

# **THE INFLUENCE OF EMOTIONAL INTELEGENCE, AND PERCEPTION OF LEADERSHIP EFFECTIVENESS TOWARD PERCEPTION TEAM PERFORMANCE**

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## **Abstract**

This study examines about the influence of emotional Intelligence and leadership effectiveness toward works performance. Quantitative method was used in this research. Survey is used to collect the data by distributing questionnaires. Data analysis was carried out using multiple regression analysis. The results of this study shows that emotional intelligence and perception of leadership effectiveness have a positive effect on team performance. The Theoretical and empirical implication and the direction of future studies are discussed.

Keyword: Team performance, emotional Intelligence, Leadership effectiveness

## **INTRODUCTION**

Team performance is a central construct in industrial / organizational psychology (Austin and Villanova 1992; Campbell 1990; Murphy and Cleveland 1995; Schmidt and Hunter 1992). Much of personnel selection is predicated on the premise of selecting from a pool of applicants those who are likely to perform better on the job. The construct validity of performance measures is critical. For academics, it is central to hypothesis test validity and theory construction, whereas practitioners are interested in accurately assessing employee performance to utilize scarce resources. However, Team performance are perceived vary among workers. It is likely to have a relationship on real achievement and their satisfaction on their team. George (2000) lists four aspects of emotional intelligence that provide leaders with the ability to motivate and transform team members. These four aspects are as follows: 1) the ability to appraise others' emotions accurately as well as portray personal emotion effectively; 2) the ability to predict emotional reactions in various scenarios; 3) the ability to recognise that emotions are useful in the influence of behaviour; and 4) cognition of others and the ability to manage emotions. However scholars have various finding on the perception of team performance antecedent. They believed that perceptions of team performance are depended on emotion to create charismatic of leader and over team members that will make enthusiasm (George and Lewis, 2000) argue that the positive emotions of a team leader with a high level of emotional intelligence can elevate the team's emotional state and inspire members to invest themselves in the team and perform with more enthusiasm. This establishment of affective commitment has been shown to increase the motivation of team members (Ashforth & Humphrey, 1995). Thus the perception of team performance need to be investigated in deeper perspectives. Previous study suggested that perceptions of team performance seem to be related to personal emotion and leadership

behaviors. Emotionally intelligent individuals who are self-motivated feel more secure to face situations with confidence. Personal efficiency is also necessary to attract and motivate team members. Intellectual stimulation is a behaviour characteristic of both the transformational leader and the emotionally intelligent leader. Both are believed to be able to stimulate team members intellectually and to stimulate their professional development (Barling, 2000). The display of these behaviours by the team leader creates an atmosphere of empowerment in the team (Barling, 2000).

Leader with high Emotional Intelligence (EI) are believed to have better working relationships with others and they reflect higher integrity (Rosete & Ciarrochi, 2005). It because they can foster better and positive interactions which thereby lead to better performance (Wong & Law, 2002; Dhani & Sharma, 2016). The leader with high EI are better at team work, punctual, accurate, and more competent as compared to the ones who score low on EI. In accordance with theoretical predictions, EI along with all its components; Emotional Perception, Emotional Appraisal and Emotional Regulation was significantly correlated to all indicators of Job performance, including: Punctuality, competence, accuracy and team work. There are few studies explored the higher level of analysis on leader EI and group performance. Many of the benefits associated with team work are dependent on good interpersonal relationships and are specifically influenced by the level of each individual team member's commitment to the team and trust in both the leader and her or his co-worker or team member (Bishop & Scott, 1997; Bishop, Scott & Casino, 1997; Katzenbach & Smith, 1993). The present study contributes to a growing body of literature seeking to find the relationship between EI and Team Performance, suggesting EI is one of the best known predictors of job performance. Emotional intelligence theory highlights the importance of desirable employee behaviours resulting from emotional intelligence, such as job satisfaction (Syet al., 2006), as well as the moderating role of emotional intelligence (McFarland et al., 2016). Emotional Intelligence also can afford important insight at the individual level. The first is about the measure of stress in individuals with varying level on the emotional intelligence continuum might reveal positive effects with regard to employee welfare, such as better employee health and conflict management abilities (Prati and Douglas 2003). Emotional Intelligence at the leadership level may have different form to behaved. It plays on the group level of leader emotion. Then with the models developed by Salovey and Mayer (1990), Mayer and Salovey (1997) and Goleman (1995, 1998) as a basis, Barling *et al.* (2000) propose that, consistent with the conceptualisation of idealized influence, leaders able to understand and manage their own emotions and to display self-control are role models for their followers. This enhances their followers' trust and respect for them. This ability to control emotions experienced at work is integral to effective leadership (Gardner & Stough, 2002). The other resercher postulate that emotional intelligence provides a leader with the ability to maintain a positive appearance with subordinates, which instils feelings of security, trust and satisfaction and maintains an effective team. Prati (2003) find that emotionally intelligent leaders facilitate team-member interactions better, which results in greater levels of interpersonal trust. Similarly, George (2000) finds that emotionally intelligent leaders,

through constructively resolving conflicts, establish relationships characterized by cooperation and trust.

