



The Role of Emotional Intelligence in Time Management Among Managers of Sports Institutions in Iraq

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Abstract:

Background of Study: This study investigates the relationship between emotional intelligence and time management among managers of sports institutions in Iraq. Emotional intelligence is considered a critical factor in enhancing managerial performance and optimizing organizational efficiency, while time management is a key competency in achieving administrative effectiveness.

Methods: The study applied a descriptive survey method with a sample of 125 managers from the Iraqi Ministry of Youth and Sports. Two scales were developed—emotional intelligence (20 items) and time management (20 items)—which were validated through expert judgment, discriminant analysis, internal consistency, and Cronbach's alpha reliability tests. Data were analyzed using t-tests, Pearson correlation, and simple regression.

Result: Findings revealed that both emotional intelligence and time management scores were significantly higher than the theoretical mean ($p < 0.001$). A strong positive correlation ($r = 0.980$, $p < 0.001$) was found between emotional intelligence and time management. Regression analysis indicated that emotional intelligence significantly predicted time management effectiveness, explaining 95.9% of its variance.

Conclusion: Emotional intelligence plays a pivotal role in enhancing time management among sports managers. The study recommends integrating emotional intelligence development into organizational culture and training programs to improve time utilization, administrative efficiency, and overall performance in sports institutions.

Keywords: Emotional intelligence, Managers of sports institutions, Time management, Sports institutions

1. INTRODUCTION

The Sports Foundation plays multiple roles in organizing and managing the sports movement, it is represented by the administrative bodies if we talk about the central sports club, federations and the executive office. If we talk about the Iraqi national Olympic Committee, they are human resources elected from a group of athletes to manage sports and technical affairs, each according to his specialization and job description, or they are appointed according to efficiency and abilities in the administrative and technical formations included by the Ministry of youth and sports, as a result, they are human beings with special abilities that qualify them to lead the sports movement in Iraq, The most prominent of these

abilities is emotional intelligence, which includes the ability to communicate effectively with others through discrimination and appropriate response to psychological states, moods, tendencies, and desires, success in social or professional life depends not only on the individual's mental abilities (cognitive intelligence), but depends on what abilities he possesses (emotional intelligence), they interact and complement each other, as a person can be superior in both cognitive and emotional intelligence at the same time, and this criterion is important in recruiting appropriate human resources to manage the sports movement in Iraq.

Since time is one of the limited and unlimited available resources, it represents the crucial element that enables human resources to achieve goals and objectives. Time management means programming daily work procedures in order to achieve success in the required tasks by prioritizing plans and actions. time is the most rigid and least flexible element in existence, but you can manage it if you pay it the attention it deserves. it is considered an important and rare resource available in human societies. if you feel a shortage of time during your work, this is an indication that your management skills are heading towards nothing.

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Given the importance of the above, the research designed a hypothetical model that addresses the impact between the research variables represented by emotional intelligence as an independent variable and time management variable as a dependent variable, in addition to analyzing the relationship and impact between them and presenting recommendations and proposals to the researched sports institution and researchers in this topic in the future, and raising the following question to determine the features of the research (What is the role of emotional intelligence in time management within sports institutions in Iraq?). Based on this question, the current research aims to determine the relationship and impact of emotional intelligence on time management for managers of sports institutions, so it was necessary to build two scales (emotional intelligence and time management) according to scientific conditions to measure the variables studied. The researcher identified the field of his Spatial Research at the headquarters of the Ministry of youth and sports in Baghdad, the temporal field within the limited period between 1/2/2025 to 20/4/2025, and the human field of the managers of the administrative and technical departments affiliated to the Ministry of youth and sports.

Emotional intelligence, according to the explanation by (Calero et al., 2018), involves a person's capacity to understand their own feelings and the emotions experienced by those around them. Kaliappen (2022) in their article pointed out that emotional intelligence also includes the skill of differentiating between these various emotions and using this understanding as a basis for directing their actions and thoughts. Furthermore, they emphasized that people demonstrating higher emotional intelligence tend to lead healthier and more prosperous lives, showcasing superior leadership capabilities and attaining greater achievements in their careers, along with forming more robust personal bonds when contrasted with individuals who have lower emotional intelligence. Nexus (2025) in their article stated that the growth of emotional intelligence is affected by a person's social and psychological development, and a deficiency in gaining proficiency in emotional intelligence might significantly contribute to the manifestation of behavioral and psychological difficulties, like the struggle to understand and articulate one's feelings. Odukoya et al (2020) in their article stated that emotional intelligence is about someone being able to tell apart what different emotions mean and how they relate to each other, plus how well they can figure things out and make smart guesses based on emotions.

