

# IMPORTANCE OD EMOTIONAL INTELLIGENCE TO SPORT ACTORS AND ITS INFLUENCE TO CREATING ORGANIZATIONAL CLIMATE

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## Abstract

*This theme is significant to all people who are in any way part of the manager work, at all managerial levels or are related to managing and leading a specific organization or institution. Conducted research in Tuzla County among 21 sport workers and 90 athletes from 9 sport organizations, has shown that sport workers, respectively coaches, their assistants and head of the sport institution with higher emotional intelligence form better working climate then supposed to those with lower or low emotional intelligence. Among four dimensions of emotional intelligence, public conscience and self conscience have the biggest influence to creating organizational climate.*

**Key words:** *emotional competence, self conscience, self motivation, public self-conscience, social skills.*

## INTRODUCTION

Coach's work in sport organization isn't just to manage existing playing resources, it's also to continuously develop and improve those resources. He needs to arrange resources from areas with low or not enough results, into area of high accomplishment. In domains of its work area, coach needs to create future of his sport organization, in order to be efficient.

In last two decades psychologists have conducted a line of research in which they tried to sum up all characteristics needed for successful work of sport workers. Results articulated communication skills, adjustability, self-control, motivation for work, team accountability, organizing accountability, potential to lead, and specific intellectual functioning, professionalism and experience. Analyzing all these dimensions, only one speaks of the importance of intellectual functioning, professionalism and experience. All the others tell about different aspects of so called emotional intelligence. Exactly the emotional intelligence is the key to success in achieving given goals and it impacts the creation of organizational climate, which is the topic of this work (Wriston, 1990). Organizational climate is the concept which describes subjective quality of working area that influences onto employee's behavior within that area. In most cases is observed as "emotional basis of organization", where her main determinations are, perception of trust and support in relations, the importance and evaluation of good and quality work, creativity, initiating, problem solving and similar.

### *Emotional intelligence*

Emotional intelligence (EI) is the ability of a person to recognize and manage emotional signs and information.

People who recognize their own feelings and who are able to understand feeling of others may be more efficient in their work.

EI contains five dimensions:

1. Self conscience – conscience of its own feelings;
2. Self managing – ability to manage its own feelings and needs;
3. self motivation – ability to concur obstacles and failures;
4. Empathy – ability to see what others feel;
5. Social skills – ability for person to "cope with" other's feelings (Robbins and Coulter, 2005).

There has been little research that has spotted the importance of emotional intelligence during work performance. One study has been researching the characteristics of manager in football teams in England who have been determined by their colleagues as "stars". Researchers have concluded that those stars have been better in relationships with others. That is successful athletes and sports officials' have been determined by EI, not by IQ. One other clarifying study reviewed the successes and failures of 11 American presidents - from Franklin Roosevelt to Bill Clinton. It has assessed them through the six properties - communication skills, sense of organization, political skill, vision, cognitive style and emotional intelligence. It has determined that the key feature that distinguishes a successful president (like Roosevelt, Kennedy and Reagan) than unsuccessful (like Johnson, Carter and Nixon) is exactly emotional intelligence.

### *Organizational climate*

Among numerous definitions of organizational climate, there are two common characteristics. First, keyword of most definitions is the perception. Term perception is used in terms of perception of organizational environment. Second, the organizational climate is descriptive because it is about personal statements or descriptions by members of the organization about how they perceive the organizational environment (Huseinagić, 2010). Organizational climate is a set of performance work

environment, perceived directly or indirectly by a person (an athlete), which is supposed to be the major force that affects his behavior. Some authors describe the organizational climate, as well as subjective quality of working environment that affects the behavior of individuals within that environment (Huseinagić 2010). It is often viewed as "emotional foundation of the organization". Its essential elements are perception of trust and support in relationships, and evaluating the importance of good and quality work, creativity, initiating and tackling the problems and similar. Organizational climate is prior to the organizational culture as a broader concept of analysis of organizational behavior.

