

## RELATIONSHIP OF EMOTIONAL INTELLIGENCE AND QUALITY OF WORKING LIFE AMONG THE EMPLOYEES OF PHYSICAL EDUCATION ORGANIZATION

**B. Shahriary, B. Maleki, J. Aghazadeh, M. Torabi & A.A. Ardabili**

Department of Physical Education and Sport Sciences, College of Management and Accounting, Yadegar -e- Imam Khomeini (RAH) Branch, Islamic Azad University, Tehran, Iran

Shahriary.bahman@yahoo.com, bahnam.maleki1984@gmail.com,

javad\_agazadeh60@yahoo.com, akbarm6370@yahoo.com, mt.1358@yahoo.com

### ABSTRACT

*Emotional capabilities and merits are the determining and influential factors on quality of social relationships as they leave prominent effects on controlling of feelings, emotions and thoughts which leads to an increase in quality of working life. Thus, the purpose of this research is to study the relationship of emotional intelligence and quality of working life among the employees of physical education organization. Participants of research were 305 persons from the employees of physical education organization departments in three Northern provinces of the country that had separately been selected through available sampling. Instrumentation included a questionnaire on personal particulars, Shering's emotional intelligence questionnaire and Walton's quality of working life questionnaire. Kendall's correlation coefficient was used to analyze the data at  $\alpha < 0.05$  significance level. The results suggested that there exists a significant relationship between emotional intelligence and quality of working life and its components (fair pay, safe workplace, secure growth, individual rights, social solidarity, work and lifestyle, social ties of working life, development of human capabilities) such that increase in emotional intelligence leads to higher quality of working life and its components. Quality of working life as a means of people's approach towards their jobs affects their performance and productivity within an organization, therefore it may increase the emotional intelligence through correct planning in the workplace and provision of training situations so that the employees may become sufficient in terms of controlling of feelings, emotions and thoughts while emotional intelligence is one of the most influential mental constructs for increase in quality of working life.*

**Keywords:** *emotional intelligence, fair pay, safe workplace, secure growth, individual rights, social solidarity, work and lifestyle, social ties of working life, development of human capabilities*

### Introduction

The existentialist philosophy of an organization relies on life of human beings. Humans are the most precious treasure and resource for organizations as they shape organizational decisions, propose solutions and ultimately resolve the problems, enhance the productivity and give meaning to efficiency and influence. So, work carried out through human resources has an important place in survival and enhancement of an organization and the role of humans as a key and strategic figure in the life of organizations is more highlighted and in case the organizations are concerned with concerns human resources development and achievement of stable competitive advantage in the market, then it is necessary for them to satisfy the spiritual and material needs of their employees.

The concept of quality of working life was introduced in the 1980s which refers to the approach of people toward their jobs i.e. the extent to which mutual trust, care, gratitude, interesting task and appropriate opportunities for investments are provided for the employees in the workplace. The degree of quality of working life within an organization may be estimated through measurement of satisfaction, absence and motivation among employees.

In recent years, working life plans have played an important and crucial role in increase of human resources productivity and efficiency of organizations and large corporate since the quality of working life or the quality of work system is one of the most interesting methods of stimulation and an important solution in design and enrichment of jobs which originates from the approach of employees and directors toward motivation. Quality of

working life is an expansive work schedule that increases employees' satisfaction, boosts their learning in the workplace and assists them in management of changes and evolutions. Dissatisfaction of employees with quality of working life is a problem which nearly hurts all the employees regardless of their positions. The purpose of many organizations is to increase employees' satisfaction at all levels but this is a complicated situation since it is difficult to determine and discern the relevant features of quality of working life. Study of quality of working life and its relevant variables among the employees of various organizations is of high significance in improvement and enhancement of organizational productivity.

External factors (salary and wages) and internal factors (internal rewards) and the orientation toward the job (priority of internal or external rewards being dependent on personnel) may be regarded as factors having impact on quality of working life with each of these factors discussed as the most important influential factors on quality of working life through a different perspective (scientific management, humanitarian approach, orientation toward job while the three perspectives are unanimous in terms of relevance of personnel performance with quality of working life but it should be noted that a variety of mental constructs apart from external factors may be discussed as the influential internal factors affecting the quality of working life.

It seems that emotional intelligence is one of the most important influential mental constructs in this area. In other words, the emotional intelligence of employees, as one feature of their characteristic, may be a decisive factor in their compatibility with organizational conditions and variables and may be considered as their working stimulant. In fact, the emotional intelligence is a type of intelligence consisting of recognition of self-emotions and their application for adoption of appropriate decisions in life. Moreover, the emotional intelligence may be a factor used for anger and stress management and control

while it may serve as a motive, hope and optimism in encountering the hindrances to achievement of objectives. Correct application of emotions (self-regulated emotions) is the ability that relies on self-consciousness as it refers to a person's capacity to solace himself and repel anxiety, depression and common boredom. Self-motivation, self-control, delays in immediate satisfaction of demands and desires, guidance of emotions and the ability to be placed in a desirable mental situation.

