

Emotional Intelligence: A New Edge of Enhancing Teamwork

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ABSTRACT

(Evolution of organizations has lead to breaking the hierarchical barriers in an Organization So, in this evolution more task are accomplished in a group or a group of less number of people as a team Teamwork has come to has come to limelight and team based management have been a rage for organizations. An area that is emerging as a key indicator of effectiveness of teams is Emotional Intelligence. Emotional Intelligence plays a crucial role to improve team performance. Emotional Intelligence has five dimensions, Self Awareness, Motivating oneself, Emaphy, Conflict Resolution and managing emotions. Harris and Harris (1996) explains team work as "A work group or unit which work together to achieve a common goal. Team work implies individuals to work with cooperation and team members should be flexible enough to work as situation demands. Among the dimensions, self awareness enables an individual to know his own emotions by which he too can control or understand his teammates emotions.

Emotional intelligence helps in conflict resolution which and creates comfortable and co-operative work environment. Team members need to be aware of their feelings. Efficient team are self confident which shows their own self awareness and ability to control emotions helps team members to enhance their productivity .It can be concluded that emotional Intelligence helps the team members to carry out team responsibilities better. It has minimizing effect on conflicts and also can create a more cohesive and co operative team environment .The objective of this paper is to determine effect of Emotional Intelligence on effective team work.

Keywords: Emotional Intelligence, Team work, Team Effort Self Awareness, Team Performance.

INTRODUCTION:

Now-a-days organizations has become flattened. So, in the context passing from vertical to horizontal formation has caused the teams to come to fore and team based management became more important for organizations. An area that is growing as a important factor for team effectiveness is Emotional Intelligence. Emotional Intelligence has a very important role to improve team performance. There seems to be a blink of light showcasing relationship between emotional intelligence and teamwork. Very few empirical studies have studied this phenomenon. The impact of emotional intelligence on performance of team is emerging as an interesting area to researchers and practitioners as teamwork is vital for any organization.

Constant and rapid development of effective teams continues to garner attention in today's organizations. An area which is emerging as a key indicator of team effectiveness is emotional intelligence. Emotional intelligence (EI) is crucial to enhance team performance. Emerging number of authors suggest that emotional intelligence has a lot to contribute with regard to work performance (Cherniss & Adler, 2001; Goleman, 1998; Huy, 1999; Mayer, Salovey,

& Caruso, 2000). Simultaneously, some researchers have already begin their work on specifying the intensity of emotional intelligence on team performance (Druskat & Wolff, 2001). The objective for joining the dotted lines between EI and teamwork is to showcase that higher emotional intelligence results in knowing their own as well as knowing team members emotions, which helps a person to effectively manage teams.

Druskat and Wolff (2001) stated that the moreover the discussion regarding emotional intelligence only revolves around individual competencies. They pointed that mainly the tasks in organizations are done by employees in a team ; if stated in other words, tasks are accomplished by groups of employees who have a common commitment to complete the task and strive for synergy(Katzenbach&Smith,1993). Finally, they said that team emotional intelligence is far more complex in nature than an individual's emotional intelligence, as team emotional intelligence involves a number of emotional interactions at the individual and group levels as well as beyond the boundaries of that team. Unfortunately, very less empirical studies have been given to support these assumptions.

REVIEW OF LITERATURE:

Emotional Intelligence:

Emotional Intelligence can be said as “the capacity to effectively express, perceives, managing and understanding emotions in a professional and effective manner at work.”Many schools of thoughts try to accurately explain and measure Emotional Intelligence (E.I) accurately. Salovey and Mayer (1990) were the first ones to conceive this concept and coined this term, which was :known as Emotional Intelligence, whose initial foundation was already laid Gardner's (1983) in his theory of multiple intelligences. This comprises intrapersonal and interpersonal intelligence Salovey and Mayer (1990) used to formulate the foundation of the theory of emotional intelligence, which they explain as the “ability to monitor and regulate one's and other's feelings and to use feelings to guide one's thinking and action”. This definition identifies the following domains:

- Recognizing emotions in others
- Motivationg Oneself
- Handling Relationships
- Managing Emotions

Later on Daniel Goleman (1995) adapted Mayer's and Salovey's (1990) model of EI as the basis and elaborated theory of emotional intelligence and its importance for everyday life. He described EI competencies into five parts:

- Self-awareness
- Motivation
- Emaphy
- Social Skills
- Self Regulation

There were at later stage numerous research that explored Emotional Intelligence and its importance. But there was this one researcher who came into limelight was Reuven Bar-On. Reuven Bar-On coined the term "Emotional Quotient". He explained emotional intelligence as understanding yourself self as well as others, relating to other people, and coping with the situations and behaving as the situation demands in order to climb the ladder of (Bar-On, 1997)