### Research goals

*Overall objective:* To show the importance and impact of emotional intelligence for managers (coaches, sports officials), managerial functions and organization.

### Specific objectives:

- To underscore the importance of emotional intelligence for sports officials and coaches, their assistants and the president, and ways and means of testing, measurement and analysis of emotional intelligence.
- Display characteristics of organizational climate that are being examined to assess the same.
- How to improve and increase the emotional intelligence of sports professionals with the aim of creating a better organizational climate.

### Hypothesis

Null hypothesis - There is no connection between emotional intelligence and managerial functions, or its impact on the creation of organizational climate.

*Research hypothesis* - The influence of emotional intelligence has influence onto managerial function and affects creating an organizational climate in a positive or negative context. Sports professionals with high levels of emotional intelligence create a positive organizational climate in the workplace (sport organization).

## RESEARCH METHODS

Realized research among coaches, their assistants and executives-presidents of sport clubs in the Tuzla Canton, in the framework of quantitative data analysis. Research method in this research is descriptive and to a lesser extent theoretical.

### Techniques and ways of research

Survey research is the process by which examinees (trainers, sports professionals and athletes) ask questions regarding the assessment of their emotional intelligence. Respondents to the questions answered in writing (by circling).

1. Questionnaire number 1 was a structured questionnaire for self-assessment of emotional intelligence and is consistent of two parts. First part deals with issues that define personal competence, consists of three areas (self-awareness, self-regulation and self-motivation) and 12 competencies, and the second part relates to social competence, and has two fields (social awareness and social skills) and 13 competencies. Competencies are assessed from 1 to 5. Number of questioned sports staff is 21.

2. Questionnaire number 2 consists of 15 questions prepared on the basis of characteristics that are commonly used to assess the organizational climate (flexibility, business standards, rewards, clarity and teamwork). 90 athletes were surveyed in 9 sports clubs. Questions were evaluated from 1 to 5, such as lower grades closer to the negative thinking and response, and higher scores positive thinking and response.

Assessment of organizational climate >90% (>58, 5) great: 80-89% (52-58, 5) very good; 70-79% (45-51) good; 60-69% (39-44) satisfying and <60% (<39) no satisfying. The paper was used and the method of literature search, to identify and locate data, information and results relating to this issue (Goleman's, 1997).

### Limitations and validity of research

From the methodological aspect of the research to be unrepresentative of the sample. The questionnaire was not sufficiently tested and there are no valid outcomes of such research. Personal perception and self are not adequately in the analysis of emotional intelligence, and provide insight into just "one's own image of themselves" managers analyzed.

### Analysis of the results

The survey was accomplished coaches and their assistants 9 sports teams (basketball, volleyball and swimming) and three managers or directors of clubs.

Table 1  
Occupation status of the respondents

Occupation / status	Total	%
Director/president of the club	1	4,80
Coach	10	47,60
An assistant coach	10	47,60
Total	21	100,00

In table 2 are observed relationship between levels of emotional intelligence to the status of the organization, or sporting club.

Table 2.  
Relationship between emotional intelligence level and occupation/status

Occupation / status		Total score of emotional intelligence			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total	0	0	1	1
	%	0,00	0,00	100,00	100,00
Coach	Total	1	5	4	10
	%	10,00	50,00	40,00	100,00
An assistant coach	Total	0	4	6	10
	%	0,00	40,00	60,00	100,00
Score	Total	1	9	11	21
	%	4,80	42,90	52,40	100,00

It is evident that 60% of assistant coaches is considered to have excellent emotional intelligence, 50% of trainers considered to have good emotional intelligence, 40% of the assistant coaches is considered to have good emotional intelligence.

Given the small sample of subjects, there is a significant difference between the level of emotional intelligence and interest. Data Table 3 shows the emotional competencies - self-awareness in relation to occupation / status in a sport club.