As for time management, he defined it (Mariano et al., 2022) as a system of indication and guidance that helps to understand events, describe them and follow the facts", while he defined it (Allen, 2015) "as a resource that cannot be stored, collected, replaced or retrieved, but (Aeon et al., 2021) considers it difficult to give a precise and specific definition of time, but some of its characteristics can be realized, "time passes at a specific and constant speed, and it he is moving forward sequentially, and he is moving under a certain tight system that cannot be stopped".

The researcher's analysis of earlier research indicated a primary emphasis, for the most part, on either emotional intelligence or effective time management; for instance, the objective of the investigation (Abebe & Singh, 2023) was "to analyze and ascertain the correlation between emotional intelligence and administrative effectiveness, and the study's findings demonstrated a statistically noteworthy positive connection between the variables examined. " Additionally, a study (Jose & Thomas, 2024) titled "the effectiveness of a training program for the development of emotional intelligence skills among sixth graders" designed a program focused on improving emotional intelligence skills and observed a distinct enhancement in the proficiency of emotional intelligence, showing that the training program had a statistically relevant impact on the achievement of children residing in SOS villages located in Jordan, and furthermore, an investigation (Chen & Guo, 2020) with the title "Emotional Intelligence of the school principal and the impact on the reality of the school and its staff" determined that emotional intelligence plays a crucial role in streamlining operations, fostering collaboration and teamwork among staff, and enhancing a greater sense of dedication to the academic institution, and also, a study (Chaudhary et al., 2024) called "The relationship between the emotional intelligence of school principals and the organizational climate of the school from the point of view of teachers" found no statistically significant correlation between the variables under investigation.

In a piece of research (Sahni, 2020) called "Can time management training really make a difference? Assessing whether it's possible to teach employees in various work settings how to handle their time," another piece of research discovered (Subagio et al., 2022) in a work called "A look at how senior managers in Palestinian universities handle their time" indicated that the actual level of time management was somewhere between moderate and high, based on how time management reality was



measured in all areas of the study related to how workers perceived time, as well as a number of different inefficiencies, but a further piece of research (Masa'd & Aljawarneh, 2020) titled "How Time Management Impacts the Growth of Managerial Creativity Skills in Secondary Schools, as Seen by Management Supervisors, School Leaders, and Teachers in the Holy Capital Education System", it came to light the connection between using time management techniques and growing creative management abilities among the group being studied.

Through the above, the researcher came to his procedural definition of the variables studied, emotional intelligence is: (The ability to control feelings towards others with high skill). As for time

management, it is: (the ability of an individual to invest his time to accomplish the tasks assigned to him in planning and execution).

2. MATERIAL AND METHOD

The researcher used the descriptive research method in the style of survey studies to suit the nature of the current research.

2.1 Sampling and Data Collection

The research community included the directors of the administrative and technical departments at the Ministry of youth and sports, and the research samples were represented by (125) individuals, including Table (1).

Table 1. Shows research samples

Exploratory	Construction Sample	Execution Sample	Total
5	40	80	125

2.2 Search Tools:

The current research requires the existence of two measures of emotional intelligence and time management, so the researcher built these two measures according to the scientific steps to build the scales as follows (Hussein, 2024).

2.2.1 Definition of terms

The researcher defined the concepts of emotional intelligence and time management, especially in the field of mathematics, by reviewing some previous literature and studies.

2.2.2 Preparation of paragraphs

The researcher formulated the paragraphs of the two scales and consisted of (20) paragraphs for each scale

with five graded alternatives the answer (no, rarely, sometimes, Mostly, always) is given when correcting the grades (1, 2, 3, 4, 5) respectively.

3. RESULT AND DISCUSSION

3.1 Scientific conditions of the two scales

3.1.1 Virtual honesty

The researcher presented the statements of the two scales to (7) experts specialized in sports management, testing and measurement and asked them to judge their validity, and their agreement rates ranged between (80% – 100%) on the paragraphs of the two scales, so the researcher adopted all the paragraphs and the two scales came out as in Table (2).

Table 2. Shows the number of paragraphs of the emotional intelligence and time management scales

S	The scale	Number of paragraphs
1	Emotional intelligence	20
2	Time management	20

3.1.2 Discriminatory Power

The researcher used the t-test of two independent samples to calculate the significance of the difference in each paragraph between the two extreme groups in the overall score of the two scales separately, on the basis that the calculated t-value represents the

discriminatory power of the paragraph (Hussein, 2024), and since all the paragraphs in the two scales have the ability to distinguish in statistical significance below the significance level (0.05) so no paragraph fell, it can be said that the two scales have a good discriminatory power, and tables 3 and 4 show this.



