

The Impact of Emotional Intelligence upon the Team Effectiveness

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Abstract

The emotional intelligence is a kind of professional skill which an individual attain during the course of his/her career. The leadership regarding their emotions must be synchronized with their team members. They must be well tempered and must comprehend the whims and wishes of their subordinates. The emotional intelligence only can lead towards the maximum output by exercising the assigned authority. The effectiveness of the team is a multi-dimensional phenomenon which is based upon the qualities of the leadership alone. To some social scientists, this kind of intelligence is intrinsic (by birth), but to others it is acquired. When the leadership exercises his/her authority intelligently, its result is not only team effectiveness rather it is cost effective as well. On the part of the leadership, emotional intelligence is a collective phenomenon, whose cumulative impact on the project regarding the team effectiveness has been discussed in the present work.

1. INTRODUCTION

The emotional intelligence not only deals with the emotions of employees but it also identifies impact of emotions on the behavior of the employees. "Until and unless we don't understand about one's feelings on the job, we are not able to control his/her emotions and ultimately we can't influence one's behavior needed for the performance of tasks at right time in the right direction for the organizations". It has been considered as person who has provided publicity to this term. He has developed a framework consisting of four components which are as following; understanding yourself, managing yourself, understanding others, managing others (Salovey, Peter & Mayer, 1990). In the global world, the phenomenon of right person for the right job is the requirement for all the organizations. "Alongside, the management also put emphasis on not only hiring the key personnel for the job but also to retain them within organization. To implement the same phenomenon successfully, it is vital to take care of the emotions of the employees because if they are emotionally strong they will be able to perform the task". Numerous studies have shown that emotional intelligence is the barometer to find out excellence and performance of one's job (Lanser, 2000). "The emotional intelligence is not only opposite to neither intelligence, nor triumph of heart over the mind; rather it is a unique intersection of these both". Human resource is the bottleneck of any organization and to effectively understand and maintain relationships, emotional intelligence is significant.

Unfortunately this term has not yet been targeted in Pakistani organizations but due to globalization, competitive pressures, changes in the work environment, frequent mergers and acquisitions, workforce diversity and increased turnover rate, it become dynamic to understand the phenomenon. "As key individuals are leaving organizations due to emotionless behavior of management and there is also diversity in task force that requires emotional intelligence prevailing in our organizations to cope with this situation" (Scarnati, 2001). "The emotional intelligence is not only important for the organizations but also for personal life of people. The literature revealed that mostly employees are not fired due to lacking technical skills but because they lack emotional intelligence". By focusing upon the same phenomenon, it is significant to not only understand about our skills and abilities and then manage our self according to the situation but also we can understand and manage emotions of other employees (Barsade, 2002). The individual can achieve many advantages by implementing emotional intelligence like it can identify the one's feelings and their impact on one's behavior.

The individual know about his/her trigger plan and then he/she can make a plan to response them. "The individual can make good decisions as they are including our intuition in decision making. This also helps us to maintain good relationships with others in the organization" (Elfenbein, 2006). It creates the interaction and pleasant relationships within the organization. The individual take care of others so there is less anxiety prevailing in the organization and the work environment is conducive. "The present work is focusing upon effect of emotional intelligence on team effectiveness because in team if emotions are properly managed, it creates synergy and innovations. When a single member of the team is missing they can't work properly and will be unable to achieve organization's goals" (Jordan & Lawrence, 2009). Team comes in different forms like self managed teams which are highly capable and skilled professionals cross functional teams which come from

different department and many more. “As people are coming from different departments and from different posts so it requires emotional intelligence for their proper management”. Team performs well if all of its members are in harmony with each other and respect each other’s feelings and emotions (Harminder, & Jaya, 2011).

2. EMOTIONAL INTELLIGENCE

The emotional intelligence is the innate potential to feel, use, communicate, recognize, remember, describe, identify, learn from, manage, understand & explain the emotions (Wong & Law, 2002). It is a distinctive ability which gives the individuals emotional sensitivity and potential for learning healthy emotional management skills. The ability to process emotional information, particularly as it involves the perception, assimilation, understanding and management of emotions (Jordan, & Troth, 2004). “In 1985 Wayne Leon Payne a graduate student at that time wrote a doctoral dissertation in which he included the term “Emotional Intelligence” for the first time. After that no one touched this term for 5 years when in 1990 John Mayor and Peter Salovey wrote a journal in which they included this term again. Actually they were focusing on way of scientifically measuring the difference between people’s ability in terms of their motions”. They found that some people are better in not only understanding their own emotions but also of understanding other people’s emotions.

