

Assessing the Relationship between Emotional Intelligence and Time Management (A Case Study: Managers of Islamic Azad Universities of Ardabil Province)

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ABSTRACT

Emotional intelligence is a bunch of non-cognitive abilities and skills that increases person's ability to deal with environmental pressures in general and work stress in particular. This study is an aim to assess the relationship between emotional intelligence along with its components (self-awareness, self management, social awareness, relationship management) and time management. Research method is cause-comparison which aims to assess the relationship between emotional intelligence and time management at Islamic Azad Universities of Ardabil Province. The research population in focus is all managers of Islamic Azad University of Ardabil Province distributed in different cities of the province from which 120 people have been chosen using random sampling in accordance with Morgan table. To collect data an Emotional Intelligence Questionnaire based on Goleman Abilities Network and Time Management Questionnaire (Siourt) have been used. Data collected were analyzed using descriptive and Pearson Correlation Coefficient methods by SPSS 18. The findings indicate that there is a significant relationship between emotional intelligence and time management. Moreover, it was revealed that self-awareness dimension, compared to other dimensions of emotional intelligence in the population in focus, has the highest correlation with time management.

KEY WORDS: emotional intelligence, time management, self-awareness, self management, social awareness, relationship management.

INTRODUCTION

Time is one of the resources that are provided to managers of enterprises and organizations. Time is the most valuable resource and has special characteristics compared to other sources. Other factors of production such as capital, equipment, and human resources may be provided in different amounts for the managers of companies and institutions. However, time is the same for all managers and its amount is not changeable [1]. So, emotional intelligence plays undeniable role in organizational success. Also, the success of organizations, to a great extent, depends on the optimal use and management of time. In fact, time management is the optimal use of time, and serious attempt to perform the pre-determined programs. In the current study, it has been tried to investigate the relationship between emotional intelligence and time management at Islamic Azad Universities of Ardabil Province.

Time management depends on several factors such as internal, personality, and environment factors. Emotional intelligence is one of the most important internal factors of managers that is influential in their ability to guide behavior, thinking, communicating effectively with colleagues, supervisors, clients and the use of time in doing work improve results [2]. The concept of emotional intelligence, for the first time, was put forward by Peter Salovey and John Mayer in 1990. They believed that emotional intelligence is a kind of emotional information processing that includes proper evaluation of emotions in self and others, appropriate expression of feelings and adaptive regulation of emotions. Because of their important functions in societies, universities and higher education centers are of great importance. University executives deal with people who, in spite of being different regarding their field of education and expertise, are at high levels of education and have high level requirements. So, managing them requires special skills and knowledge [3]. Since the relationship between emotional intelligence at time management have not been investigated in the population in focus, through the current study it has been tried to investigate such a relationship among managers of Islamic Azad universities of Ardabil province and consequently some recommendations have been offered through making use of scientific resources, management scholars' opinions, behavioral sciences and the findings of the present study. The present study aims to determine the relationship between emotional intelligence and time management among managers, and to justify the need to pay close attention to emotional intelligence as an important factor for improving Time management and performance of managers of Islamic Azad University of Ardabil Province. Some of the variables will be explained more in the following paragraphs:

Goleman's model, based on which is the theoretical framework of the current study, includes for dimensions: self-awareness, self management, social awareness, relationship management and twenty components relevant to them (Goleman, 2001)

Self-awareness: It means having a deep understanding of self emotions, as well as strengths and weaknesses, values and motives. Self-conscious leader know their values, goals and dreams [4].

Self management: It is an important factor that all leaders need to achieve their goals. Without recognizing our feelings, we cannot regulate them. In fact, self management is like an ongoing inner dialogue. It is a part of emotion and intelligence that releases us from feelings prison and does not allow the destructive emotions, to deviate us from our proper path [3].

Social awareness: It means that all the time leaders can say and do whatever is right through coordination with the feelings of others; avert fears, calm angers, and get involved in the happy spirit of people [4].

Relationship management: Skillful relationship management can be summarized in coping with people's emotions. This, in turn, requires that leaders become aware of their emotions and be coordinated with those under their leadership through sympathy creation [5].

Time management: Time management is providing scientific and effective methods in saving time and harnessing it to achieve success in life and career. These methods include setting goals, determining priorities and observing priorities [5].

Considering the topic of the current research, the relationship between emotional intelligence and time management, little research has been done. However, some research has been done in similar fields that will be discussed below:

Arefi (2010) investigated the relationship between emotional intelligence and time management in Esfahan Steel Company. The results showed that there is a significant relationship between emotional intelligence and time management; also, there is a relationship between all components of emotional intelligence (self awareness, self-regulatory, self-motivation, empathy and social skills), and time management [6]. Mazyani (2008) investigated the relationship between emotional intelligence of education and training organization managers and their stress. It was revealed that emotional intelligence can better remove life stress and reducing life stress leads to better control and optimal use of time. He considered people's potency as a vital component to change and not leaving their stressful workplace [7]. Aslasky and Cartwright (2002), through a study on 220 school administrators, found that emotional intelligence increases performance in various fields of management, as well as team work. Based on them, these areas of management include conflict management, stress management, and crisis and time management. It was also revealed that there is a positive relationship between each of these areas and emotional intelligence [8]. Alavi (2007) investigated time management skills among school managers. He introduced time management skills from two angels: individually and organizationally and concluded that there is a correlation between Individual skills, time management, and self-awareness [9]. Nazem (2011) investigated the relationship between emotional intelligence and time management at some universities and the results of multivariate regression revealed that there is a significant relationship between emotional intelligence and time management [10].

