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THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, TIME MANAGEMENT AND JOB BURNOUT OF 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. Moreover, there is a significant relationship between components of emotional intelligence and time management.

Keywords: *Emotional Intelligence (Self-awareness, Self-regulation, Self-motivation, Empathy and Social Skills), Time Management*

INTRODUCTION

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 (1982) 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 (Mayer *et al.*, 1999). 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. Job burnout is a phenomenon that has attracted the attention of management psychologists and scientists in recent years. Job burnout is a kind of emotional exhaustion that has been combined with psychological pressures and stresses of job and work environment. This disorder is observed among different types of supportive occupations such as consultants, teachers, practitioners, sportsmen, sports coaches, police and etc. and is related to stressful stimuli. Today, one of the main sources of stress (a primary cause of burnout) is too much workload and lack of enough time. But the workload, stress and burnout are different in people.

The main and primary cause of burnout is that the person is under severe stress and nervousness in the long term (Matani and Rohani, 2000).

Also, emotional intelligence plays a role in time management, team leadership and job burnout. Work is not merely summarized in planning - policies, strategies and standards, we involve our feeling during work time and work also some feelings in us. This phenomenon has attracted the attention of researcher to emotional intelligence, time management (suitable use of time) and job burnout. In this study, researcher seeks to find the relationship between emotional intelligence, time management and job burnout of the

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Sports and Youth Departments of Western-Azerbaijan province. Organizational environment can be expanded in the continuum of compatibility to neutrality and neutrality to non-compatibility. Both the employees and the employers want to have more elegant organizational environment and exploit its benefits such as better functionality and job satisfaction. The employees consider the organizational environment suitable when they feel they are doing something useful, so that it can cause personal and organizational growth and development. Based on this, their organizational and job adaptability will be increased. In sports organizations, like other organizations, each new member in his first professional contact with work environment hops to meet a suitable atmosphere so that he can satisfy his economic, social and psychological needs ideally. Employees are one of the community members that we should ponder about their mental health.

The employees of sports organizations in every position or status have a highly sensitive and crucial role in the growth and development of sport. Creating an ideal condition for reflection and research requires employees have a strong and vigorous spirit as well as the least difficulties in their life and social and occupational life. Employees faced with various stresses. Among the consequences of this stress is job burnout that has an adverse effect on organization, family and social and personal life. The most important consequence is employee's absence from work, continuous delay, various psychosomatic complains, conflict in the workplace, changing job, and ultimately leaving. When job burnout occurs, the increasing lack of realism, the reduction of energy in the continuation of beneficial activities, the loss of life philosophy, lack of sympathy and physical and mental disorders will occur. To overcome these problems, we must confront with psychological stress and job burnout. Different strategies are suggested to prevent and treat job burnout in various references. The significance of this study is that it is among few studies that clarifies different aspects of burnout in the Youth and Sport Department of West-Azerbaijan Province, shows the effective strategies to cope with burnout and states the strategies of time management.

Job burnout indicates the excessive emotional exhaustion followed by years of conflict and commitment towards work and people. In other words, job burnout is physical, emotional and psychological exhaustion followed by doing hard work in the long-term. This indicates a condition in which individuals have less ability and power and their willingness decreases for work and activity (Maslach *et al.*, 2001).

Esfandyari (2001) conducted a study entitled “A comparison of emotional intelligence in single and married people” and found that married people have more emotional intelligence in comparison to single people. Above all of this, researchers have found that there is a stable and significant relationship between individual differences in the ability to express emotions accurately and to identify the joy of life and favorable marriage. For example, Mueller *et al.* found that happy married couples feel more empathy toward each other and are more sensitive about each other's feelings compared to married couples who don't have a good affective relationship.

Khakpour (2004) in a study entitled “A study of the relationship between personality traits and job performance (task, contextual) of secondary school principals of Hamadan city” concluded that there is a significant relationship between personality traits of extraversion, emotional stability and adaptability with job performance (task-contextual), there isn't a significant relationship between the personality trait of conscience, emotional stability and job performance in any of its component. He also found that three traits of extraversion, emotional stability and adaptability are a valid predictive of job performance and explain 30 percent of variance in job performance by these traits. In addition, he found that there is a significant relationship between training and job performance and there is no significant interactional relationship between personality and training to predict job performance. Arefi *et al.*, (2009) 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.