Table 3  
Emotional competence-self consciousness

Occupation / status		Emotional competence-self consciousness			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total	0	0	1	1
	%	0,00	0,00	100,00	100,00
Coach	Total	0	10	0	10
	%	0,00	100,00	0,00	100,00
An assistant coach	Total	0	10	0	10
	%	0,00	100,00	0,00	100,00
Score	Total	0	20	1	21
	%	0,00	95,23	4,77	100,00

It shows that coaches and assistant coaches have estimated that a well-developed emotional competence - self awareness, while director of the club is considered to possess perfectly developed

self consciousness. Table 4 shows the relationship of emotional competence - self regulation in the respective occupation / status in a sport club.

Table 4  
Emotional competence-self regulation

Occupation / status		Emotional competence-self regulation			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total	0	1	0	1
	%	0,00	100,00	0,00	100,00
Coach	Total	0	0	10	10
	%	0,00	0,00	100,00	100,00
An assistant coach	Total	0	4	6	10
	%	0,00	40,00	60,00	100,00
Score	Total	0	5	16	21
	%	0,00	23,80	76,19	100,00

100% of trainers, and 10 of them, and 60% of the assistant coaches, or 6 of them considered to have developed great competence self regulation. Director of the sports club is considered to have

well-developed this competency. In table 5 is shown the relationship of emotional competence - self-motivation and interest in subjects.

Table 5  
Emotional competence-Self-motivation

Occupation / status		Emotional competence-self-motivation			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total %	0 0,00	0 0,00	1 100,00	1 100,00
Coach	Total %	0 0,00	0 0,00	10 100,00	10 100,00
An assistant coach	Total %	0 0,00	0 0,00	10 100,00	10 100,00
Score	Total %	0 0,00	0 0,00	21 100,00	21 100,00

All respondents agreed that they have developed an excellent selfmotivation. Table 6 shows the relationship between the development of social

awareness among patients and occupational / status.

Table 6  
Emotional competence-social awareness

Occupation / status		Emotional competence-social awareness			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total %	0 0,00	0 0,00	1 100,00	1 100,00
Coach	Total %	1 10,00	5 50,00	4 40,00	10 100,00
An assistant coach	Total %	0 0,00	4 40,00	6 60,00	10 100,00
Score	Total %	1 4,80	9 42,90	11 52,40	21 100,00

50% to 40% trainers assistant coaches considered to possess well-developed this competency. A coach believes that a properly developed emotional competence - social awareness of self. Director of

Sports Club believes that this competence is perfectly developed. Table 7 shows that ten coaches and their assistants have a good and well-developed emotional intelligence - social skills.

Table 7  
Emotional competence- social skills

Occupation / status		Emotional competence- social skills			
		Adequate EI	Good EI	Great EI	Total
Director/president of the club	Total %	0 0,00	0 0,00	1 100,00	1 100,00
Coach	Total %	0 0,00	5 50,00	5 50,00	10 100,00
An assistant coach	Total %	0 0,00	4 40,00	6 60,00	10 100,00
Score	Total %	0 0,00	9 42,90	11 52,40	21 100,00

The questionnaire, which was treated by 105 athletes, sports clubs at 9, showed the following results (Table 8):

Table 8  
Summative assessment of organizational climate for sports clubs

Sport club/sport	Number of the interviewed athletes.	EI	M	SD	Min	Max	Organizational climate
SK 1 (ha)	10	Good	43.00	6.683	33	56	Satisfying
SK 2 (ha)	10	Good	41.50	7.075	30	52	Satisfying
SK 3 (ha)	10	Great	50.80	5.975	42	58	Good
SK 4 (sw)	10	Great	39.40	7.168	23	48	Satisfying
SK 5 (bas)	10	Great	39.40	10.330	38	65	Good
SK 6 (bas)	10	Adequate	34.10	8.006	21	43	Not satisfying
SK 7 (bas)	10	Good	43.30	7.528	27	52	Satisfying
SK 8 (bas)	10	Good	42.90	6.657	33	54	Satisfying
SK 9 (bas)	10	Great	43.00	7.242	34	53	Satisfying
Total	90		41.93	7.407	21	65	