Leadership effectiveness is believed to have important effect on perception of team performance. It is become more related to interpersonal (Goleman, 1998a). Where leaders were once seen to control, plan and inspect the overall running of an organization, in today's more service-oriented industries, leadership roles are also to motivate and inspire others, to foster positive attitudes at work, and to create a sense of contribution and importance with and among employees (Hogan et al., 1994). These contemporary leadership requirements have placed new demands on leadership training programs to develop these skills in evolving leaders and on organizations involved in leadership selection to identify them in potential candidates (Fulmer, 1997). Accordingly it is plausible that worker perception on leaders' intelligent emotion and leadership effectiveness are significantly have an effect on perception of team performance.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### ***Perception of Team Performance***

Teams are an outgrowth of the quality management process, and go beyond the quality circles and empowerment trends that achieved popularity in the 1980s (Dess and Miller, 1993). When used effectively and provided with proper training (Stout et al., 1997; Tannenbaum et al., 1991), teams could lead to increased production, morale, creativity and innovation (Dess and Miller, 1993; Modrick, 1986). Team performance is perceived as in the team literature as a generalized framework that includes inputs (i.e. resources), processes (i.e. collective effort) and outcomes (i.e. specific performance indicators) (Guzzo and Shea, 1992; Hackman, 1992)

Characterizing team performance as a process-oriented construct is not a new phenomenon in the team performance literature (Glickman et al. , 1987; Klimoski and Mohammed, 1994; Salas et al. , 1992). Team process-based performance may include, among others, levels of collective effort expended or the quality of interpersonal relationships (Klimoski and Mohammed, 1994), which is similar to what Glickman et al. (1987) refer to as a "teamwork" focus on performance as opposed to a "taskwork" focus. Representing team performance as a teamwork process construct enables theoretical linkages related to interpersonally based processes that are likely present in all teams, such as communication, conflict management and cohesion. team performance is represented to be the quality of interpersonal relationships, or in other words, it is represented as a teamwork process-based construct.

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four characteristic or behaviors of transformational leader, which overlap considerably with behaviors of individuals considered to have high levels of emotional intelligence.

Scholar found that team performance will be good enough if the emotional intelligence and leadership emotion is high. Emotional intelligence provides team members with the ability to set team goals as priorities (Abraham (1999). The leader with high emotion intelligent will get a strong relationship and a solid system. Baric (1998) found emotional management, a component of emotional intelligence, to be characteristic ability of cohesive, viable work teams. They found that ability to manage emotion was conducive to team cohesion.

### ***Emotional Intelligence***

Salovey and Mayer (1990) defined emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (p. 189). Ash forth and Humphrey (1995) argued that emotion IS inseparable from the organizational work setting. However, the organization favors the more rational approach to interaction Social rules or norms of rationality are established to dictate the allowable levels of emotional display, and any emotional display that goes beyond the determined of social norms is unacceptable. Leaders who possess aspects of EQ are likely to exhibit transformational behaviors for several reasons. First, to the extent that a leader is self-aware, he or she may demonstrate determination, farsightedness, and strong convictions in his or her beliefs (Bennis, 1989). A leader who possesses the emotional management aspect of EQ considers the needs of others over his or her personal needs (Goleman, 1995). A leader who possesses the emotional management aspect of EQ uses emotionally expressive language and non-verbal cues associated with transformational/charismatic leaders (Salovey et al., 1993). By providing followers with purpose and meaning, delivered in an emotionally expressive manner, leaders may inspirationally motivate followers to perform beyond expectations (Shamir, 1991).

The indicator of Emotional intelligence are pushing feedback in social situation, leader-awareness and leader -regulation and all abilities fundamental to the leader emotional construct. Social identification and feedback mean individual adept in the activity of leader-monitoring. Miller And Leary (1992) provided an example of the monitoring activity in their discussing of embarrassment. leader-awareness allows individual to set priorities of concern such That inconsequential problem and set aside more pressing or deeper issues are addressed (Abraham, 1999, George 2000) And This is most applicable to the interaction processes of teams. And the last indicator is leader regulation. leader regulation of emotion provides that individuals understand social expectation of their action, and exercise discretion in the manifestation of emotion.

Sosil and Megerian (1999) say that the emotional intelligence has an influence on leader motivation and if someone has emotional intelligence will feel more secure in the ability control and influence life events. Accordingly, emotional intelligence leader, with a great personal efficacy, are more motivated to face situations with confidence. The concept

of emotional intelligence at work is believed to have a significant effect on various outcomes. Abraham (1999) proposed that emotional intelligence is directly related to performance and this is especially so in the case of work performance

Emotionally intelligence team and team processed provide a great deal of supporting information to demonstrate effect of emotional intelligence on team performance through role identification, work team, trust, craftily, decision-making ability and reduce social identification. Positive effect is also proposed as a predictor of performance. Spreitzer al. (1999) attributed better productivity of the work team to contentment of team member. And so Ash forth and Humphrey (1999) agreed too. Starting that the effectiveness bond between work team members is known to aid team effectiveness.

