

THE PSYCHOLOGY OF EMOTION MANAGEMENT PROMOTING TEAMWORK- A STUDY AMONG THE EMPLOYEES OF A JOINT VENTURE COMPANY IN OMAN

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Abstract

The business world is always changing and facing challenges amidst the fallen oil prices in Gulf that affected Oman economy too. Entangled in the competitive environment, the Business Managers ought to keep the workforce vibrant in order to constantly innovate new products, new processes, new methods, etc. and in making them to harness the synergic advantages of teamwork for achieving such results. One of the challenges for the leadership is in stuffing the talents of emotion management among the employees to gain advantages of teamwork. People with high levels of emotional intelligence have greater career success, job performance; foster stronger inter personal relations; have more effective leadership skills than those with low emotional intelligence. Emotions are becoming a much more important aspect of working relationships. Emotional intelligence (EI) is the ability to identify and manage your own emotions and the emotions of others. It consists of elements such as self-awareness, Self-regulation Self-motivation, Social awareness and Relationship management. The main objectives of the study are i) to study the elements / factors affecting emotional intelligence among the employees and ii) to ascertain the levels of emotional intelligence among the employees of a JV Company. The research is done using a sample study selecting a JV Company and the survey is based questionnaire administered among the employees. The analysis reveals many findings such as the employees are well balanced in emotions and also there is correlation between age and self-awareness score and also the factors contributing to each of the EI element have been studied.

Keywords: EI, Self-Awareness, Self-Regulation, Self-motivation, Social awareness and Relationship Management.

The business world is always changing and emotions are becoming a much more important aspect of working relationships. Entangled in the competitive environment, the Business Managers ought to keep the workforce vibrant in order to constantly innovate new products, new processes, new methods, etc. and in making them to harness the synergic advantages of teamwork for achieving such results. Having emotional intelligence increases the chances of being more accepted by teams and considered for leadership positions, emotional intelligence can help the employers to develop teams who are happier and more productive in their work, and more likely to stay in their positions. It can also give a competitive edge when seeking a new position or promotion. Employers are looking for candidates who know how to listen and communicate well – both important aspects of emotional intelligence. They also prefer employees who are adaptable to changing work environments, not rigid and inflexible. Other attributes employers seek in people during the hiring process include self-management, the ability to work in teams and strong leadership potential. All of these competencies are intertwined in emotional intelligence. Developing emotional intelligence (EI) is also sound career strategy. Omani women employees, apart from managing home, have started performing like men in their official life despite the sociological, physiological and psychological differences and problems compared to men and still manage their emotions carefully in order to achieve the benefits of teamwork and reach the organizational objectives. This study aims at assessing the significance of EI.

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Objectives

1. To study the elements / factors affecting emotional intelligence and to study the levels of emotional intelligence among the employees of the JV Company and analyse them.
2. To ascertain the level of emotional intelligence among employees.

Rationale of the Study

Emotions are becoming a more important aspect of working relationships. Emotional intelligence increases chances of being more accepted in teams. They help in improving employee performance. Emotional intelligence can help to develop teams who are happier and more productive in their work. Research shows that people with high levels of emotional intelligence have greater career success, job performance, foster stronger personal relations, have more effective leadership skills, and are healthier than those with low emotional intelligence. Hence the study aims at assessing the EI of employees of this particular organisation.

Scope

The study is about EI among the employees of STFA-HLG Joint Venture in Ibra branch.

Review of Literature

According to Sarangapani (2008) Emotional intelligence constitutes self-awareness, self-regulation, self-motivation, social awareness and relationship management. All these terms can be substituted by the single word viz., emotional intelligence. Understanding of the effectiveness of emotional intelligence and practicing it in a team will accelerate productivity of a team. People with very high IQ score are found to be poor in EI score. A study reveals that IQ consists of 20% of the factors leading to success in life while 80% is accounted by EI only.

According to Webb, Kerry, (2011), potential impact of leader behaviors via emotional intelligence attributes on employee satisfaction and commitment.

It shows EQ has effect on improved performance, increased motivation, and reduced absenteeism and turnover. The results of the study are having implications for leader selection, training, and evaluation, employee retention, and succession strategies.

