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The Relationship between Emotional Intelligence and Time Management among Employees in the Youth and Sports Departments of West-Azerbaijan

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ABSTRACT

The aim of this study was to determine the relationship between emotional intelligence and time management among employee in the Sport and Youth Departments of West Azerbaijan province. The method of study was descriptive-correlation. The statistical population included all the employees of Sport and Youth Departments in West Azerbaijan province in 2013. They were totally 85 people, including 52 males and 33 females. To gather data, emotional intelligence questionnaire (Bradberry and Greaves) and time management questionnaire (Quein *et al.*) were used. Face and content validities of questionnaires were approved by experts. Reliability coefficient of questionnaires was determined by Chronbach's alpha which was 85% for emotional intelligence and 84% for time management. Data were analyzed by SPSS through Pearson correlation coefficient in inferential and descriptive statistics. Results showed that there is a positive and significant correlation between emotional intelligence and time management ($r = 387\%$) ($p < 0.05$). Moreover, there is a significant relationship between components of emotional intelligence (self-awareness, self-regulation, self-motivation, empathy and social skills) and time management.

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INTRODUCTION

The performance of an organization is the result of an interactive relationship between four factors: human abilities, information management, technical knowledge and machinery and equipments. Among the factors affecting the performance, the role of workforce is very important. Management and human factor is the most important reason for the developments that now we witness in all fields in various communities.

In the beginning of the twentieth century, many researchers from various fields discussed the human nature to understand why people sometimes do something that doesn't have any justification.

Goleman [7] conducted studies about brain and behavior which shows that there are other factors that cause those who have high intelligence quotient (IQ) don't have great achievements in life. But those who have a modest intelligence are in success road. These factors include other aspect of intelligence that Goleman calls it as emotional intelligence (EI).

EI is the ability to recognize the meaning of emotions and their relationships, reasoning and problem solving [9]. In fact, emotions and affections impact on anything that we do, especially in the organizational environment it leads to the intimacy between group members and increases organization productivity.

Also, according to Monte *et al.*, emotional intelligence abilities are important in the workplace. Using Emotional Intelligence in the workplace means to be more skilled to realize the presence of emotions in different situations, better control of emotions that create an obstacle for the person and allowing self to do new behaviors. Aghayari and Sharifi Daramadi [1] consider the applications of EI in the workplace as career development (to improve the way), the development or improvement of management (management by relying on skills other than technical skills) and team effectiveness (synergy of groups role). Emotional intelligence also plays a role in the time management and group leadership. Most scholars believe that one of the factors that plays a significant role in the success or failure of individual is emotional intelligence [12]. EI is the capacity or ability to organize the feelings and emotions in order to motivate and control emotions and use them in communication with others [8]. Some personality characteristics decrease the effects of job-social pressures. Emotional

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intelligence is a kind of emotional processing that includes accurate evaluation of self and others emotions and proper expression of their adaptive planning, in a way that lead to improvements in life. EI involves a set of emotions, social knowledge and competencies that direct and reinforce our power in a way that we can respond appropriately to environmental factors and pressures and cause our optimum performance in the following four areas: self-awareness (understanding self abilities and expressing them), social-awareness (awareness and empathy towards others and understanding their capabilities), relationship management, and self-management [7]. Robbins argues that we can use the knowledge about emotions organizations to improve their performance and this knowledge helps in the selection process of employees in the organization, decision-making, motivation and management of interpersonal conflicts, and abnormal behaviors in the workplace.

Behbudi conducted a study entitled "The role of emotional intelligence in the workplace" and concluded that emotional intelligence impacts on leadership. He also found that emotions identification leads to awareness toward them and creates the situation for proper perception of others emotions.

In 2004, Dehshiri in his paper entitled "A study of the relationship between emotional intelligence, time management and job stress of high school teachers" (which was published in the journal of Consultation researches) stated that this study has done to investigate the relationship between emotional intelligence, time management and job stress of high school teachers.

In 2009, Arefi, Karimi and Goharan in their paper entitled "The relationship between emotional intelligence and time management in the directors of Isfahan's Steel Corporate" (which was published in the journal of curriculum researches) stated that this study aimed to investigate the relationship between emotional intelligence and its components (self-awareness, self-regulation, self-motivation, empathy and social skills) with time management.

