

**RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND TEAM EFFECTIVENESS – A STUDY ON IT PROFESSIONALS****Voice of Research**

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Abstract

The development of effective work team continues to be an area of receiving attention in today's organizations. One area which is emerging as a key indicator of team effectiveness is emotional intelligence. The role of emotional intelligence is important to improve team performance. The aim of the present investigation is to study whether there is a relationship between emotional intelligence and team effectiveness with reference to the male and female IT professionals working in public and private sector organization or not. Accordingly, a group of 60 IT professionals from private sector and another group of 60 IT professionals from public sector organizations were selected as sample in this investigation. A General Information Schedule, Emotional Intelligence Scale and Team Effectiveness Scale were used as tools in this investigation. The findings reveal that there is a positive relationship between emotional intelligence and team effectiveness. The findings also reveal that the male and female IT professionals do differ from each other in their levels of emotional intelligence and team effectiveness. It can further be said that professionals with high emotional intelligence lead work units more effectively than those of low emotional intelligence. The obtained evidence draws attention to individual differences – a person's capability to recognize, assimilate, understand and manage their own emotions and how they relate to various desired outcomes. Work teams have become increasingly important, yet do not always perform in an efficient manner.

Keywords : Emotional Intelligence, Team Effectiveness, IT Professionals

Introduction : The earliest roots of emotional intelligence can be traced to Charles Darwin's work on the importance of emotional expression for survival and adaptation. Typically, emotional intelligence is considered to involve emotional empathy, attention to and discrimination of one's emotions, accurate recognition of one's own and others' moods; mood management or control over emotions; response with appropriate (adaptive) emotions and behaviours in various life situations (especially to stress and difficult situations) and respect (possession of good social skills and communication skills). According to Salovey and Mayer (1990) emotional intelligence is the ability to monitor and regulate one's own and other's feelings and to use feelings to guide one's thinking and action. In this context, it can be said that knowing one's emotions, managing emotions, motivating oneself, recognizing emotions in others and handling relationships are the five domains of emotional intelligence. Bar-on (1997) defined emotional intelligence as understanding oneself and others, relating to people and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands. Goleman (1998) stated that emotional intelligence play a major role in improving performance at work as well as achievements in personal life. Cha et al (2009) claimed that approximately 90% of the performance between high and average individuals at senior leader positions was due to emotional intelligence features rather than cognitive ones. Emotional reactions provide a useful insight where interest should be focused; on the other hand, unmanaged emotions

can hinder the effective information processing. So to avoid the unduly hindrance, emotional intelligence allows managers not only to use emotions but also to manage them effectively (Zhou, 2003). Druskat and Wolff (2001) defined emotional intelligence in groups as "a team atmosphere in which the norms build emotional capacity (the ability to respond constructively in emotionally uncomfortable situations) and influence emotions in constructive ways". As emotional intelligence is critical to high performance, a person who knows how to stay under stress, motivate others, manage complex interpersonal relationship and build teams who are recognized specialists on a product or service are likely to get better results will get better result (Goleman, 2005). Emotional intelligence is a multi-dimensional concept that links emotion and cognition to improve human interactions. It has been linked to improved workplace behaviour and specifically team behaviour and team performance (Jordan et al., 2009). Quiodbach and Hansenne (2000) and Jordan and Troth (2004) have found a link between emotional intelligence and effectiveness on a purely cognitive task at group level, although this relationship did not appear at individual level. Tram and O'Hara (2006) found that employees having high emotional intelligence are more skilled to regulate their own as well as manage others' emotions to promote positive interactions which would lead to higher performance through organizational citizenship behaviour. Weiss and Cropanzano (1996) argue that emotional factors can have a long-term effect on team performance, but are not necessarily immediately apparent. The team and the