Research Methodology

Descriptive cum analytical –EI is studied in depth; EI scores of employees are analysed. Sampling: 6 Managers/ Officers were chosen for the study and 44 staff was chosen as per quota sampling. Quota sampling is a non-probability sampling technique wherein the assembled sample has the same proportions of individuals as the entire population with respect to known characteristics. The researchers have prepared Questionnaire and it was distributed to 50 employees. It contained demographic questions and five questions per component of EI for all five components. The questions were designed on a 3 point scale and all scales were given indirectly in the form of statements to elicit their real responses, instead of giving agree, neutral and disagree response scales.

Findings

Scores of Self-Awareness

Self (emotional) awareness is the process of knowing our emotions and also knowing how we act on those feelings.

Almost all employees can recognize their emotions to some extent or higher and only 2% cannot. Almost all employees say feelings affect performance to some extent or higher and only 6% cannot. As much as 90% of the respondents is well aware of their strengths & weaknesses. Only 8% can't express emotions while other 92% can do it. Only 6% can't express views honestly while others can do some extent or better. In short, the weighted average score of employees on Self-awareness is 2.768 out of 3.

It is seen that the most of respondents are aware of them (strength and weakness) which got the highest score which is 145 out of 150 among other factors. Then, recognizing their own emotions got the second highest score of 141. Third, 'Feeling affects performance' factor got a score of 136. The ability to express emotions appropriately got a score of 134. The last factor viz., honest expression of views got the lowest score of 132.

Scores of Self-Regulation

Self-regulation is the art of controlling one's feelings/ emotions/ behaviour through modification or toning down. Almost all employees don't lose self-control. Only 8% can't control emotions while other 92% can do it. 92% of them can highly handle pressure at work.

Only 4% of the respondents feel they can rarely handle change, while 96% care confident to manage reasonably or well. A majority of 74% of respondents are having high level of generation of new ideas.

Weighted average score of employees on Self-regulation is 2.606. The highest total score from the self-regulation factors is 142 which is handling pressure at work, that means the majority of employees are having the ability to handle the pressure at the workplace, second factor is handling change which got a score of 133, the factor of never losing self-control got the third rank with a score 132, the fourth factor of generating new ideas got a score of 132 and the last one is controlling emotions has a score of 128.

Scores of Self-Motivation

In this context, self-motivation means the factors motivating us to inquire into our emotions, control our emotions and others emotions. Inquire into our emotions, control our emotions and others emotions. A majority of 76% of employees has set goals always in their life and 18% do it sometimes. 98% are interested moderately or highly to improve the work. Only 6% have less energy to complete the tasks while 94% have high or moderate energy levels to complete the tasks. 21% seize the opportunities at work most of the times. 21.9% are highly optimistic in nature. Weighted average score of employees on self-motivation is 2.78.

Regarding self-motivation, optimism in life got the highest score 146. Second, Learning for performing better factor got a score of 140, Seizing opportunities factor got the third highest score 139. Fourth, the respondents are having energy to complete tasks and it got 137. The last factor is set goals in life has a score 135 among all the self-motivational bases.

Scores of Social Awareness & Social Skills: Only 12% say they are poor listeners and 68% are very good listeners while the rest 20% are moderate. About 2/3rds can empathize to good extent & analyze problems; 34% have moderate empathy. About 80% of them said they can sense and respect others' feelings to a better extent. 90% of them are having high preference for relationship than emotions. Weighted average score of employees on Social Awareness & Skills is 2.668.

It is also found that the factor of preferring relationship than emotions got the highest score which is 143, 'Sense & respect others' feeling' got the second highest score which is 136, 'Empathize with others (to have relationship)' factor got the third score 133, the fourth score of 128 is for good listening factor. Finally 'Empathize to analyze problems' is the last factor which got the lowest score 127.

Score of Relationship Management

This is with respect identifying others' emotions and moderating them. 28% of total respondents say they are very good in persuasions skills while others are moderate. 29% of the respondents are having high response to others' emotions. For example, if others' are sad, they will understand easily and try to normalize them. 30% have high listening skills that are required for persuasion and 20% have it moderately. 31% can adjust best with different people, 34% of them can moderately adjust with different people. According to the employees, 70% of them say they can highly promote co-operation climate.