Similarly, a study was done by Zaree and Nouri entitled "the evaluation of the relationship between emotional intelligence and computer stress among the students of Payam-e Noor University". The researchers examined 270 male and female students and concluded that there is a negative relationship between the emotional intelligence of students and their computer stress. Also they found that there isn't any significant relationship between the emotional intelligence of males and females and their computer stress.

Becker [3] conducted a comparison between the two groups of people with high IQ versus those with high affections. The main components of self-regulation were impulse control inconsistently and a sense of efficiency and social intelligence which are the main factors of emotional intelligence. He considered the scores of aptitude against the scores of intelligence. Finally he concluded that the correlation between emotional intelligence and intelligence quotient is in moderate level.

Dikson [5] distinguishes emotion-based contrast from problem-based contrast. Problem-based contrast focuses on the change in stress situation and pays attention to controlling stress situations in order to decrease or remove turbulence. While emotion-based efforts focus on changing emotional responses to stress situations, i.e. it emphasize on controlling emotional intelligence and physiological excitement to reduce stress. Several studies showed that people often use every way to fight against complex events. Although the preference of one contrast method is affected by complex events, Problems and issues related to work and family, manifest the activity of problem-based contrast, while the problems and issues related to physical health manifest emotion-based contrast.

Based on conducted studies, Troyer [16] concluded that males confront complex events with more patience, but females seek social and emotional support, manifest their emotions more and control complex events less than males. The results of one-way analysis of variance for studying the variables of job burnout showed that there is a significant difference in the variable of emotional tiredness and personality change among the male and female employees. Male employees have more job burnout (personality change) in comparison to female employees and female employees have more job burnout in the variable of emotional tiredness in comparison to female employees. But it wasn't observed any difference in the lack of personal success.

Nabizadeh [11] studied the relationship between interpersonal skills of time management and organizational skills among physical education managers of Iran universities and concluded that there is a significant relationship between interpersonal skills and organizational intelligence among physical education managers of Iran universities.

Hafezi studied the relationship between interpersonal skills of time management and organizational skills among educational managers and found that there was a significant relationship between interpersonal skill and two components of organizational skills (i.e., prioritizing objectives and activities and relationship management), there wasn't a significant difference between the mean scores of female and male managers in the interpersonal and organizational skill of time management and there wasn't a significant difference between male and female managers in the organizational skill of time management. Also, the professional experience of managers didn't have any effect on interpersonal skills and organizational skills of time management and its six dimensions.

Javaherizadeh studied the characteristics and skills of time management and concluded that managers don't pay enough attention to time management in planning and implementation activities. He considers factors such

as the lack of planning, reporting, weaknesses in saying no, ineffective delegation, meetings, paperwork, non-qualified employees, lack of personal discipline, dishonesty, lack of information, ineffective relations, friendly communications, telephone interruptions, crises and contradictions, un-planned appointments and excessive responsibilities as the most effective factors involved in wasting managers' time.

Ali Rast did an investigation entitled "A study of undergraduate management and non-management students' familiarity with time management in the Pardis of Mazandaran University" and concluded that there is no significant difference between the two groups of students. The sample of this study included 400 students of this university.

Firth conducted a study, on 37 employees who had participated in the training seminar of time management for 11 days, entitled "delaying work and train of time management skills" and concluded that training time management skills can reduce stress, delay work and increase the ability of time management.

William Shaw et al. (2014) studied the self-management of individuals in work situations with chronic physical problems and explored work and organizational programs. They found that factors such as time management, self-awareness, flexibility and awareness of decision-making can be effective in facilitating work conditions and employees' effectiveness.