outcomes in relation to goals set by the team as indicators of relative performance. Emotional intelligence includes self-awareness, self-management, social awareness and relationship management distinguishes outstanding from average performers (Boyatzis, 2008). Hackman (1987) provides criteria to assess team effectiveness in terms of output of the group, the state of the group as a performing unit and the impact of the group experience on individual members. Factors outside the team, such as managerial support style, job design and incentive systems and also access to material resources contribute greatly to team performance (Druskat, 2002). Leaders who are able to exercise excellent tactical skills or improve individual performance of team members also help to improve group performance (Jacob and Singell, 1993). Leader plays a key role in the connection between leadership and team effectiveness (Kirkpatrick and Locke, 1996). In majority of teams, the role of leadership is revolved, so it is predicted that teams with emotional intelligence perform well (Jordan et al. 2002). Considering the above the present investigation has been designed to study the relationship between emotional intelligence and team effectiveness of the employees engaged in public and private sector organization.

Objectives

To study the level of emotional intelligence of male and female employees engaged in public and private sector organization.

To study the level of team effectiveness of male and female employees engaged in public and private sector organization.

To study the relationship between emotional intelligence and team effectiveness as expressed by the employees engaged in public and private sector organization.

Concept and Operationalization

Emotional Intelligence : Emotional intelligence is the ability to sense, understand and effectively apply the power and acumen of emotion as a source of human energy, information, connection and influence. Emotional intelligence is the ability to monitor ones and other's feelings and emotions to discriminate among them, and to use this information to guide one's thinking and action.

Team Effectiveness : Team as groups composed autonomous individuals who are wholly identified as a team having shared liability and accountability for accomplishment of tasks identified by the organization. Teams are said to be necessary for organizational effectiveness. Team orientation focuses on group synergy rather on individual effort. The result of effective team is better decisions, more creative solutions and higher work morale.

Hypotheses :

Hypothesis – I : Employees (male) engaged in public and

private sector organization differ significantly in terms of emotional intelligence.

Hypothesis – II : Employees (female) engaged in public and private sector organization differ significantly in terms of emotional intelligence.

Hypothesis – III : Employees (male) engaged in public and private sector organization differ significantly in terms of team effectiveness.

Hypothesis – IV : Employees (female) engaged in public and private sector organization differ significantly in terms of team effectiveness.

Hypothesis – V : There is a positive relationship between the emotional intelligence and team effectiveness in connection with both public and private sector organization.

Study Area and Sample : A group of 120 employees (60 from public sector and 60 from private sector) were selected as sample for this investigation. The pertinent characteristics of the sample are as follows :

Age range : 25 to 40 years.

Gender : Both male and female.

Educational qualification : At least graduate.

Duration of service : At least two years in the same organization.

Tools Used :

General Information Schedule : It consists of items like name, address, age, gender, educational qualification, designation, duration of service etc.

Emotional Intelligence Scale (Hyde et al. 1971) : There are 34 statements in a five point scale from strongly agree to strongly disagree where higher score represents greater level of emotional intelligence and vice-versa. The split-half reliability coefficient is 0.88.

Team Effectiveness Scale (Dhar and Dhar, 1983) : It consists of 20 statements which are related to job aspects answerable in a five-point scale from always to never where higher the score better is the team effectiveness and vice-versa. The split-half reliability coefficient is 0.91.

Administration, Scoring and Statistical Treatment : A General Information Schedule, Emotional Intelligence Scale and Team Effectiveness Scale were administered to the subjects by giving proper instruction. Data were collected and properly scrutinized. Scoring was done with the help of standard scoring key. Tabulation was done for each group and each sector separately. Frequency and percentages were calculated for general information schedule. Mean and S.D. were calculated for other two questionnaires. Comparisons were made by applying t-test.

Results and Interpretation : The general characteristics data inserted in Table – 1 reveals the characteristic features of the subjects under study



Table – 1
General characteristic features of the employees of public and private sector organization

Category	Private						Public					
	f	%	f	%	f	%	f	%	f	%	f	%
	Male	Female	Comb		Male	Female	Comb		Male	Female	Comb	
Age in yrs												
Below30	7	23	12	40	19	31.67	5	16	14	47	23	38.33
Above30	23	77	18	60	41	68.33	25	84	16	53	37	61.67
Education												
Graduate	22	73	20	67	42	70	25	83	22	73	47	78
P.G.	8	27	10	33	18	30	5	17	8	27	13	22
Designation												
Assistant M	18	60	19	63	37	62	21	70	24	80	45	75
Manager	12	40	11	37	23	38	9	30	6	20	15	25
Duration												
Below 5	16	53	28	93	44	73	19	63	27	90	46	76
Above 5	14	47	2	7	16	27	11	37	3	37	14	24