Considering the results of previous research, it can be claimed that in general there is a significant relationship between emotional intelligence and time management. However, regarding the and role that emotional intelligence plays to improve behavior and performance of managers, especially in terms of time management, more research is needed to confirm or refute the findings of previous research. So, in the current study, it has been tried to investigate the relationship between emotional intelligence and time management at Islamic Azad Universities of Ardabil Province. The following hypotheses will be investigated:

- 1) There is a significant relationship between emotional intelligence and time management in Islamic Azad University of Ardabil province.
- 2) There is a significant relationship between self-awareness dimension and time management in Islamic Azad University of Ardabil province.
- 3) There is a significant relationship between self-management dimension and time management in Islamic Azad University of Ardabil province.
- 4) There is a significant relationship between social awareness dimension and relationship management in Islamic Azad University of Ardabil province.
- 5) There is a significant relationship between relation management dimension and time management in Islamic Azad University of Ardabil province.

METERIALS AND METHODS

In this study, research method is cause-comparison and finally to conclude about the research hypotheses the analytical-description method was used. The research population in focus is all managers of Islamic Azad

University of Ardabil Province distributed in different cities of the province from which 120 people have been chosen using random sampling in accordance with Morgan table.

To measure emotional intelligence Standard Questionnaire of emotional intelligence (Daniel Goleman) and Time Management Questionnaire (Siourt) have been used. For determining the validity of data collection tool of the study, the formal or symbol validity was used.

The test the reliability of the questionnaire, it was performed on 40 employees using the Cronbach alpha coefficient (Table 1). Statistics showed that the research questionnaire has a high reliability.

Table 1: Reliability Test of emotional intelligence and time management Reliability Statistics

		Cronbach Alpha	N of Items
Emotional intelligence dimensions of Goleman	self-awareness	0.753	9
	Self-management	0.724	9
	social awareness	0.761	11
	relationship management	0.754	11
time management		0.942	40

In order to analyze the data obtained in this study, using descriptive statistics, status indicators of each of the variables in the study population have been investigated. Finally, using Pearson Correlation Coefficient Technique, differences between variables were evaluated.

RESEARCH RESULTS

In this section, the results of variables analysis through descriptive statistics about the status of variables, the results of inferential statistics to generalize the results of the sample to the whole population and the results of overall analysis were included. In The following table (Table 2) the results of descriptive statistics show that the mean score of independent variables and their dimensions and dependent variable is symmetric in the studied people with no deviation from normal.

Table 2: Descriptive Results of the independent and dependent variables Descriptive Statistics

Emotional intelligence dimensions	N	Minimum	Maximum	Mean	Std. Deviation	Variance
self-awareness	120	13	28	21.34	3.443	11.857
self management	120	13	33	21.85	4.462	19.912
social awareness	120	19	42	27.79	4.755	22.610
relationship management	120	15	37	22/64	3.985	18.730
time management	120	17	33	/25.66	3.125	9.764

Testing research hypotheses based on Pearson Correlation Coefficient

To investigate the relationship between emotional intelligence and time management, in general, regarding all variables in focus, the null and positive hypotheses have been as follows:

The main hypothesis: There is a significant relationship between emotional intelligence and time management in Islamic Azad University of Ardabil province.

H₀: There is no significant relationship between emotional intelligence and time management in Islamic Azad University of Ardabil province.

H₁: There is a significant relationship between emotional intelligence and time management in Islamic Azad University of Ardabil province.

Table 3: The correlation between emotional intelligence and time management Correlations

		Time management	Emotional intelligence
Time management	Pearson Correlation	1	0.641
	Sig. (2-taled)		0.005
	N	19	19
Emotional intelligence	Pearson Correlation	0.641	1
	Sig. (2-taled)	0.005	
	N	19	19

Based on the results obtained, the amount of Sig. was 0.005 (Sig. =0.005<0.05), so with 99% certainty, it can be claimed that there is a significant relationship between emotional intelligence and time management of managers in Islamic Azad University of Ardabil province. That is, the null hypothesis is rejected and the positive one is confirmed.

Moreover, based on the results, it was revealed that the degree of correlation between emotional intelligence of managers and time management was 64.1%. It means that there is a direct relationship between the two variables.

The first sub-hypothesis: There is a significant relationship between the self-awareness and time management in Islamic Azad University of Ardabil province.

H₀: There is no significant relationship between the self-awareness and time management in Islamic Azad University of Ardabil province.

H₁: There is a significant relationship between the self-awareness and time management in Islamic Azad University of Ardabil province.