Bakhshi (2010) a paper entitled “the relationship between emotional intelligence, mental health and job burnout of teachers, nurses and employees in the Water and Power Department of Behbahan city” (which

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was published in the journal of new ideas) stated that the aim of this study is to investigate the relationship between emotional intelligence, mental health and job burnout among teachers, nurses and employees in the Water and Power Department and examine the construct of job burnout in Maselach. The results of Pearson correlation indicated a significant negative relationship between emotional intelligence, mental health and job burnout. The results of regression analysis showed that emotional intelligence and mental health can predict job burnout for practitioners of every three jobs negatively and significantly. The findings of two-way analysis of variance showed that the effect of job type is not significant on job burnout, but the effect of gender and its interaction with the type of job is not significant on job burnout. The post hoc test results showed that there is a significant relationship between job burnout of nurses and employees in the Water and Power Department.

Becker (2004) 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 (2009) 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 (2000) 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. Firth (2000) 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 *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.

MATERIALS AND METHODS

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

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obtained 92% by Cronbach's alpha coefficient. (2) The questionnaire of time management designed by Quein *et al.*, (Moghimi, 2005) 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. (3) job burnout questionnaire of David (GBI) which is used for measuring burnout was used as determining indicator for job burnout of employees. The obtained Cronbach's alpha coefficient for this questionnaire is 84/0.

RESULTS AND DISCUSSION

Research Findings

Test Statistics

	Mean	SD	Number
Time Management	132.347	8.7649	85
Job burnout	327.0000	17.63299	85

Statistical variable

d/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

To test the above hypothesis and calculate the correlation between two variables of job burnout and time management, correlation coefficient was used. According to the results of this test which is shown in the table of descriptive statistics, the correlation coefficient between these two variables is reversely related. Thus, these two variables are linear and reverse, i.e. in general, with the increase of time management skill of employees their job burnout is decreased. In behavioral science, this correlation coefficient is considered high. According to the results of this table, the relationship between these two variables is significant in the significance level of 0.0001. Also according to the tables below:

	Mean	sd	number
Job burnout	327.0000	17.63299	85
Emotional Intelligence	161.2381	14.99095	85
	Mean	sd	number
Emotional Intelligence	161.2381	14.99095	85
Time management	132.347	8.7649	85

We can see that emotional intelligence is related to job burnout and also as we observed in above tables, there is a direct relationship between time management, job burnout and emotional intelligence which indicates that when EI decreases, job burnout will be more and vice versa... There is not any significant relationship between emotional intelligence and job burnout among the employees of the Youth and Sport Departments in Western-Azerbaijan province.

	Number	Mean	sd	The mean of SD
Emotional Intelligence	85	161.2381	14.99095	2.1721
Job burnout	85	327.000	17.63299	3.1241

There is a significant relationship between emotional intelligence and job burnout, as we see in above table, both significance levels of the relevant test are (0.00) and (0.002) which is smaller than 0.05. Therefore, the null hypothesis is rejected. In continuation, we will determine the relationship between these variables according to other tests such as Pearson correlation and regression analysis.

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	T	d/f	expected	Interval difference with 95 %		
				mean difference	low	high
Job burnout	-59.62	84	.000	-141.57432	-145.321	-121.4
	2.902	84	.000	8.0000	3.642	12.53

There is not any significant relationship between emotional intelligence and time management in the employees of Youth and Sport in the Western-Azerbaijan province. Results showed that there is a significant correlation between EI and job burnout. As shown in above table, both significance levels of the relevant test are (0.000) and (0.005) which is greater than 0.05. Therefore, the null hypothesis is rejected. Also, the results showed that there is a significant relationship between self-awareness, self-regulation, self-motivation, empathy, social skills and time management as well as there is a significant relationship between self-awareness, self-regulation, motivation, empathy, social skills and job burnout.

Discussion

To increase productivity and success, organizations need to create a situation to reduce job burnout. One important and influential condition is to define the role of individuals and organizational goals, since awareness of roles and goals can have a favorable impact on the improvement of work procedure. Therefore, the present study examined the relationship between emotional intelligence, time management and job burnout among the employees of Physical Education Department of West Azerbaijan province. For this purpose, using three questionnaires of EI, job burnout and time management, the opinions of 85 employees were studied. Out of which, 53 subjects were male and 32 subjects were female. In terms of work experience, 20% had 3 to 8 years of experience, 30% had 9 to 14 years of experience, 17% had 15 to 20 years of experience, and 27 percent were in the group with 21 years of experience. Also, in terms of education, 19 percent had diploma, 19 percent had higher-diploma, 30 percent were undergraduate students and 17 percent were post-graduated. The findings showed a significant positive correlation between emotional intelligence and time management in the employees of Sports and Youth Department of Western-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. Also, the results showed that time management and each of its components have a high relation with job burnout. It was found that the efficient use of time can prevent job burnout and its different dimensions. Therefore, due to role and effect of time management on job burnout and its dimensions which were approved in this study, the employee of Youth and Sports Department in West-Azerbaijan province should try very hard to better manage their time at work.

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