

The relationships between emotional intelligence, time management, and job stress among employees in Shahr Bank

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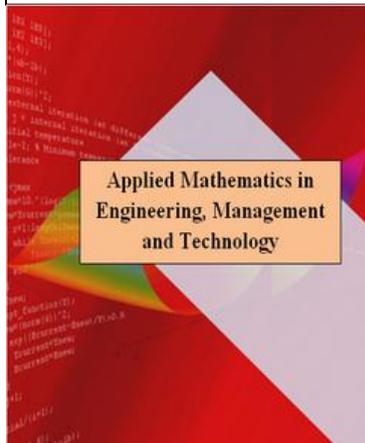
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Abstract

The present study examined the relationships between emotional intelligence, time management, and job stress among employees in Shahr Bank in districts 2, 3, 4, and 6 in Tehran. The population under study consisted of 1500 employees, of whom 310 persons were selected as the research sample based on Morgan Table. The instruments used to collect data were the standard questionnaires of Job Stress, Emotional Intelligence, and Time Management. The main research hypothesis indicated that emotional intelligence and time management are correlated with job stress. The results of regression analysis suggested that emotional intelligence and time management can significantly explain job stress as these two variables together predict 57% of job stress variances. Besides, it was noted that some components of emotional intelligence such as self-control, empathy, and self-consciousness along with time management can significantly predict job stress.

Key words: emotional intelligence, time management, job stress, Shahr Bank

1. Introduction

Given that at least one third of our lives is spent at workplace and on the other hand many of our social relations are formed during working hours, work-related stress or job stress in addition to efficiency can play a vital role in human beings' health and satisfaction. In general, people who are experiencing higher levels of stress will be less healthy and satisfied. All people who involve in one of the different jobs in the community are subject to stress and are under pressure in different ways. Job-related changes such as organizational, salary changes, job promotions, decrease or increase in manpower, and social changes are among issues that put much pressure on an individual and inflict him with confusion, worry, anxiety, and stress (Robbins, 1993).

Akbar Zadeh (2004) argues in the modern view unlike what was thought in the past, emotions and intelligences are not against each other but they can serve the wisdom. Goleman (2003) pointing to studies done in the field of brain and behaviors suggests that there are other factors that cause people with high IQ not achieve much success in their lives but people with an average IQ progress significantly. Such factors show other aspects of intelligence that are called emotional intelligence by Goleman. Emotional intelligence is the ability to recognize, understand, and regulate emotions and use them in life to provoke people and use emotions in interpersonal relations (Goleman, 1998). According to Meyer et al., (1999), emotional intelligence is the ability to recognize the meanings of emotions and their relationships, the use of reasoning, and solving problems by emotions. In fact, feelings and emotions affect everything we do and especially in an enterprise environment they are conducive to the friendship and intimacy between team members and increase the organizational productivity. Robins (2002) argues today the knowledge about emotions and feelings can be employed to improve the performance of organizations and this knowledge will assist people in the appointment of employees, decision making, motivation, leadership, interpersonal conflicts, and abnormal behaviors at the

workplace. Besides, Monnet et al., (2009) believe emotional intelligence abilities play an important role in the workplace. As a result, emotional intelligence has an undeniable influence on the success of organizations. Besides, we know that optimal success of an organization is dependent on the hard work from the time it is established and the prevention of all undue interferences of incidents and unwanted issues with implementation of the programs (Nilipour, 2005). Brocks (1981) considers the time management as the management of the self and activities concerning time. Besides, according Edwin and Marcia (2004) the time management is the best way to use the valuable time to achieve personal and occupational objectives which creates a direct link between the performance of daily responsibilities on one hand and the assurance of personal satisfaction and progress on the other hand. The time management, in turn, depends on several factors including internal, personality, and environmental factors. One of the most important internal factors is present inside the managers which is effective in directing their behaviors, thoughts, efficient relations with colleagues, supervisors, and clients, and the quality of using time to do things in order to improve the outcomes is emotional intelligence (Vissing, 2002). Slaski and Katrite (2002) argue that emotional intelligence has a direct and significant relationship with time management and can also improve the group performance. Mazinani (2009) has studied the relationship between emotional intelligence and stress among educational administrators. He observed that emotional intelligence can control life stresses efficiently; leading to the optimal use of time. He regards the people's ability as a vital component to change stressful workplaces and to reduce workers' willingness to leave such workplaces. Malek Ara (2007) examined the relationship between time management and job burnout among the employees of the General Department of Tax Affairs in the Western Azerbaijan Province. The results of the Pearson correlation test showed there is a significant relationship between time management and job burnout ($P \leq 0.001$). It was also noted that all components of the time management other than saying no are associated with job burnout. Charles (2007) examined the relationship between time management and social skills training among school administrators. The results suggested that time management is significantly correlated with social skills and their educations. This educational program to be accredited socially was evaluated by 10 administrators and it was observed that the use of two school administrators at the same time will reduce the amount of time allocated to perform tasks without the loss of quality and increase the quality of the services offered.