Table 8 shows the assessment of organizational climate by athletes in sports clubs, in relation to the self-assessment of emotional intelligence coaches, their assistants and directors of clubs. Highest scores in basketball clubs, and low grade basketball team has the (SK 6). No club has been rated so that they have great or very good organizational climate. Therefore, the increase in ratings of emotional intelligence coach and assistant directors usually "grow" and assessment of organizational climate, but it is not in any case because it is about a self-assessment questionnaire which was filled in by coaches, and assistant director.

Research hypothesis was partially confirmed, because the results show that in some sports clubs which have higher emotional intelligence and better organizational climate, but the results were not statistically significant. The reason for this is a small number of patients in the group of trainers, assistants, directors, and if the fact that the self-assessment questionnaire that was used in this study is not reliable enough. Because of these problems concerning self-assessment in recent years to articulate the importance of access to the study of emotional intelligence as the ability or the existence of objective tests that would require solving a problem situation and finding the correct answer. Consequently, coaches are evaluated to have adequate, very good or excellent developed competencies that need improvement.

In contrast to high self-reported emotional intelligence coach, assistants, and directors, athletes are generally evaluated and organizational climate. Numerous studies (Rose et al, 2004) have shown a strong link between organizational climate and employee feedback, which can be applied to athletes (the level of stress, absence from training, advocacy and participation in training and competition process). Other studies support the link between organizational climate and many other

factors such as retention athletes, job satisfaction, and well-being, willingness to creativity, innovation and change (Goleman's, 1998).

## CONCLUSION

Organizational climate as a concept that describes the subjective quality of the work environment directly affects the behavior of organizations within the sport. often appear as an emotional foundation of the organization. "her perception of the determinants of trust and support in relationships, and evaluating the importance of quality work, creativity, and initiating problem solving and the like. Organizational climate is prior to the organizational culture as a broader concept of analysis of organizational behavior. Coaches, assistants and directors with their management style shape organizational climate, which showed the results of research. With higher emotional intelligence are better shaped air in the club, compared to managers with low or low emotional intelligence. Among the four dimensions of emotional intelligence, social self-consciousness and self awareness have the greatest impact on creating an organizational climate.

The main implication is that sports organizations should focus on hiring the coaching staff of high emotional and social competence. Organizational climate, as well as mediating variable that influences the attitudes and behavior of members of the organization, confirms the hypothesis about the modeling role of climate and has great significance in the concept of human resource management, and modern organizations (sports clubs) should fit into this concept. Success at work depends directly on the coefficient of emotional intelligence that is in life can improve in direct relation with the creation of organizational climate by the coaches.

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## ZNAČAJ EMOCIONALNE INTELIGENCIJE ZA SPORTSKE DJELATNIKE I NJEN UTICAJ NA KREIRANJE ORGANIZACIJSKE KLIME

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### **Sažetak**

*Obradena tema je značajna za sve osobe koje su na bilo koji način uključene u menadžerske poslove, na svim menadžerskim nivoima ili imaju dodir sa upravljanjem i vođenjem određene organizacije ili institucije. Istraživanje koje je provedeno na Tuzlanskom kantonu među 21 sportskim djelatnikom i 90 sportista iz 9 sportskih organizacija, je pokazalo da sportski djelatnici, odnosno treneri, njihovi pomoćnici i direktor sportske institucije sa višom emocionalnom inteligencijom oblikuju bolju klimu na radnom mjestu u odnosu na one sa nižom ili niskom emocionalnom inteligencijom. Među četiri dimenzije emocionalne inteligencije, društvena svijest i samosvijest imaju najveći uticaj na stvaranje organizacijske klime.*

**Ključne riječi:** *emocionalna kompetencija, samosvijest, samomotivacija, društvena samosvijest, socijalne vještine.*

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