However, this term is attributed to a US writer and consultant Dr. Daniel Goleman who was writing a book about emotions and emotional literacy when he asked permission from Mayor and Salovey to include this term in his book then the permission was granted and in 1995 Goleman’s book came under the title of “Emotional Intelligence” and it was so much popular that it got cover of Time Magazine as well as best international book. “In this book he collected and maintained information about brain, emotions and behavior. He proposed four components of emotional intelligence that are self-awareness, self-management, social-awareness and others management”. One criticism about his explanation of the term emotional intelligence was that he has broadened this term so much that it no longer has scientific meaning or utility. In 1998 he wrote another book with title “Working with Emotional Intelligence” in which he further broadened this concept by including twenty five competencies and abilities in it.

3. TEAM EFFECTIVENESS

Team effectiveness refers to the system of getting people in a company or institution to work together affectively. “The idea behind team effectiveness is that a group of people together can achieve much more than if the individuals of the team working on their own. The study provides an appraisal of the team effectiveness and problems of the organizations present in Islamabad. The study investigates the effect of emotional intelligence on team effectiveness”. Each of these organizations has a major role in their industry. “The study will prove extreme usefulness to the selected organizations. Through, these organizations will be further enlightened about the current motivation level of their employees working in teams” (Jordan, Ashkanasy, Hartel & Hooper, 2002).

Accordingly, firstly the organizations will become aware of the existence or absence of the concept of team effectiveness. Secondly, the degree of importance which employees attach to team effectiveness will also be revealed. “Therefore, the organizations will know whether or not its employees are provided with the required amount of inspiration in teams” (Sy, Tram & O’Hara, 2006). “Whether they are appreciated to work in teams or there is individualistic style prevailing in the organizations. In short it depicts exactly about behaving differently in different situations while working in teams”. This will be very beneficial to management as they may utilize the findings of the study and basically be able to prove about controlling emotions intelligently in order to increase cooperation and reduce conflicts while working in teams and surely employees will be willing to work in teams to achieve synergy (Jordan & Lawrence, 2009).

3.1 Factors Affecting Team Effectiveness

Environmental Influences: “The impact of the organization and the outside world on team performance. The organization creates the context within which the team functions. The policies, procedures and systems within an organization can either support or hinder a team’s effectiveness. An excellent example is the impact an organization’s reward system has on teamwork”. Organizations typically reward only individual contribution. Few organizations have found ways to reward teams (Lanser, 2000).

Goals: “What the team is to accomplish a team exists when members have responsibility for accomplishing a common goal. An effective team is aware of and manages: the extent, to which goals are clear, understood and communicated to all members, the amount of ownership of team goals, the extent to which goals are defined, quantified and deliverable, the extent to which goals are shared or congruent, the extent of goal conflict or divergence” (Scarnati, 2001).

Roles: who does what on the team? A question arises. Do all members understand what they and others are to do to accomplish the task? Do they know their individual responsibilities and limits of authority? In new teams time should be spent discussing and defining roles and responsibilities. “As the team develops it is typical for individuals to build expectations and assumptions of others which are seldom recorded anywhere. These should be discussed and agreed upon. Conflict may occur as a result of differing expectations among team members. Overlapping roles can create conflict, especially when two or more team members see themselves as responsible for the same task” (Wong & Law, 2002).

Work Processes: “how members work together once team members know what they are to do and who is to do it, they must determine how they will work together. Typical considerations are; *Decision making*: how will each of the team members participate in decision making? *Communication*: what should be communicated within the team, to whom, by what method, when and how frequently? *Meetings*: what is the team trying to accomplish, what subjects are to be covered, who is responsible for the subject, and how will the meeting be conducted, who should attend? *Leadership style*: the leader and the team need to agree the best style to meet the situation and the leader should be open to receiving feedback on their style”. *Relationships*: The quality of interaction among team members as team members work together, relationships often becomes strained. Members need ways to resolve problems and to assure that a good working relationship continues. “Sometimes relationship problems occur because of a difference in values or a personality or management style clash”. Managers may need to take an active role in soothing relationships during times of conflict (Offermann, Bailey, Vasilopoulos, Nicholas, Seal & Sass, 2004). The more energy that is siphoned off because of bad feelings, attitudes or strong emotions, the less energy is available for the team's task.

4. WHAT MAKES TEAMS WORK

The management and academic press increasingly emphasizes the importance of teams for organizational success in the modern economy. Numerous books and articles have been written about how to design empowered or self-directed work teams, parallel learning teams, cross-functional project teams, executive teams and team-based organizations (Jordan, & Troth, 2004). “The use of teams has expanded dramatically in response to competitive challenges. The employees in the production have found that one of the most common skills required by new work practices is the ability to work as a team”. Academics have increasingly selected teams and team effectiveness as important areas for research in response to the increased use of teams in organizations (Goleman, 2005).