Team-Work:

Callan & Akoyo (2008) described teams as a group consisting of individuals who when work together as a whole are identified as a team, sharing liability and are accountable for achievement of tasks which is given by the organization. Teams are said to be very essential element for effectiveness of organization. To expect maximum result from a team it is essential that the selection process of people is done who possesses desired and enough skills and adequate knowledge which can help them to understand and fulfill the needs of a team . Among various skills one of the most important skills which is required is to understand emotions of the team mates as it comprises for eighty percent of an individuals success as a manager (Goleman, 1995). Teamwork indicates that individuals adaptability to work in different environment and work towards the interests of a common and shared goal by exploiting ones own set of knowledge skills and being easy enough to fit and serve in multiple roles as demanded by the organization. Till date the literature consistently showcases that the most essential element of the team is its desire to look toward a common goal and a making the road to achieve it. It can only be done if the teammate are clear about the purpose of their task, which means being

self aware what to do and how should I do. (Parker, 1990, Fisher, Hunter & Macrosson, 1997, 1999;). Many organizations put their utmost faith upon successful teamwork in order to achieve the organizations goals and to meet the demands of clients from time to time. It is a synergy among the teammates to understand each other and participate in the work in order to contribute, promote and nourish a positive work environment. Team members must be adaptable in order to work as demanded which leads a positive and cooperative work environment where the organizations goals are achieved through participative management and interdependence among each other for work, which garner a very healthy work environment. It is proven that Man is a social animal, and he is always happy when he is among people. So it is very obvious that an individual when left to perform alone will perform less compared o individuals performing in teams.

There are many organizations who believes in teamwork in order to attain goals and meet requirements of customers (Tarricone, & Luca 2001). When teams achieve success they have potentiality to provide benefits to the organization for which they work (Kichuk & sWeisner 1998). Therefore it is important for organization to constantly strive for maintaining effective and efficient teams. Harris and Harris (1996) defines teamwork as “A group of individuals who consist in a work group or unit with a shared goal through which members of the group develop mutual relationships for achieving the goal ”. Teamwork defines as individuals who work together in a cooperative

environment and in the interest to achieve a common purpose by sharing set of existing skills and knowledge’s and being flexible enough to serve multiple roles. A team’s achievement completely relies on interdependence among members of the team who collectively work together and overcome hindrances being together in order to achieve and contribute to the team’s goal as well as organizations .

Johnson and Johnson a leading organisation in the year(1999) listed that important attributes of positive interdependence needed for successful teamwork as follows basic principles of giving and receiving help and require assistance for their work as well as personal issues. As exchanging and receiving information’s is an essential part of the system. Team members challenge each other’s reasoning; encourage each others to achieve , influence each other’s reasoning and their behavior using their interpersonal and social skills in order to enhance the team work and constantly being conscious about reflecting upon the efficiency of their team in order to constantly improve and acknowledge their achievements.

Team members have to be aware that any negative behavior can impact a great deal on their productivity and also affect their overall success as a team and their project. Resolving conflict and the capacity to deal with issues, feelings and emotions can greatly impact on the achievements of the team. Team members care for each other, keep on encouraging, shows empathy and regulate each other’s emotions in order to contribute and have a great impact on the achievement of the goal working as team. Harris and Harris (1996) Teams who have a high level of performance should always posses ‘invisible’ skills such as caring, showcasing warm feelings, being friendly and always giving a shoulder to the members as and when needed. Being supportive towards team members is an essential feature for team leader. Being successful teams requires technical as well as interpersonal skills. Communication and cognitive and feeling determines the success or failure of the team” (Harris & Harris, 1996)

OBJECTIVE:

As discussed in literature review the essentials of Emotional Intelligence and teamwork. This paper would aim to determine the relationship between Emotional Intelligence and Teamwork which can act as an dimension to manage teams in an effective and efficient way.