Table 4: The correlation between self-awareness and time management Correlations

		Time management	self-awareness
Time management	Pearson Correlation	1	0.472
	Sig. (2-tailed)		0.017
	N	19	19
self-awareness	Pearson Correlation	0.472	1
	Sig. (2-tailed)	0.017	
	N	19	19

Based on the results obtained, the amount of Sig. was 0.017 (Sig. =0.017<0.05), so with 95% certainty, it can be claimed that there is a significant relationship between self-awareness and time management of managers in Islamic Azad University of Ardabil province. That is, the null hypothesis is rejected and the positive one is confirmed. Moreover, based on the results, it was revealed that the degree of correlation between self-awareness of managers and time management was 47.2%. It means that there is a direct relationship between the two variables.

The second sub-hypothesis: There is a significant relationship between self-management and time management in Islamic Azad University of Ardabil province.

H₀: There is no significant relationship between self-management and time management in Islamic Azad University of Ardabil province.

H₁: There is a significant relationship between self-management and time management in Islamic Azad University of Ardabil province.

Table 5: The correlation between self-management and time management Correlations

		Time management	self-management
Time management	Pearson Correlation	1	0.499
	Sig. (2-tailed)		0.015
	N	19	19
self-management	Pearson Correlation	0.499	1
	Sig. (2-tailed)	0.015	
	N	19	19

Based on the results obtained, the amount of Sig. was 0.015 (Sig. =0.015<0.05), so with 95% certainty, it can be claimed that there is a significant relationship between self-management and time management of managers in Islamic Azad University of Ardabil province. That is, the null hypothesis is rejected and the positive one is confirmed. Moreover, based on the results, it was revealed that the degree of correlation between self-management of managers and time management was 49.9%. It means that there is a direct relationship between the two variables.

The third sub-hypothesis: There is a significant relationship between social awareness and time management in Islamic Azad University of Ardabil province.

H₀: There is no significant relationship between social awareness and time management in Islamic Azad University of Ardabil province.

H₁: There is a significant relationship between social awareness and time management in Islamic Azad University of Ardabil province.

Table 6: The correlation between social awareness and time management Correlations

		Time management	social awareness
Time management	Pearson Correlation	1	0.523
	Sig. (2-tailed)		0.010
	N	19	19
social awareness	Pearson Correlation	0.523	1
	Sig. (2-tailed)	0.010	
	N	19	19

Based on the results obtained, the amount of Sig. was 0.010 (Sig. =0.010<0.05), so with 95% certainty, it can be claimed that there is a significant relationship between social awareness and time management of managers in Islamic Azad University of Ardabil province. That is, the null hypothesis is rejected and the positive one is confirmed. Moreover, based on the results, it was revealed that the degree of correlation between social awareness of managers and time management was 52.3%. It means that there is a direct relationship between the two variables.

The forth sub-hypothesis: There is a significant relationship between relationship management and time management in Islamic Azad University of Ardabil province.

Ho: There is no significant relationship between relationship management and time management in Islamic Azad University of Ardabil province.

H□: There is a significant relationship between relationship management and time management in Islamic Azad University of Ardabil province.

Table 7: The correlation between relationship management and time management Correlations

		Time management	relationship management
Time management	Pearson Correlation	1	0.484
	Sig. (2-tailed)		0.010
	N	19	19
relationship management	Pearson Correlation	0.484	1
	Sig. (2-tailed)	0.010	
	N	19	19

Based on the results obtained, the amount of Sig. was 0.010 (Sig. =0.010<0.05), so with 95% certainty, it can be claimed that there is a significant relationship between relationship management and time management of managers in Islamic Azad University of Ardabil province. That is, the null hypothesis is rejected and the positive one is confirmed. Moreover, based on the results, it was revealed that the degree of correlation between relationship management of managers and time management was 48.4%. It means that there is a direct relationship between the two variables.

CONCLUSION AND DISCUSSION

In this section, it has been tried to explain and interpret the findings of the study. Regarding the finding that there is a significant relationship between emotional intelligence and time management in Islamic Azad University of Ardabil province, and based on the research findings there is a significant relationship between dimensions of Goleman's emotional intelligence (self- consciousness, social consciousness, self-management, and relationship management), and time management in Islamic Azad University of Ardabil province. In the population in focus, self-awareness dimension has the highest correlation with time management, that is, Self-awareness skill of managers makes them focus on their abilities, weaknesses, needs, and motivations and understand their capabilities.

The results of the present study are consistent with the results of Arefi (2010), Maziyani (2008), Slaski and Cartwright (2002), Alavi (2007), and Nazem (2011). Based on the results obtained, in the organization under research, when a person is conscious about his or her emotions, can better adjust his or her inner thoughts and outward behavior, is motivated enough to achieve his or her goals, develop an appropriate response to the feelings and behavior of others, and finally is dominant on their relationships with others and can manage them better, he or she enjoys a higher emotional intelligence. So, it is imperative to consider the emotional intelligence of managers as a factor related to their time management skill more than ever.

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