

Abstract

11th Academic Sessions, University of Ruhuna

The Impact of Group Emotional Intelligence on Team Effectiveness

(With Special Reference to Brandix Essentials Limited - Rathmalana)

In today's business world, the usage of concept of emotion can be identified as one of most familiar business trends. With the passage of time, the concept of emotion in organization context has been developing from emotional intelligence in individual arena to emotional intelligence in group arena. Though it is considered that emotional intelligence at the group level as an important and fundamental aspect for the success of organization life, few research, theories can be encountered. This creates an issue of growing importance because most employees spend their working hours in groups or teams and many organizations depend on groups and teams in their day to day operations as a primary performing unit.

Though Sri Lankan organizations are also practicing teams or groups in their operations, empirical research findings related to group emotional intelligence (GEI) are rare. Therefore, the main aim of this study is to disclose the relationship between group emotional intelligence and team effectiveness in Sri Lankan context. Further group focused EI and cross boundary focused EI as dimensions of GEI and self-awareness, self-regulation, social awareness and social skills respectively under each dimension of GEI were taken in to consideration for this research.

This investigation was carried out by 60 shop floor level employees of sawing section in Brandix Essentials (Pvt) Ltd. A structured questionnaire was administered for this study to collect the data. Collected data was analyzed by using SPSS 16 version. Researchers considered the demographic variables (age, designation and length of service) as control variables and found that there was only significant variation in team effectiveness from Designation variable. Therefore, the effect of designation to team effectiveness was controlled. According to the research findings there is a positive relationship between team effectiveness and group emotional intelligence with group focused EI and cross boundary focused EI as dimensions of group emotional intelligence. Further self-awareness, self-regulation, social awareness and social skills under each dimension effected team effectiveness positively. Suggestions for further study and application were also made in the research.

Keywords: Emotional Intelligence, Group Emotional Intelligence, Team Effectiveness

Extended Abstract

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1. Introduction and research problem/issue

Earlier, organizational behavior neglected the emotional perspective in management but today it has given more priority due to organizations' hierarchy takes more flatten and growing importance of using work groups. Further more team effectiveness is most crucial for the organization success. One model of team effectiveness includes a claim that Emotional Intelligence is also necessary for a team to build an identity, mutual trust, and feelings of efficacy, thereby becoming a successful collaborative team (Beam, 2012). The emergence of emotional intelligence was happened in 1990s. Group emotional intelligence was derived from emotional intelligence later. Group emotional intelligence represents ability of a group to generate a set of norms that guide the emotional experience in a group in an effective way (Wolff, 1998). Emotionally intelligent teams display the kinds of cooperation, commitment, and creativity that are increasingly important for organizational effectiveness (Druskat and Wolff, 2001). Here researcher is going to analyze the impact of group emotional intelligence on team effectiveness to support the intelligently manage emotions in a group plays an important role in interaction process and group effectiveness.

There are few researchers (Druskat and Wolff, 2001, Druskat et al., 2003, & Aslan et al., 2008) evaluate the effect of group emotional intelligence on team effectiveness. It shows that empirical research findings are fewer regarding this subject. The researcher has selected apparel industry in Sri Lanka which has more team working and obtains the high team performance. Further this study was done with special reference to Brandix Essentials (Pvt) Ltd, Rathmalana who is keen interested in enhancing the team working, it's cohesion through intelligent use of emotions both intra personally and interpersonally relating to their employees, due to not having team effectiveness in expected level. Considering the group emotions can be useful to identify how they affect the team's work and it's effectiveness.

2. Materials and Methods

Researcher adapted both quantitative and qualitative research designs. Further researcher identified group emotional intelligence (GEI) as independent variable and team effectiveness as dependent variable. Under the GEI, two dimensions such as group focused EI and cross boundary focused EI were considered. Furthermore this study is emphasized towards self- awareness, self-regulation, social awareness and social skills respectively under each dimension of GEI.

All shop floor level employees with supervisors and quality controllers of Brandix Essentials (Pvt) Ltd were taken as the population of the study and selected 60 employees of sewing section as sample through stratified sampling method. Also researcher used a 95% member participation rate as a cut off for using the team in the study. Data for the study was obtained from primary sources and collected based on field survey method through pre-prepared standard questionnaire, focused group discussions and observation as triangular methodology. The quantitative analysis function was done by Statistical Package for Social Sciences (SPSS) 16th version and both descriptive and inferential statistics were used for the purpose of testing the hypothesis and deriving the objectives. The findings of the data were presented by using tabulations, graphs and other available mechanisms.

3. Results and findings

Characteristics of demographic variables indicated, most participants are female, under 21-30 age range, machine operators in designation and having 1-3 years of experience. Though demographic variables affect team effectiveness, those were taken as constant in the study. Further researcher elaborated validity and reliability of research results and identified group emotional intelligence and team effectiveness took high reliability of Cronbach's Alpha value 0.705 and 0.645 respectively. KMO and Bartlett's test also got sampling adequacy of 0.587 and 0.629 for the dependent and independent variables respectively and indicated that patterns of correlations are relatively compact. Following table shows the summary of findings.

Hypothesis	Expected Result	Actual Result	Evidences (Pearson Correlation)
H1 - There is a positive correlation between group focused EI and team effectiveness	Positive relationship	Positive relationship and accepted H1	0.498** (p< 0.01)
H2 - There is a positive correlation between cross boundary focused EI and team effectiveness	Positive relationship	Positive relationship and accepted H2	0.447**(p< 0.01)
H3 - There is a positive correlation between group emotional intelligence and team effectiveness	Positive relationship	Positive relationship and accepted H3	0.557**(p< 0.01)

4. Conclusions, implications and significance

According to the study, group focused EI with the GEI norms of self-awareness and self-regulation have been positively affected to team effectiveness. Further cross boundary focused EI with the social awareness and social skills have been positively affected to team effectiveness. Therefore it can be concluded that group emotional intelligence can be affected in positive manner for the team effectiveness. This study was contributed to the country because it can be applied to Sri Lankan context in the field of apparel as the widely extensive industry in the country where team plays significant role. Also when preparing HR policies, this subject area can be encountered because it is important to keep the organizational effectiveness by concerning individual performance as well as the team or group performance due to environment changes and competitiveness. Finally, research findings of the study gave guidance about how group emotional intelligence impact for team effectiveness and how to manage intelligent emotions effectively to enhance the team effectiveness.

Although, a detail research is needed to explore the emotionally competent norms and their impact to team effectiveness in various industries and Sri Lankan context. Because empirical research findings regarding group emotional intelligence and team effectiveness for the Asian context is rare. And also for further researches, group can be chosen one by one where researcher can compare two teams or more teams regarding this subject area.

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