Research Methodology:

Considering that, the researcher in this study tried to investigate the relationship between emotional intelligence, time management and job burnout in the employees of Sport and Youth Departments in West Azerbaijan province; therefore, research method is descriptive-correlation. The statistical population ($n=85$) of this study includes all employees of Sport and Youth Departments in West Azerbaijan province in 1392. To determine the sample size, census sampling method was used due to the nature and subject of the study. Therefore, the sample size was selected 85 and 85 questionnaires were distributed. Based on this, the statistical analysis was done on 85 questionnaires. In this study, three questionnaires will be used as follows: (1) the questionnaire of emotional intelligence which is based on the standardized questionnaire of "Bradberry Greaves" and includes 90 questions. The reliability of this questionnaire was obtained 92% by Cronbach's alpha coefficient. (2) The questionnaire of time management designed by Quein *et al.* which included 12 questions. In this study, the reliability coefficient of time management questionnaire were 0.72 and 0.30 respectively, which indicates that reliability coefficient of this questionnaire is acceptable.

Research Findings:

There is a significant relationship between emotional intelligence and time management in the employees of Sport and Youth Departments in West Azerbaijan province.

Statistical variable

d/f	F Square	Estimated	Fitted squares	R	Model variable	variable R	standard error squares
1	4.070	0.47	9.46864	035	0.47	-0.216	1

According to the results of table, we see that there is a direct relationship between emotional intelligence and time management.

There isn't a significant relationship between self-awareness and time management in the employees of the Sport and Youth Departments in West Azerbaijan province.

Time Management

Variable

R=0.023

P=0.023

N=85

Self-awareness

According to the results of table, the relationship between self-awareness and time management was obtained $r = 0/023$ which indicates that there is a significant relationship between self-awareness and management of time.

There isn't a significant relationship between self-regulation and time management in the employees of the Sport and Youth Departments in West Azerbaijan province.

Time Management

Variable

R=0.031

P=0.705

N=85

self-regulation

According to the results of table, the relationship between self-regulation and time management was obtained $r = 0/031$ which indicates that there is a significant relationship between self-regulation and time management.

There is no significant relationship between self-motivation and time management in the employees of Sport and Youth Departments in West Azerbaijan province.

Time Management	Variable
R=0.043	
P=0.705	self-motivation
N=85	

According to the results of table, the relationship between self-motivation and time management was obtained $r = 0/043$ which indicates that there is a significant relationship between self-motivation and time management.

There is no significant relationship between empathy and time management in the employees of Sport and Youth Departments in West Azerbaijan province.

Time Management	Variable
R=0.033	
P=0.705	Empathy
N=85	

According to the obtained results, the relationship between time management and empathy was obtained $r = 0/033$ which indicates that there is a significant relationship between empathy and time management.

There is no significant relationship between social skills and time management in the employees of Sport and Youth Departments in West Azerbaijan province.

Time Management	Variable
R=0.013	
P=0.705	Social Skills
N=85	

According to the obtained results of table, the relationship between social skills and time management was obtained $r = 0/013$ which indicates that there is a significant relationship between social skills and time management.

Discussion:

The findings showed that there is a positive and significant correlation between emotional intelligence and time management of employees in the Youth and Sports Departments of West-Azerbaijan province. In other words, if the roles and duties of employees in the Youth and Sports Departments of West-Azerbaijan province are explained clearly and individuals be informed about their duties adequately, it can be expected that they be present in the workplace on time, learn the required occupational skills, have positive feelings toward the work, cooperate with manager and other employees ideally and desirably, cope with organizational change well, like organization, accept work problems, have the required motivation to acquire new information and, in general, be satisfied with their job and have good adaptability about their jobs. Therefore, if each individual role is defined well in the Youth and Sports Departments of West-Azerbaijan province, individuals be informed about their own responsibilities sufficiently and have a clear definition of how to do their own duties by their entry into the workplace, they can more readily adapt themselves to their jobs and accept job changes and problems. Therefore, if there are the required transparency in the Youth and Sports Departments of West-Azerbaijan province in the rational division of work time, work planning, performance evaluation, job quality, availability of tools related to doing tasks, access to new information and laws related to safety, it can be expected that individuals accept their jobs well and show higher adaptability at work. The obtained results about the components of emotional intelligence in male and female employees showed that there is no significant difference between the mean of emotional intelligence and work situation. In other words, male and female employees aren't in the same level of emotional intelligence in the Youth and Sports Departments of West-Azerbaijan province. The findings related to the job adaptability of employees with education the diploma, higher diploma, graduate and post-graduate showed that burnout from the created conditions is not the same in organization; there isn't statistically significant difference between them.

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