The importance of emotional intelligence is more revealed when it is considered an evolved form of attention to mankind within organizations and a modern tool in the hands of directors to steer the personnel inside or outside organizations. One of the reasons of discussing the emotional intelligence as a variable related to quality of working life comes from the belief that emotional intelligence as opposed to the traditional concept of intelligence is a better predictor of social accomplishments and people with higher emotional intelligence enjoy better social skills, long-term relationships and more ability to solve disputes.

In spite of the possibility of such a relationship existing, the research literature on this issue seems limited but even the few works done in this area have suggested a significant correlation between emotional intelligence and quality of working life. For instance, Ahmadnejad et al. (2012) showed in a study that there is a significant relationship between the emotional intelligence and quality of working life of official tutors and their tuition fees while Farahbakhsh (2012) in a research called "the role of emotional intelligence in increase of quality of working life among the school principals" concluded that there exists a positive correlation between emotional intelligence and quality of working life. Venetta et al. (2005) showed that emotional intelligence has a positive relationship with educational improvement, life satisfaction and lower behavioral disruptions while in another study they suggested that the emotional intelligence has significant and positive relationships with the indices of life

satisfaction, life quality and positive relationship with others.

Since the Ministry of Sports and Youth is the supreme authority in charge of the issues related to youngsters and sports in Iran, it is obliged with development of a comprehensive national plan for organization of youth affairs with respect to roles and essential missions of public and private sectors institutes while taking into account the cultural, social, political, vocational, academic, recreational and educational needs of youngsters and this calls for capable human resources within the organization. Thus, it is necessary to study the influential factors on quality of working life of employees as it would theoretically strengthen self-sufficiency and improves social and personal relationships while practically speaking, it may increase the productivity of employees such that the financial problems of company may be resolved or compensated.

So, the objective of this research is to study the relationship of emotional intelligence and quality of working life and its micro-scales (sufficient and fair pay, safe and hygienic workplace, social ties of working life, continuous growth, legal positivism in labor organization, human resources development, consistent security and social integrity and solidarity) among the employees of physical education organization departments in three Northern provinces of Golestan, Gilan and Mazandaran.

### Methodology

This is a correlative-descriptive research wherein the data have been collected in the field. The statistical population of research consists of the entire employees of physical education organization from the three Northern provinces of Iran as 305 of them were separately selected as samples through available sampling technique and questionnaires were distributed among all of them and the entire handed in questionnaires were deemed applicable. Research instrumentation included a questionnaire on personal particulars, Shering's emotional

intelligence questionnaire and Walton's quality of working life questionnaire.

Personal particulars questionnaire: Developed by the researcher, this questionnaire would yield data such as age, gender, qualifications and work experience of employees.

Shering's emotional intelligence questionnaire: a 33 question test based on 5-point Likert scale whereby the components of emotional intelligence are estimated. These components are: consciousness, self-regulation, self-stimulation, communion and social skills as the emotional intelligence is the total score gained from these components. This scale was normalized by Mansouri (2001) in Iran.

Walton's quality of working life questionnaire (1973): this one consists of 16 questions drafted based on the 5-point Likert scale as it measures the quality of working life in eight dimensions (sufficient and fair pay, safe and hygienic workplace, social ties of working life, continuous growth, legal positivism in labor organization, human resources development, consistent security and social integrity and solidarity). Walton reported a reliability coefficient of 0.88 for this test. Validity and reliability of this questionnaire in Iran have been verified by another research.

To determine the initial reliability, the research questionnaire was first distributed among 10 university professors and experts in this area as their comments were applied to the final edition while a pilot test was conducted on a 30-person selected sample to determine the validity of questionnaire whereby 0.91 and 0.88 Cronbach's alpha coefficients were respectively derived for the emotional intelligence and quality of working life which verified the internal consistency of questionnaires.

Due to the nature of the research, descriptive statistics was used to describe, classify and derive raw scores through calculation of mean values, standard deviations and plotting of diagrams while the Kolmogorov-Smirnov normality tests was used in the inferential statistics and Kendall correlation coefficient

was applied to test the hypotheses. Statistical software SPSS v.21 was used to analyze the data. A significance level of  $\alpha < 0.05$  was considered for the entire hypotheses.

### Findings

Demographic features included: gender (70 female and 235 male), age (120 people below than 30, 125 people between 30 and 40, 60 people beyond 40), education (35 people with high school diploma, 40 people with associate degree, 195 people with bachelor degree and 35 people with master degree) and work experience (100 people with less than 5 years, 106 people between 6 and 10 years, 99 people with more than 10 years).