2. Research hypotheses

1. There is a significant relationship between self-awareness, time management, and job stress.
2. There is a significant relationship between self-control, time management, and job stress.
3. There is a significant relationship between empathy, time management, and job stress.
4. There is a significant relationship between social skills, time management, and job stress.

3. Research methodology

The present study was an applied research that used a descriptive-correlational research method and was conducted as a survey research. The population under study included all employees working in Shahr Bank in districts 2, 3, 4, and 6 in Tehran who were studied in 2003. The research sample included 310 employees who were selected through simple random sampling method from among the population. The instruments used to collect the data were Goleman's Emotional Intelligence Model, Time Management Scale (Queen et al.), and Orly and Giordano Job Stress Questionnaire. Since these questionnaires were standard they possessed a good level of validity. Besides, their reliability was determined by the Cronbach's alpha coefficient with the values of 0.83, 0.89, and 0.87, respectively. In addition, the following methods were used to analyze the data:

1. Methods of descriptive statistics such as frequency, percentage, mean, and standard deviation
2. Pearson correlation coefficient
3. Multiple regression analysis
4. Multivariate analysis of variance (MANOVA)
5. Scheffe and LSD post hoc test
6. Cronbach's alpha and bisection methods to calculate the reliability coefficients

To analyze the data, SPSS Software (Version 17) was used. In addition, all research hypotheses were tested at the significance level of 0.05 ($P < 0.05$).

4. Results of the study

The aim of the present study was to examine the relationships between emotional intelligence, time management, and job stress (pressure) among employees in Shahr Bank. The descriptive statistics such as mean, standard deviation, and the participants' minimum and maximum scores for all variables are presented in Table 1:

Table 1: Mean, standard deviation, and the participants' minimum and maximum scores for all variables

Statistical Indicators Variables		Mean	SD	Min	Max	Frequency
Emotional Intelligence		121.79	13.03	90	156	310
Components	Emotional intelligence and self-awareness	26.09	3.49	12	35	
	Emotional intelligence and self-control	38.80	5.25	23	54	
	Emotional intelligence and empathy	23.14	3.43	15	30	
	Emotional intelligence and social skills	33.77	4.14	19	42	
Time management		7.87	1.77	2	12	
Job stress (pressure)		41.88	5.09	29	56	

Table 2: Simple correlation coefficients between emotional intelligence, its components, and employees' job stress (pressure)

Criterion variable	Statistical Indicators Predictor variable	Correlation coefficients (r)	Sig.	Sample frequency
Job stress	Intelligence Emotional	-0.71	0.01	310
	Intelligence The emotional Background Own Knowledge	-0.03	0.01	
	Intelligence Emotional At Background Own Control	-0.76	0.002	
	Intelligence Emotional At Background Empathy	-0.66	0.001	
	Intelligence Emotional At Background Skills Social	-0.67	0.01	

As can be seen in Table 2, there is a negative correlation between emotional intelligence and employees' job stress ($r = -0.71$, $P < 0.01$) so the first hypothesis is confirmed. In addition, there is no significant relationship between self-awareness as one of the components of emotional intelligence and job stress ($r = -0.03$, $P < 0.01$) so the first hypothesis is rejected.

There is a negative and significant relationship between self-control as one of the components of emotional intelligence and job stress ($r = -0.76$, $P < 0.001$) so the second hypothesis is confirmed. In other words, the higher the employees' self-control the less will be their job stress.

There is a negative and significant relationship between empathy as one of the components of emotional intelligence and job stress ($r = -0.66$, $P < 0.001$) so the third hypothesis is confirmed. In other words, the higher the employees' social awareness the less will be their job stress.

There is a negative and significant relationship between social skills as one of the components of emotional intelligence and job stress ($r = -0.67$, $P < 0.01$) so the fourth hypothesis is confirmed.

H2: There is a significant relationship between time management and job stress.

Table 3: Simple correlation coefficients between time management and employees' job stress (pressure)

Criterion variable	Statistical Indicators	Correlation coefficients (r)	Sig.	Sample frequency
	Predictor variable			
Job stress	Time management	-0.54	0.01	310

As shown in Table 3, there is a negative and significant relationship between time management and job stress ($r = -0.66$, $P < 0.001$) so the second hypothesis is confirmed.

Third hypothesis: Emotional intelligence (self-awareness, self-management, and social awareness) and time management have a multiple correlation with employees' job stress.