RELATIONSHIP BETWEEN EI AND TEAMWORK:

Emotional intelligence plays an essential part among team members to carry out their roles and tasks in a cooperative and collaborative manner. It helps in reduction of misunderstandings and conflicts and creates a comfortable environment to work. Team members have to be aware how they feel so as not affect their uncontrolled emotions to hamper the dynamics and cohesiveness of the team. Team members should be self-confident which is a reflection of their own emotional self-awareness, and an ability to keep their emotions in control. Regulating emotions in work stress and conflict situations helps on efficient and smooth working of the project. It enhances better work relationships with other team mates. Team members have an important role to play as a motivator for the team members as well as own. Empathic members of the team thinks keeping himself in others shoes and also from various points of views and accept that not people thoughts can be always equal. He believes in diversity of people. Emotional Intelligence” is growing up and is promoted as an essential

part of teamwork. Emotional intelligence mainly five elements - social skills, self-regulation, empathy, motivation and self-awareness. As emotional intelligence is directly proportional to performance, a person who has the ability of self-motivation and keeping calm under stress, motivating others, managing relationships. The person with higher EI builds teams who are identified as an expert on a single product or service and almost every time get desired result. (Goleman, 2005). Emotional intelligence is a multi-dimensional concept that provides linkage between emotion and cognition in order to improve human interactions. Literature proves that there exists a positive relationship between EI and teamwork which helps in improving workplace behavior mainly focusing on team's performance and team's behavior. (Lawrence, Sandra, Peter & Jordan, 2009). Recently, it has been found that performance of a team is significantly and positively influenced if the team can know the emotions of teammates (Saklofske Parkerv, 2009). Now a days many organizations have moved ahead towards a more effective way by collaborative management. Team approach has been proved to be the most efficient and effective way to share ideas that create the most reliable results. Teams can always think out of the box and increase its productivity as there is a lot of brainstorming. (Gratton & Erikson, 2007). Emotionally intelligent teams which are emotionally intelligent are more prone to participative management and believe in a collaborative culture as they can understand how they feel which helps them to be also aware of the other teammates' emotions. It helps them in self-regulation.

Emotional Intelligence with regard to managing others' emotions and managing own emotions has been proved to be positively correlated with team members' trust, which in turn has always facilitated a collaborative team (Lassk, & Mulki, Barczak 2010).

Team management is a complex process and one of the most challenging tasks. Numerous factors affect the effectiveness of a team even at very early stages of development. Literature has proved the role of positive or negative emotions in a team. George (1990)

Druskat and Wolff (2001) stated that "teams must be mindful of the emotions of its members, its own group emotions or moods, and the emotions of other groups and the individuals outside its boundaries." They never said that EI guarantees team performance but stated that it enables teams to lay foundation of norms for group behaviours, which revolves around building trust, identity of group and group efficacy. "Emotion of group is a result of the combinations of individual-level affective factors that group possess as well as from group or contextual-level factors that define or shape the affective experience of the group" (Barsade, Kelly 2002).

Peslak (2005) studied on emotions and team process which is beneficial to understand the impact and evolution of emotions in the team. He identified that team emotions at the initial stage of a project were more positive and less negative. However, as the days passed and intensity of the project increased the negative emotions surpassed the positive emotions. He also found evidence that the emotions in initial stage did not affect overall team performance but the final emotions did affect. Studies have proved that there is a direct relationship of EI and team or group performance.

Goleman (1998) showed that teams with higher collective EI outperform the teams with lower collective EI. Wolff and Druskart (2001) defines 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"

Druskat & Wolff (2001a; 2001b) expanded with the present work of EI and developed an entirely new framework for understanding EI. After observing from their work they came up with a suggestion that team EI norms have three categories: Individual, Cross-boundary and Group

Individual:

It includes norms like interpersonal understanding, perspective taking, confronting team members, and caring.

Group level:

It comprises norms like problem solving, self-evaluation, , creating an affirmative environment, creating resources for working with emotions, and seeking feedback.

Cross-boundary level:

It includes norms like building relationships and organizational understanding. Effective interpersonal relationships play an essential element for successful teams. Emotional bonding which exists among the members of a team has a great impact on the work completed and the overall success of the project. Team members who care about each other at a professional and personal level are often successful in comparisons to teams that doesn't pay importance in the interpersonal relationships, goal achievement and professional relationships. Developing cohesive and positive relationships where the members of the teams are aware of their emotions and its impact that plays on the efficiency and effectiveness of the team that should be the aim of each

team member. A energetic and positive emotional climate should be inculcated so that energies can be focused on the achievement of common goals which includes the success of the project .