Data inserted in Table – 2 reveals the comparative picture between the male employees engaged in public and private sector organization in terms of emotional intelligence. It can be said from the findings that emotional intelligence is higher among the employees who engaged in private sector organization than that of the public sector organization. This is true for all domains of emotional intelligence. Further analysis of data reveals that self-motivation, self-development and emotional stability are the significant factors for higher emotional intelligence of the employees engaged in private sector organization than that of the public sector organization. Thus, the Hypothesis – I which postulates, “Employees (male) engaged in public and private sector organization differ significantly in terms of emotional intelligence” – is accepted in this investigation.

Table – 2

Comparison between the male employees engaged in public and private sector organization in terms of emotional intelligence

Value orientation : 2 – 10
 Commitment : 2 – 10
 Altruistic behaviour : 2 – 10
 Overall : 34 – 170
 Scoring rationale : High score indicates high level of emotional intelligence and vice-versa.
 When comparison was made between the female employees engaged in public and private sector organization in terms of emotional intelligence, significant difference was observed in all the ten domains of emotional intelligence test.

Domain	Private (Mean, S.D.)	Public (Mean, S.D.)	F	p
Self-awareness	16.46 (1.33)	17.36 (1.09)	11.13	6.96**
Empathy	6.23 (1.13)	8.63 (0.80)	9.60	9.60**
Self-motivation	15.86 (1.39)	17.37 (1.56)	11.35	6.25**
Emotional stability	6.23 (1.13)	8.63 (0.80)	9.60	9.60**
Managing relations	6.07 (0.94)	7.83 (1.20)	5.15	5.15**
Integrity	6.30 (0.79)	8.00 (1.08)	3.63	3.63**
Self-development	6.37 (1.30)	7.93 (0.78)	6.28	6.28**
Overall	143.30 (5.26)	147.40 (5.23)	6.39	6.39**

*

p < 0.01
 Score range (Domain –wise)
 Self –awareness : 4 -20
 Empathy : 5 – 25
 Self – motivation : 6 – 30
 Emotional stability : 4 – 20
 Managing relations : 4 – 20
 Integrity : 3 – 15
 Self development : 2 – 10

p < 0.01
 Score range (Domain –wise)
 Self –awareness : 4 -20
 Empathy : 5 – 25

*

Self – motivation : 6 – 30
 Emotional stability : 4 – 20
 Managing relations : 4 – 20
 Integrity : 3 – 15
 Self development : 2 – 10
 Value orientation : 2 – 10
 Commitment : 2 – 10
 Altruistic behaviour : 2 – 10
 Overall : 34 – 170

Scoring rationale : High score indicates high level of emotional intelligence and vice-versa.

Besides this, comparison was also made between the two groups of male employees engaged in public and private sector organization in terms of team effectiveness (Data inserted in Table – 4). It can be said from the findings that except dependability, the other three, viz., cooperation, sharing and overall total score of the team effectiveness differs between the two groups. Further analysis of data reveals that team effectiveness is better among the male employees who are engaged in private sector organization in comparison to the public sector organization. Thus, the Hypothesis – III which states, “Employees (male) engaged in public and private sector organization differ significantly in terms of team effectiveness” – is accepted in this investigation.

Table – 4

Comparison between the male employees engaged in public and private sector organization in terms of team effectiveness

Domains	Public N=30		Private N=30		t-value
	Mean	S.D.	Mean	S.D.	
Dependability	28.80	2.77	29.47	2.58	0.97*
Cooperation	32.86	3.32	40.47	3.98	8.09**
Sharing	2.13	0.86	3.57	0.81	6.85**
Overall	68.40	4.88	74.50	7.46	3.76**

* p < 0.01 * Difference is insignificant

Score range (Domain –wise)

Dependability : 8 – 40

Cooperation : 11 – 55

Sharing : 1 – 5

Overall : 20 – 100

Scoring rationale : High score indicates high team effectiveness and vice-versa.