Table 4: Multiple correlation coefficients between emotional intelligence, time management, and employees' job stress through enter method

Criterion variable	Statistical indexes	Multiple correlation (MR)	Determination coefficient (RS)	Probability ratio (FP)	Regression coefficient (β)		
	Predictor variable				1	2	3
Job stress	Emotional intelligence	0.71	0.50	F=24.203 P<0.001	$\beta = 0.71$ t= 12.50 P<0.001		
	Time management	0.76	0.57	F = 11.136 P < 0.001	$\beta = -0.58$ t= 10.80 P<0.001	$\beta = -0.30$ t= 5.90 P<0.001	
Steps	Variables	MR	RS	F	P	Estimate error	β
1	Self-control	0.76	0.57	24.279	0.001	22.81	* -0.76
2	Empathy and self-control	0.85	0.73	18.267	0.001	18.40	* -0.58 * -0.042
3	Empathy, self-control, and self-awareness	0.87	0.76	89.208	0.001	17.36	*-0.59 * -0.47 * -0.18
4	Empathy, self-control, self-awareness, and time management	0.88	0.78	14.184	0.001	16.42	* -0.52 * -0.44 * -0.17 * -0.15

**** P < 0.001**

As it can be seen in Part A of the table, the results of the regression analysis with the repeated enter method indicate that the multivariate correlation coefficient for the linear combination of emotional intelligence and time management with employees' job stress is equal to MR = 0.76 and RS = 0.57 which is significant at the significance level of 0.001. Therefore, the third hypothesis is confirmed. The determination coefficient (RS) suggests that 57% of the job stress variances can be explained by predictor variables.

As the results of the regression analysis indicate self-control can alone explain 57% of job stress changes. In the second step, self-awareness was added into the model and the determination coefficient amounted to 76% and in the fourth step, time management as the last variable with a significant role in predicting job stress was entered into the model and the value of the determination reached to 78%. Besides, social skills as a variable that did not significantly predict job stress were not added into the model. As a result, it can be concluded that self-control, empathy, self-awareness, and time management are respectively among predictor variables that had the most contribution in predicting job stress.

5. Discussion and conclusions

As can be seen in Table 2, there is a significant and negative relationship between emotional intelligence and job stress. In other words, an increase in emotional intelligence will lead to a decrease in job stress. In addition, there is a significant and negative relationship between components of emotional intelligence (self-control, empathy, and social skills) and employees' job stress. Research has shown that people with higher emotional intelligence are much more successful in their communications than other people. Such people possess a high emotional and self-awareness capability and understand their and others' emotions and deal with them effectively. Such people are also more realistic about their abilities as they have a brilliant experience in dealing with different situations. Therefore, they are able to regulate and correctly express emotions in stressful conditions, indicating that they can get rid of the burden of negative emotions. These people composedly consider different aspects of situations and use the obtained information to solve problems and plan to reduce stress. Such people can take advantage of their knowledge about emotions and use their evaluating and problem solving powers to deal with problems and stressful events (Dehshiri, 2003). The results of the regression analysis concerning testing the sub-hypotheses in explaining job stress indicated that the components of self-control, empathy, and self-awareness play a significant role in predicting job stress. Self-control as the most important component can alone predict 57% of job stress variations. Efficient people with a high level of self-control can avoid negative emotions such as frustration, anxiety, and irritability. These people will experience fewer problems in their lives and if they do they can quickly return to their normal conditions when facing a stressful and disturbing situation (Goleman, 1988). Empathy and social awareness is one of the most important variables in predicting stress, a person's ability to recognize other people's emotions and feelings. Empathic people are familiar with social subtle clues and interactions that might indicate other people's needs and wants. Such ability in addition to helping people make efficient relationships and interactions with others brings about another result which is the easy and better access to social support resources which in turn can play a vital role in protecting people against problems including stress. In addition, research done by Kiarochi et al., (2000) indicates that people assisted through social support become more readily adapted to stress and problems resulting from it and protect themselves from their negative and harmful effects.

Although the results of Pearson correlation coefficient showed that self-awareness is not significantly correlated to job stress, the results of regression analysis indicated that self-awareness as a component of emotional intelligence and a predictor variable can significantly predict job stress. An awareness of one's emotions, according to Goleman (1998), is the main basis of emotional intelligence. One of the important characteristics of people with high self-awareness is that they have the ability to control and direct life events. The ability to control and organize feelings and emotions is inversely related to depression and disappointment. These people respond more optimistically and more hopefully to stress and unfavorable events and this is perhaps a justification for why these components of emotional intelligence can predict job stress. As can be seen in Table 3, there is a negative and significant relationship between job stress and time management. In other words, the improvement of the time management will result in reduced job stress. Time management can reduce job stress by eliminating stressful temporal factors. Too much work and lack of control are the biggest stressful temporal sources. In order to control your time effectively and eliminate stressful temporal factors, time management can happen through two categories of skills: The first category focuses on the efficient use of time in every day activities and the second category will focus on the use of time in the long run. Generally, the findings of the present study underline the importance of time management and emotional intelligence as factors controlling occupational stress in the workplace. Besides, it was noted that emotional intelligence and

time management have a significant correlation with occupational stress. As seen in Table 4, $RS = 0.57$ and $MR = 0.76$ are significant ($P < 0.001$). the value of the determination coefficient (RS) shows that 57% of job stress variances are explained by predictor variables. It can also be said that self-control, empathy, self-awareness, and time managements are among the most important predictors of job stress. Table 4 presents the results of the multiple regression analysis concerning the relationships between emotional intelligence (self-awareness, self-control, empathy, and social skills) and job stress with time management through a stepwise technique. As shown in the table, of these variables; self-control, empathy, self-awareness, and time management have the largest contribution in predicting job stress while other variables do not play a role in this regard.

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