In order to encourage progressive, positive and effective work environments, team members must posses technical knowledge and a very well-developed emotional intelligence which consist element empathy, social awareness and self awareness and should be highly motivated .He should inspire and motivate his teammate

The table described below forms linkages between the attributes needed for successful teams with the emotional intelligence competencies defined by Goleman. The relationships that were derived through a combination of literature)Esquivel and Kleiner,1996;Francis and Young 1979;Harris and Harris 1996;Jhonson and Jhonson 1995;Yost and Tucker 2000

Dimension	Defination	Relationship
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives as well as their effect o others.	Having positive and productive teamwork skills. Controlling emotions and understand the impact of emotions on the team. Being self-confident, high self esteem and a coherent and integrated self identity. Promoting psychological health including a happy disposition.
Self-Regulation	The ability to control or redirect disruptive impulses and moods. The propensity to suspend. Judgment to think before acting	Being self aware of emotions to enable self-regulation. Handling emotions and putting the team task First Using emotions to facilitate the progress of the Project Regulating emotions during conflict, pressure, stress and deadlines. Coping with stress, frustrations through creating and contributing to caring supportive relationships.
Motivation	A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and Persistence	Motivating other members to contributing their Best Openness, flexibility and motivation to change, innovation, creativity and collaborative problem Solving Creating an environment that stimulates, enhances and empowers team members to become motivated and apply themselves fully Showing initiative, perseverance and dedication, goal oriented and focus. Placing team or common goals ahead of individual goals and pursue these with determination and perseverance Having a sincere interest and motivation for the group and individuals achievements of goals
Empathy	The ability to understand the emotional makeup of other people. Skill in treating people according to their emotional reactions	Understanding, interpreting and identifying with colleagues feelings. Cultivating rapport with people from different ‘walks of life’. Having the potential to turn adversarial relationships into collaborative alliances. Showing emotional concern including reassurance and caring for other team members. Helping to create a team environment where members can express their feeling
Social Skill	Proficiency in managing relationships and building networks. An ability to find common ground and build rapport	Creating a team culture which is supportive, informal, comfortable and non-judgmental Developing professional as well as positive personal relationships with other team members Developing intense, short-term relationships and being able to disconnect and work in another team environment with the same sincerity and motivation. Being able to stimulate cooperation, collaboration and teamwork through well developed communication and social skills. Having ability to interact with team members and deter conflict, be aware of ease and dissipate underlying tensions.

Source: Emotional Intelligence (modified from Goleman 1998a) and attributes of successful teams. (Joseph Luca, Pina Tarricone, 2001)

As emotional intelligence is an important aspect of high performance, a person who is capable to stay motivated under stressful situations, keep on motivating others, and is able to manage complex interpersonal relationships, and is capable to build teams who are identified as specialists on a particular sphere will definitely get better results (Goleman, 2005). Emotional intelligence is a multi-dimensional concept that serves as a link between emotion and cognition in order to improve human interactions. It has been proved that higher EI leads to improved workplace behaviour and specifically team behavior which results in better team performance. (Lawrence ,Peter& Sandra, & Jordan 2009). In recent research it was evident that performance of team is positively and significantly influenced if that team is recognizing emotions of teammates (Saklofske & Parker,Stough 2009). Though there has been many claims with regard to the positive and direct impact of emotional intelligence on the job performance of team, but the studies which examines the relationship among individual level performance and emotional intelligence shows that the potential benefits which is perceived of using emotional intelligence among the employees in workplace may be absent. Hansenne & Quidbach (2000) Troth and Jordan (2004) have proved that there exists a link between emotional intelligence and group performance on cognitive task at group level, but this relationship did not appear at individual level. Sy, Tram & O'Hara(2006) proved that employees who have higher emotional intelligence are proved to be more skilled in order to regulate their as well as manage emotions of others. This leads to promote positive interactions which would result in higher performance through organizational citizenship behavior.It can be stated that managers who have high emotional intelligence shows optimistic work attitudes and selfless behaviors which results in higher job satisfaction and higher performance of employees. In most of the teams, the role of leaders are revolved around teammates so it is forecasted that teams with higher emotional intelligence perform well (Ashforth, B. E. & Humphrey, R. H. (1995)

CONCLUSION:

Emotional intelligence is crucial in improvement of team performance. Sometimes, employees are gripped in emotions that can be positive as well as negative. It is crucial for them to analyze and perceive their own emotions as well as of others, so that they use them in an effective way, and also regulate them in a effective which provides them maximum benefit . Emotional reactions also provide a useful insight of where ones interest may be focused, whereas unmanageable emotions can affect the effective information processing.

So it can be concluded that since Emotional Intelligence has time and again proved to be a key element foe successful performance managers and, organizations take various steps to become more efficient in handling emotions. Mangers have to play their role in developing a more emotionally urbanized workforce. This can be achieved through introduction of various learning programs in the organization on a regular basis. The Emotional Intelligence training will be helpful and insight in providing employees and managers too. By acquiring emotional intelligence skill set a manager may be able to communicate and express his emotions to his employees in an efficient way.

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