Moreover, every organization expects efficient and effective performance and cooperation of its employees in teams to achieve organizational goals. Besides, the main respondents this study can be utilized by other organizations as well, especially to the organizations of similar nature (Stubbs, 2005). This is also called human resource and the behavior and expectation of employees are more or less the same in all the organizations. There might be minor differences between the demands of all the organizations (Elfenbein, 2006). “Usually, it is noticed that people working in these organizations are more demanding than others, thus this study will be proved or disproved through the study and its validity can be checked. Therefore the study will be in the interest of all the organizations looking for general information regarding importance of Emotional Intelligence in organization's ultimate success” (Cha, Cichy & Kim, 2009). As this dimension is not checked enough with respect to team effectiveness so it will provide an insight about Pakistani context.

5. LITERATURE REVIEW

The literature revealed that the group emotional intelligence has positive relation with team effectiveness. There was also positive and meaningful correlation between group social skills and team effectiveness. The literature also investigates the effect of training of emotional intelligence on job satisfaction and productivity of employees (Salovey et al., 1990). As in 21st century organizations are providing educational facilities to employees so that they improve their physical, Psychological, Emotional and Mental capabilities. “That is why emotional aspect of employees should be emphasized along with cognitive aspect. The available literature shows an understanding about leadership and how leaders could improve their employee's performance which will ultimately achieve organizational goal in the end” (Lanser, 2000). The findings of the study couldn't be used for managerial selection, development and assessment as this study was having limitation of very large sample size and varied one that comes from actual organizational context where there was serious managerial impetus to provide data accurately and completely (Scarnati, 2001).

Barsade (2002) conducted a research to examine team leader emotional intelligence, team levels emotional intelligence and team Performance. “The Individual performance is highly related with presence of emotional intelligence but purpose of this study was to find out EI effect on team performance. Research showed a highly

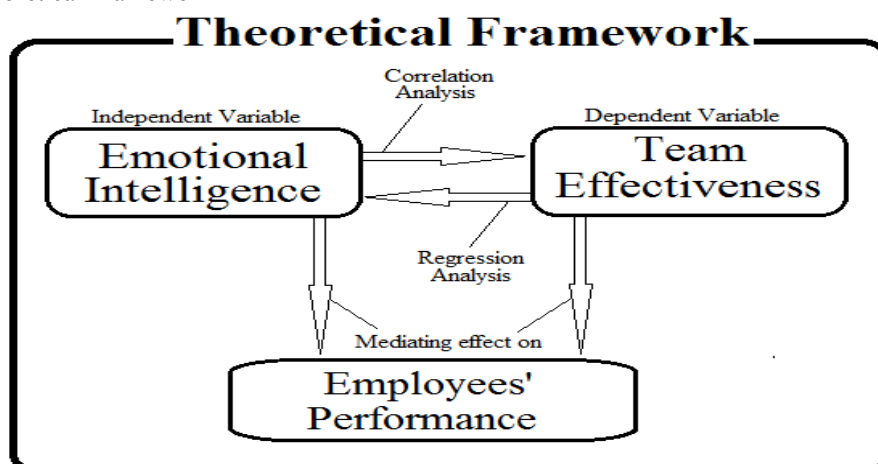
positive correlation between Emotional Intelligence of Team Leader and Team performance” (Wong & Law, 2002). Supervisors could be more effective when they have motivated employees and empowerment is given to employees. “Organization is as good as its people. Also organizations are searching for new ways to gain competitive advantage by utilizing people’s talent in an effective manner. There is a talent war among organizations in this globalization era so investment in HRD and Social capital along with emotional intelligence will help organizations in achieving their goals” (Jordan et al., 2002).

Offermann (2004) conducted a research to show use of emotional intelligence for staff performance and organization productivity and to develop a more effective human resource strategy to deal with organizational change. “Basic purpose of conducting research was that organizations are continuously changing due to internal or external factors and pressures so how organizations could cope with these factors in order to achieve competitive advantage”. As there is uncertainty so there is anxiety prevailing in employees and this could be removed by emotional intelligence and proper human resource strategy (Jordan, & Troth, 2004). One limitation of this study was that even with extensive training provided to employees, they will suffer due to organization environment because it is organization environment which determines whether individual will practice training or not.

The literature revealed the relationship between emotional intelligence, personality, cognitive intelligence and leadership effectiveness. “The findings of research showed that higher emotional intelligence in executives lead them to achieve higher outcomes and are perceived as effective leaders and that emotional intelligence and personality or cognitive intelligence is not determining relationship with leadership effectiveness” (Goleman, 2005). “On the other side research has showed that individual’s Emotional Intelligence may be a key determinant in leadership effectiveness. Research was conducted through developing a model of leadership’s impact on knowledge creation, based on review of literature spanning the creativity, innovation and learning literature, diversity management, top management team demography and learning from transformational leadership research” (Sy, Tram & O’Hara, 2006).