Weighted average score of employees on RELATIONSHIP MANAGEMENT is 2.698 out of 3. The weighted score for relationship management factors 1) Respond to others emotions correctly as 1st rank - score 144, 2) Good in persuasion skills as 2nd rank - score 143, 3) Promotion of co-operation climate as 3rd rank - score 131, 4) Listening skill before Persuade as 4th rank - score 128, 5) Adjusting with different people as 5th rank - score 127.

To sum-up all the five elements of Emotional Intelligence, Self-Motivation is got 1st rank gets weighted average score of 2.788, Self-Awareness gets 2nd rank by 2.768, Relationship Management gets 3rd rank and the score is 2.698, Social Awareness & Social Skills got the 4th rank and the score is 2.668. Self-Regulation got the last rank by scoring 2.606. Overall Weighted average score of emotional intelligence of employees is 2.7056 out of 3 and this means they have reasonably good level of EI.

Correlation between Age Group and EI component Self-Awareness

Self-awareness is the basic step in EI and out of the details of Self-awareness, the values of EI for each age group was obtained. Between the values of EI on Self-awareness and Age group, we tried to find the correlation and computed the Correlation coefficient. It was attempted to correlate the number of persons in each age group with their Self-awareness score and found interesting inferences.

Age group	Median of the age group (X)	Weighted av. score of Self awareness(Y)	Self Awareness Score
20-30	25	2.773	11 (Total score 30.503)
30-40	35	2.746	21 (Total score 57.666)
40-50	45	2.766	14 (Total score 38.724)
50-60	55	2.878	4 (Total score 11.512)
			2.7681 (Total score 138.405)
Correlation coefficient = 0.729546			

The correlation coefficient value of 0.73 shows a reasonably good (moderate to good) correlation exists between age group and the self-awareness component of EI. As the age increases, the self-awareness increases to reasonably good extent. That means self-awareness is less low age group and better in high age group and medium in medium age group.

Suggestions

Based on the study, it is recommended that the company may establish new methods of training on anger management in a positive way to improve emotional intelligence. Regular clarification of doubts on EI may be made by officials. As Social Awareness & Social Skills score is relatively less, the company may improve the relationship among employees by training on teamwork skills. Employee counselling may be done on a regular basis to solve their problems.

Identifying the people in organization who have more emotional intelligence and use them to train others can be done. As self-regulation score is relatively less, the employees may be trained in meditation, prayer and yoga.

Conclusion

From study, it can be concluded that the company has good employer-employee relations and work environment with employees that leads to high EI score. Many employees agree that more use of emotional intelligence will benefit in creating interest in the job and good relations at work. The company employees are well aware of EI and the company can use study of emotional intelligence to benefit the employees and the organization as well and to increase performance of them. In general, this company also has evolved well in EI, being a construction company more depending on teamwork. The facets of emotional intelligence are aligned well within the framework of achieving goals of the organization through teamwork and thus emotion management promotes teamwork.

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Sample of Questions

Self Awareness

- A) Emotional Awareness - Recognizing one's emotions and their effects.
 B) Self Assessment – Knowing one's strengths and limits & C) Self confidence
 Make a tick mark at the appropriate statement as deems fit.

S. No	Statements/ Variables
1	You fail in driving test many times and others say you look sad. 1. You cannot even identify your sadness and you are inert to feelings. [] 2. You can identify your sadness but not the cause. [] 3. You can identify the sadness and cause easily. []
2	Your output is less on a particular day and it is due to some conflict with a friend. 1. It requires someone to tell you your work is affected due to the problem. [] 2. You feel he only disturbed you and it has nothing to do with your work. [] 3. You can understand that productivity is less with disturbed mood. []
3	Regarding your awareness of strengths and weakness, choose the best option 1. You never think about your plus points and minus points. [] 2. You come to know about your strengths & weaknesses from others. [] 3. You conduct self-examination and identify your strength and weaknesses. []
4	When you are unhappy with a person, how will you express it? 1. By not talking to him once for all. [] 2. By avoiding him for the time being. [] 3. Without spoiling relationship, expressing your unhappiness in polite way. []
5	When you express your views, how will you do it? 1. You tend to dominate if the receiver does not listen to you. [] 2. You sell your ideas to convince the group repeatedly. [] 3. You express ideas feely, honestly in a gentle way. []