Kolmogorov-Smirnov test was used to assess the normality of data whereby the normality of data was rejected (significance less than 0.05).

number	significance	statistic	Standard deviation	mean	variable
305	<0/010	0/275	0/66	3/09	Emotional intelligence
305	<0/010	0/280	0/78	3/07	Quality of working life

Results suggested a significant relationship between fair pay and emotional intelligence of employees (0.43 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between safe workplace and emotional intelligence of employees (0.41 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between secure growth and emotional intelligence of employees (0.48 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between individual rights and emotional intelligence of employees (0.52 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between social solidarity and emotional intelligence of employees (0.46 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between lifestyle and emotional intelligence of

employees (0.48 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between social ties of working life and emotional intelligence of employees (0.53 Kendall correlation coefficient). ( $p < 0.05$ ).

Results suggested a significant relationship between human resources development and emotional intelligence of employees (0.42 Kendall correlation coefficient). ( $p < 0.05$ ).

Finally, the results between emotional intelligence and quality of working life among employees is significant (0.58 Kendall correlation coefficient) ( $p < 0.05$ ).

### Discussion and Conclusion

study of research variable and results suggested a positive significant relationship between emotional intelligence and quality of working life and its eight micro-scales (fair pay, safe workplace, secure growth, individual rights, social solidarity, work and lifestyle, social ties of working life, development of human capabilities) i.e. the quality of working life and its components increases per increase in emotional intelligence of employees.

These findings are in line with findings of Yousefi & Safari (2009), Hosseini et al. (2010), Ahmadnejad et al. (2012), Venetta et al. (2005) and Farahbakhsh (2012) especially in case of relationship between emotional intelligence and quality of working life. The results also show that higher emotional intelligence of employees and personnel along with positive approach to work would lead to satisfaction with life and quality of working life. Fair pay consists of equal wages for identical tasks and proportionality of payments with criteria set by employees. Accordingly, no identical wage should be allocated for different tasks, therefore there must be a fair salary and wage disbursement at the physical education department in return for a fulfilled task such that the employees would be satisfied with their paychecks and consider their jobs as part of their lives and take pride in it. But the emotional intelligence of employees has a significant effect on their interpretation of fair play.

Establishment of safe physical working conditions and also setting reasonable working hours would definitely increase job satisfaction among employees. Therefore, directors of physical education department must always maintain the this thinking and provide proper conditions whereby employees may concentrate their emotions, lower their stress, make correct decisions, and take their self-confidence to the highest level possible which would result in safe work place. Moreover, the results suggested a positive and significant relationship between secure growth and emotional intelligence such that higher emotional intelligence of employees would yield more secure growth. Farahbakhsh (2012) concluded that increased emotional intelligence for improvement of better workplace is effective for directors and would thus escalate their performance. Security in terms of income and employment is a continuous demand of employees in different organizations and job security is a basic component in the lives of employees as the higher it is, the higher satisfaction and performance of employees will be. Research findings show a positive and significant relationship between individual rights and emotional intelligence. According to the reported correlation coefficient, this is an average relationship. Employees with higher emotional intelligence may better resolve their mental contradictions about salary and wages and therefore create quality of working life. Another finding was the positive and significant relationship of social ties and emotional intelligence the latter would strengthen the feeling of belonging of employees to the organization and their social solidarity.

The findings also suggested a positive and significant relationship between emotional intelligence and lifestyle. Providing for freedom of speech without fear of reactions from authorities and dominance of law over human power are symptoms of particular rules and regulations of an organization that need to be observed by both directors and employees. Therefore, higher emotional intelligence

would lead to more employees abiding by the rules and increase in legal positivism.

Social ties are the interpretation of employees of their social responsibilities within an organization, an index that has a significant and positive relationship with emotional intelligence. Employees' interpretation of social responsibility may differ from one another but they may pave the way for compatibility of individual emotion with social responsibilities. Moreover, improvement of human and individual capabilities, opportunities to progress and application of acquired skills is referred to as continuous growth. Growth and progress is the demand of majority of employees which differs based on individual capabilities. According to the results of current research, individual abilities and progress opportunities may increase as does the emotional intelligence. Directors must take into account that instruction of self-consciousness, self-control, self-stimulation, application of emotions to seeks social consciousness, discerning of emotions in others and management of relationships may accommodate the enhancement of human capabilities and lead to job promotions.

### Conclusion

Improvement of quality of working life requires a comprehensive and extensive plan designed to meet their satisfaction, help them manage changes, retain the personnel and increase their productivity but this research showed that increase in emotional intelligence as a mental construct may lead to increased quality of working life. Since directors and policy-makers of Ministry of Sports and Youth are seeking the organizational objectives and the quality of working life is one of the most influential components to that end, they may use the findings of this research to raise the quality of working life among their employees based on their emotional intelligence so that they may increase job satisfaction and efficiency. Due to few research conducted in this area, these results must be interpreted with caution and further

supplementary studies are still required but it was quite evident in this research that there exists a positive relationship between

emotional intelligence and quality of working life and its micro-scales.

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