The related literature shows that the leadership behavior comprise of thirteen key dimension variables for leadership behavior as follows: coaching, effective communication, encouraging teamwork, establishing high standards and getting results, effective delegation, rewarding performance, developing and releasing employees, building consensus, supporting reasonable risk- taking, forecast thinking, improving the organization, managing diversity and overall team effectiveness (Jordan & Lawrence, 2009). “The variables of team effectiveness include performance, attitudinal outcomes, and behavioral outcomes and different type of teams involved parallel teams, work teams, project teams and management teams”. The main purpose is to clarify the construct for team effectiveness and finding the best way of assessing it (Stough et al., 2009). Overall emotional intelligence encompasses of self-awareness, self regulation, social awareness and social skills. This article suggests that a positive relationship is present between emotional intelligence and team effectiveness (Harminder, & Jaya, 2011).

Figure 1.1 Theoretical Framework



6. PROBLEM STATEMENT:

The emotional intelligence can either increase or decrease the level of team effectiveness. The study will assess the effect of emotional intelligence on team effectiveness. The problem statement of the study is “effect of emotional intelligence on team effectiveness”.

6.1 hypotheses

- H_0 : There is no positive effect of emotional intelligence on team effectiveness.
 H_1 : There is positive effect of emotional intelligence on team effectiveness

7. METHODOLOGY

7.1 Data collection:

There are two sources of data primary and secondary in our research. We have used primary source of data and questionnaire was the method used to collect the data. The questionnaires were administered personally to ensure floating and quick response.

7.2 instruments:

The instrument used to collect information is questionnaire adopted from Larson and LaFasto (1989) for team effectiveness, they have developed one such survey to assess a team's health and second source of questionnaire was taken from www.our-emotional-health.com about emotional intelligence.

7.3 populations:

Population can be individuals, items, objects and or any other area of interest. Our population was Telecom sector of Islamabad.

7.4 Sample size:

Our sample size in the study was 300. The total number of questionnaire circulated were 300 and 250 were retrieved resulting into a response rate of 83.33% and unit of analysis were employees of telecom sector.

7.5 Data analysis tool:

SPSS (originally, Statistical Package for the Social Sciences) was released in its first version in 1968 after being developed by Norman H. Nie and C. Hadlai Hull. Statistical package for social sciences (SPSS) is used to determine the relationship between variable.

7.6 Sampling design:

Technique used for sampling was convenience sampling.

7.7 Data analysis:

To find the strength of relationship between variables; we analyze the data using regression, correlation and descriptive statistics.

8. RESEARCH ANALYSIS

Table: 1 Correlation matrix for study variable (n=250)

	Employee performance	Emotional intelligence
Team Effectiveness		
Emotional intelligence	0.43*	

* $p < 0.01$

This table shows that emotional intelligence is positively & significantly correlated (0.43) with team effectiveness & indicates that they both increase in same direction i.e. if emotional intelligence increases the team effectiveness also increases.

Table: 2 Descriptive statistics for study variable

	Mean	Std. Deviation	Minimum	Maximum
Team Effectiveness	35.38	9.31	1.6	55
Emotional Intelligence	87.91	14.52	49	135

Table shows mean value of Emotional intelligence of 87.91 and mean value for team effectiveness is 35.38

Table: 3 Regression analyses for emotional intelligence & team effectiveness

Model	B	Standard error	β	T
I(constant)	10.89	3.33		3.28*
Emotional Intelligence	0.28	0.04	0.43	7.46*
$R^2=0.19$				
$\Delta R^2=0.18$				
F=55.69(df,1,244)				

P<0.01

In this table the β shows that 1 unit change in emotional intelligence will bring 43% change in team effectiveness. While R^2 In this table shows that 19% change in team effectiveness is due to emotional intelligence which dictates a comparatively weak relationship between emotional intelligence and team effectiveness and adjusted R^2 is the significant form of R^2 . as the value of F is quite high i.e 55.69, which shows that there is higher effect of emotional intelligence on team effectiveness.

9. CONCLUSION AND RECOMMENDATION

9.1 conclusions:

After the entire analysis we have come up with regression, correlation and means of emotional intelligence and team effectiveness. It shows positive effect of emotional intelligence on team effectiveness. Correlation is 43%, mean value of emotional intelligence is 87.91 and mean value of team effectiveness is 35.38. Regression value was 19% which is quite significant. So our result shows that our hypothesis H_1 is accepted and there is positive effect of emotional intelligence on the team effectiveness.

9.2 Recommendations

1. The high ups and supervisors should make the environment of the organization conducive by bringing emotional intelligence in practice.
2. The management should provide training to the employers to improve their emotional handling.
3. The management should encourage participation of employees to work in teams and groups.
4. The organizational management should create the framework within which the team functions effectively.
5. The teams can only achieve their goals if clearly defined roles are assigned to the team members.

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