick the number that correspondent to your choice by using the 5-points Likert scale to describe how accurately each statement describes you. Describe yourself as you generally are now, not as you wish to be in the future.

Emotional Intelligence

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

(I) Self-awareness		1	2	3	4	5
1	I always know which emotions I am feeling and why					
2	I realize the relation between my feelings and my behavior					
3	I recognize how my feelings impact my performance					
4	I am aware of my strengths and weaknesses					
5	I am reflective and try to learn from experience					
(II) Self-regulation		1	2	3	4	5
1	I manage my impulsive feelings and distressing emotions well					
2	I build trust by being reliable and authentic					
3	I am organized and careful in my work					
4	I smoothly handle multiple demands, shifting priorities and rapid change					
5	I seek out fresh ideas from a wide range of resources					

(III) Motivation		1	2	3	4	5
1	I am result-oriented with a high drive to meet objectives and standards					
2	I set inspiring goals and take the risks					
3	I continuously learn in order to improve my performance					
4	I pursue goals beyond what is required or expected of me					
5	I operate from the hope of success rather than fear of failure					
(IV) Empathy		1	2	3	4	5
1	I understand others' perspectives					
2	I help out based on understanding others' needs and feelings					
3	I offer useful feedback and identify others' needs for development					
4	I am a good listener					
5	I care how other might get affected by words and actions					
(V) Social Skills		1	2	3	4	5
1	I am easy to get friendly and possess good social skills					
2	I handle difficult people and tense situations with diplomacy and tact					
3	I encourage open discussion and debate					
4	I look forward to relationships that are mutually useful					
5	I promote a friendly and cooperative climate					
6	I maintain a balance between work and relationships					

Part IV: Organizational Citizenship Behavior

I'm using the 5-points Likert scale to find out your personality, so please tick the number that correspondent to your choice by using the 5-points Likert scale to describe how accurately each statement describes you. Describe yourself as you generally are now, not as you wish to be in the future.

Organizational Citizenship Behavior (OCB)

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

(I) OCB-O		1	2	3	4	5
1	I will give advanced notice if I cannot come to work					
2	My attendance at work is above the required level					
3	I protect our organization's property					
4	I say good things about our organization when talking with outsiders					
5	I obey the organization's rules and regulations even when no one is watching					

(II) OCB-I		1	2	3	4	5
1	I help my co-workers when their workload is heavy					
2	I often try to help fellow employees so they will become more productive					
3	I frequently volunteer to do things without being asked when at work					
4	I do not abuse the rights of others					
5	I try to avoid creating problems for my co-workers					

APPENDIX B

STATISTICAL OUTPUTS

(1) Effect of Personality Traits on Emotional Intelligence of Employees in Shin Par Ku Hospital

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.652 ^a	.425	.386	.35501	.425	10.662	5	72	.000	2.061

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.719	5	1.344	10.662	.000 ^b
	Residual	9.074	72	.126		
	Total	15.793	77			

a. Dependent Variable: Emotional Intelligence

b. Predictors: (Constant), Neuroticism, Conscientiousness, Agreeableness, Extraversion, Openness of experience

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
	1	(Constant)	1.918			.769		2.495
	Openness of experience	-.186	.142	-.278	-1.314	.193	.178	5.618
	Conscientiousness	.343	.144	.251	2.377	.020	.713	1.403
	Extraversion	.168	.088	.339	1.906	.061	.253	3.958
	Agreeableness	.384	.116	.460	3.302	.000	.837	1.195
	Neuroticism	-.378	.092	-.401	-4.106	.001	.411	2.432

(2) Effect of Emotional Intelligence on Organizational Citizenship Behavior of Employees in Shin Par Ku Hospital – Organizational Level

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.856 ^a	.733	.714	.18418	.733	39.530	5	72	.000	1.912

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.705	5	1.341	39.530	.000 ^b
	Residual	2.442	72	.034		
	Total	9.147	77			

a. Dependent Variable: OCB-O

b. Predictors: (Constant), Social skills, Motivation, Self-awareness, Empathy, Self-regulation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.834	.321		8.821	.000		
	Self-awareness	-.536	.157	-.706	-3.417	.001	.287	6.496
	Self-regulation	.783	.155	1.176	5.043	.000	.268	7.654
	Motivation	-.056	.070	-.085	-.794	.430	.322	3.102
	Empathy	.150	.076	.333	1.980	.062	.131	7.616
	Social skills	.077	.117	.108	.661	.511	.140	7.134

(3) Effect of Emotional Intelligence on Organizational Citizenship Behavior of Employees in Shin Par Ku Hospital – Individual Level

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.834 ^a	.773	.764	.17405	.773	59.019	5	72	.000	1.873

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.998	5	3.000	59.019	.000 ^b
	Residual	2.181	72	.030		
	Total	17.179	77			

a. Dependent Variable: OCB-I

b. Predictors: (Constant), Social skills, Motivation, Self-awareness, Empathy, Self-regulation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.721	.304		5.669	.000		
	Self-awareness	-.234	.148	-.225	-1.579	.119	.287	6.496
	Self-regulation	.667	.147	.731	4.548	.000	.268	7.654
	Motivation	-.325	.066	-.364	-4.922	.000	.322	3.102
	Empathy	.287	.072	.464	4.003	.000	.131	7.616
	Social skills	.268	.111	.272	2.427	.018	.140	7.134