Table 3. Shows the discriminative power of the emotional intelligence scale paragraphs

S	Upper group		Lower group		Calculated value (t)	The power of the discriminatory paragraph
	Mean	Std. Deviation	Mean	Std. Deviation		
1	4.10	0.912	3.85	0.813	.9152	Featured
2	4.35	0.587	4.10	0.553	.3872	Featured
3	4.20	0.523	3.60	0.754	2.924	Featured
4	4.00	0.649	3.20	0.616	4.000	Featured
5	4.20	0.410	3.80	0.696	2.214	Featured
6	4.20	0.696	3.25	1.020	3.442	Featured
7	4.25	0.444	4.10	0.641	.8602	Featured
8	4.25	0.639	3.55	0.887	2.864	Featured
9	3.50	1.235	3.90	0.968	.7752	Featured
10	3.90	0.852	3.70	0.733	.7963	Featured
11	4.05	0.510	3.60	0.754	2.210	Featured
12	3.80	0.768	3.60	0.883	.7652	Featured
13	4.00	0.649	3.65	0.489	.9262	Featured
14	3.60	0.821	3.70	0.470	450.3	Featured
15	4.25	0.716	3.90	0.553	.7302	Featured
16	3.80	0.951	3.80	0.616	2123.	Featured
17	4.05	0.605	3.55	0.686	2.444	Featured
18	4.30	0.470	3.75	0.639	3.101	Featured
19	4.10	0.447	3.35	0.933	3.241	Featured
20	4.20	0.523	3.10	1.119	3.982	Featured

Table 4. Shows the discriminative power of time management scale paragraphs

S	Upper group		Lower group		Calculated value (t)	The power of the discriminatory paragraph
	Mean	Std. Deviation	Mean	Std. Deviation		
1	3.35	0.745	2.90	0.968	.6482	Featured
2	3.60	0.598	3.05	0.945	2.200	Featured
3	3.60	0.503	2.75	0.786	4.073	Featured
4	3.25	0.716	2.50	1.051	2.637	Featured
5	3.25	0.716	2.30	1.081	3.276	Featured
6	2.70	0.923	2.50	1.277	.5673	Featured
7	3.65	0.587	2.85	1.226	2.632	Featured
8	3.25	0.716	2.85	1.182	.2943	Featured
9	3.40	0.681	2.15	0.745	5.539	Featured
10	3.45	0.686	2.75	0.910	2.746	Featured
11	3.10	0.788	2.65	0.587	2.048	Featured
12	2.90	0.788	2.20	1.005	2.451	Featured
13	3.30	0.657	2.45	0.510	4.569	Featured
14	3.50	0.607	2.95	1.146	.8972	Featured
15	3.20	0.834	2.00	0.795	4.660	Featured
16	3.55	0.945	2.90	1.071	2.035	Featured
17	3.30	0.657	3.15	0.988	.5653	Featured
18	2.90	0.718	2.70	0.979	.7372	Featured
19	2.90	0.788	2.60	1.046	.0242	Featured
20	3.25	0.716	2.70	1.031	.9592	Featured

3.1.3 Internal consistency

The researcher used Pearson's law to extract the internal consistency between each paragraph and the total score of the scale for each individual scale, so

the results came significantly below the significance level (0.05) so no paragraph fell, and Table (5) shows the internal consistency of the paragraphs of the two scales

**Table 5.** Shows the internal consistency of the paragraphs of the two scales

P	Emotional intelligence scale	Time management scale
	Pearson's value	Pearson's value
1	0.597**	0.382*
2	0.587**	0.515**
3	0.620**	0.630**
4	0.696**	0.524**
5	0.568**	0.489**
6	0.374*	0.634**
7	0.654**	0.614**
8	0.404**	0.384*
9	0.674**	0.558**
10	0.318*	0.319*
11	0.482**	0.396*
12	0.574**	0.416**
13	0.396*	0.526**
14	0.440*	0.674**
15	0.401*	0.642**
16	0.764**	0.376*
17	0.574**	0.540**
18	0.639**	0.362*
19	0.485**	0.326*
20	0.577**	0.640**

3.1.4 Constancy

The researcher used the Alpha-Cronbach equation to obtain the stability of the two scales, so the stability

coefficient was good for both scales as shown in Table (6).