Comparison was also made between the two groups of female employees engaged in public and private sector organization in terms of team effectiveness. Here also team effectiveness is better among the employees who are engaged in private sector organization than those who are engaged in public sector organization. This is true for all domains. Thus, the Hypothesis – IV which states, “Employees (female) engaged in public and private sector organization differ significantly in terms of team effectiveness” – is accepted in this investigation.

Table – 5

Comparison between the female employees engaged in public and private sector organization in terms of team effectiveness

Domains	Public N=30		Private N=30		t-value
	Mean	S.D.	Mean	S.D.	
Dependability	29.80	2.96	33.06	3.79	3.74*
Cooperation	42.13	6.65	47.50	5.72	3.35*
Sharing	2.40	1.03	3.36	0.93	3.84*
Overall	71.53	5.19	75.80	7.00	2.68*

* p < 0.01

Score range (Domain –wise)

Dependability : 8 – 40

Cooperation : 11 – 55

Sharing : 1 – 5

Overall : 20 – 100

Scoring rationale : High score indicates high team effectiveness and vice-versa.

The correlation between emotional intelligence and team effectiveness of the employees engaged in public and private sector organization has also measured in this investigation. In both the cases positive correlation is observed, but the correlation value is comparatively higher in case of private sector organization than that of the public sector organization. The Hypothesis – V which postulates, “There is a positive relationship between the emotional intelligence and team effectiveness in connection with both public and private sector organization” – is accepted in this investigation.

Correlation r-value	Public Sector Organization	Private Sector Organization
	0.77	0.87

Table – 6
Correlation between (emotional intelligence and team effectiveness for employees engaged in public and private sector organization

Major Findings of the Study

1. It has been found that male employees engaged in public and private sector organization differ significantly in terms of their emotional intelligence and it is higher among the employees of private sector organization than that of the public sector organization. Self motivation, Self development and Emotional Stability are the significant reasons behind the difference.
2. In case of female employees level of emotional intelligence is higher among the employees who are engaged in private sector organization than those who are engaged in public sector organization. Self motivation, Empathy and Commitment are the significant reasons behind the difference.
3. Level of team effectiveness is comparatively better among the male employees who are engaged in private sector organization than those who are engaged in public sector organization.

- organization except the specific domain dependability.
4. Level of team effectiveness is comparatively better among the female employees who are engaged in private sector organization than those who are engaged in public sector organization in all the domains.
 5. There seems to be indication of positive correlation between emotional intelligence and team effectiveness in both public and private sector organization but it is more in case of private sector organization than that of the public sector organization.

Concluding Remarks : Emotional intelligence motivates employees to pursue their unique potential and purposes and also activates innermost potential values and aspirations. Transforming them from things they think about to what they do. Teams form a critical link between the individual and the organization. The effective use of teams is a concern for all organizations because of the nature of work and different skills, qualities, aptitude and expertise that have to be harmonized. Keeping the results in mind the following recommendations can be made which can be used by the organization to enhance employee's level of emotional intelligence and team effectiveness.

1. Open communication channels, which include communication of work and policies from top to the various level concerned, difficulties and problems faced by the employees and help required from below to top is likely to increase the emotional intelligence, contributing to their higher team effectiveness.
2. Employees should be encouraged to learn new things, which contribute to their development. Studies reveal that including creativity, innovative ideas in work, knowledge and skills of their work increases their level of emotional intelligence and effective management of a work team. It is directly related to the perception of opportunities of development and growth in the job.
3. Recreational facilities such as fun at work through various in-house facilities may help to build healthy interpersonal relationships among employees and, in turn, increases their team effectiveness.
4. When employees are given freedom to work independently without having to report every moment to superiors they feel more confident and are willing to take responsibility. In IT companies, it is a major source of increasing one's level of emotional intelligence as creativity comes spontaneously rather than being forced to be innovative.

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