Table 6. Shows the Alpha-Cronbach values of the two scales

S	The scale	Alpha-Cronbach
1	Emotional intelligence	0.716
2	Time management	0.712

3.2 Execution of two scales on the Execution Sample

The researcher began to distribute the questionnaire form to the 80 individuals of the research sample, and their data were collected and arranged in tables in preparation for statistical processing, presentation and analysis of the results.

theoretical average for the test of 60 and the calculated T-value (62.293) was significant at a semantic level (0.001).

3.3 Analysis and discussion of results

The average emotional intelligence scores of the research sample (68.43) were greater than the

The average time management scores of the research sample (69.44) were higher than the theoretical average of the test (60) and the calculated T-value (48.066) was significant at an indicative level (0.001), as shown in Table (7).

Table 7. Shows the value (T) of the two scales

	Emotional intelligence scale	Time management scale
Sample size	80	80
Mean	68.43	69.44
Std. Deviation	9.825	12.921
Theoretical Mean	60	60
Calculated value (t)	62.293	48.066
Level of significance	0.000	0.000

3.4 Analysis of correlation relations

The researcher calculated the correlation coefficient (Pearson) between the research variables and found a significant positive correlation below the level of significance (0.001) between the independent variable (emotional intelligence) and the dependent variable (time management) amounted to (0.980**).

3.5 Analyzing the impact of Emotional intelligence on Time management

The regression coefficient of the independent variable (1.288) and the value of (T) calculated for it (43.033) were

significant at the indicative level (0.001), this reflects the morale of the model, and the explanatory ability of this model is excellent as the coefficient of corrective determination reached (0.959), therefore (95.9%) of the behavior of the dependent variable (time management) is determined based on the independent variable (emotional intelligence), as Table (8) shows the analysis of the variance, through which it becomes clear that the value of (F) calculated (1851.832) and is significant at the level of significance (0.001).

Table 8. Analysis shows the discrepancy between emotional intelligence and time management

Source of Variability	Sum of Squares	Degrees of Freedom	Mean Square	Test Value (F)	Level of Significance
Between groups	12656.586	1	12656.586	1851.832	0.000
Within the groups	533.101	78	6.835		
Total	13189.688	79			

4. CONCLUSION

The results of the field study showed that emotional intelligence is one of the modern and fundamental topics in the sports field, especially within the work environment at the Ministry of youth and sports, as it is directly related to the nature of interactive relationships between employees within this institution. The results indicate that the adoption of emotional intelligence as an organizational culture contributes to improving the quality of performance, raising the level of effective investment of time, and developing the individual abilities and skills of managers.

The statistical results revealed that the members of the research sample obtained high computational circles in the measures of emotional intelligence and time management compared to theoretical circles, reflecting a high level of awareness among managers of the importance of these two dimensions, and their desire to provide professional solutions commensurate with the available capabilities, in addition to having a self-motivation to develop professional and organizational performance.

Moreover, the results of the correlation analysis have revealed a strong moral relationship between emotional intelligence and Time Management, which reinforces the pivotal role that emotional intelligence plays in organizing time and achieving productivity within sports work environments. The results of the simple regression analysis also showed a statistically significant influence relationship between the independent variable (emotional intelligence) and the dependent variable (time management), which shows that emotional intelligence can be one of the most

important predictors in improving the ability to manage time effectively.

Recommendations:

1. Adopting emotional intelligence as an organizational culture within the Ministry of youth and sports, because of its role in improving the work environment and enhancing relations between employees, which reflects positively on the quality of overall performance.
2. Include emotional intelligence development programs within the annual training plan for employees in the sports sector, focusing on the applied aspects that link emotional intelligence to time management and productivity.
3. Designing special programs to develop time management skills among employees, based on the principles of emotional intelligence as an effective tool in organizing priorities, dealing with pressures, and making decisions efficiently.
4. Supporting applied research and studies that deal with the variables of emotional intelligence in the administrative and sports fields, to expand the knowledge base and develop modern sports management practices.
5. Enhancing the collaborative work environment by creating an organizational climate that encourages positive emotional expression, professional human interaction, and appreciation of other people's feelings, which contributes to raising the level of professional commitment and time management.



5. ACKNOWLEDGEMENT

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6. AUTHOR CONTRIBUTION STATEMENT

The researcher built two scales according to the scientific conditions to build educational and psychological scales specific to the Iraqi environment and applied them to the research sample to extract the results and discuss them.

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