**Hypothesis 1:** Emotional intelligence have a positive effect on team performance significantly.

### ***Perception of Leadership Effectiveness***

Leadership effectiveness is believed to have important effect on perception of team performance. It is become more related to interpersonal (Goleman, 1998a). Where leaders were once seen to control, plan and inspect the overall running of an organization, in today's more service-oriented industries, leadership roles are also to motivate and inspire others, to foster positive attitudes at work, and to create a sense of contribution and importance with and among employees (Hogan et al., 1994).

Leadership perceptions are seen to form a number of hierarchically organized cognitive categories, each of which is represented by a prototype. The prototypes are formed through exposure to interpersonal interactions and social events. An observer's prior knowledge and understanding about human behavior and underlying traits comprise her or his implicit leadership theory, which is used to make a connection between the observed leader's characteristics and the prototypes of a leader in the observer's mind (recognition based processing) (Lord, Foti & DeVader, 1984). Leader effectiveness has always been difficult to measure as objective criteria are often absent (Murensky, 2000). Some have argued that emphasize must be made on shareholders return on investment (Bass and Avolio, 1990), while others Ade advocated for a more balanced approach which also incorporates non-financial measures (Kaplan and Norton, 1996).

The concept of perspective of leadership effectiveness is believed to have a significant effect on various outcomes. Goleman, Boyatzis and McKee (2002) have argued that component of leadership effectiveness is emotional intelligence, particularly as leader deal with teams. Leader motivated team members to work together toward team goals. Leader also serve as a transformational influence over team members. In this manner, leader challenge the members of the team to work toward increasing team effectiveness and performance, facilitate team member interaction dynamic, build interpersonal trust and inspire team member to implement the articulated vision. While faculty and staff perceptions about leadership effectiveness can be a valuable, efficient, and cost-effective source of information, it can be difficult to obtain valid and reliable information and to formulate all of this into unit level indicators of these leadership processes.

Research by Lord and colleagues indicates that informative about team performance influences followers' perceptions of the leader (Lord et al., 1978; Phillips & Lord, 1981; Rush, Thomas, & Lord, 1977). People seem to infer the presence of "good" or "bad" leadership from performance information. Elaborating on this, Meindl and colleagues (Meindl & Ehrlich, 1987; Meindl et al., 1985) developed the "romance of leadership" concept to explain why followers often attribute performance information directly to the leader. They argue that people have a romanticized, heroic view of leadership in which leaders are accorded more influence over events than would be justified. This leads to attributions of organizational performance to the leader. Thus, both organizational success and organizational failure are often attributed to the leader, and leaders associated with failure risk losing followers' endorsement.

**Hypothesis 2:** The Perception of leadership effectiveness have a positive effect on team performance significantly.

Goleman (1998) and Lewis (2000) found that a leader's lack emotional control was related to leader ineffectiveness. This effectiveness of the leader might cause emotional contagion of team members to their leader's emotional state. When leader have a less or high emotional can make an influence to team performance. Leader with high emotional will do the best and control their team with good performance and it will make his or she followers will good performance too, then the team will performance of team will good too.

**Hypothesis 3:** Emotional intelligent and the Perception of leadership effectiveness have a positive effect on perception of team performance significantly

## **METHOD**

This research use quantitative explanative method that aim to know the relationship between independent variable and dependent variable. This study using purposive random sampling method. It is employed 101 respondents as well as permanent employees of the organization.

### ***Measurement***

Emotional Intelligence. The MSCEIT V2.0 (Mayer et al., 2002) was used to assess Emotional Intelligence. The MSCEIT is an ability measure of EI as it has participants complete a set of Task associated with either perceiving emotion, using emotion, understanding emotional information or managing emotions.

Perspective Leadership Effectiveness is rated on a five point scale (1-5) by the participants' direct manager. The rating are included Exceptional – Performance, Superior – Achievement, Fully Effective, Borderline performance, and unsatisfactory – Continued.

Team Performance is was measured using the Project Performance (PP) questionnaire developed by Hirst and Bain (Hirst, 1999). Three scales measuring different aspects of performance were used. Specifically, team effectiveness, team viability, and members' satisfaction with performance were measured.

The method of data analysis in this research are used statistics that use SPSS. Descriptive analysis used to obtain an estimation of the in-depth and objective about the

object of research. Validity test used to test the accuracy of the items the question of the questionnaire in measuring variable of the research. Reliability test used to test the reliability of a questionnaire in measuring variables of the research. Anova test used to identify and find a correlation between two variables.

## **RESULT**

The result of this study shows that Emotional Intelligence has significant effect on team performance. Perception Of Leadership Effectiveness is related to team performance. Finally Perception of Leadership Effectiveness and Emotional Intelligence are found related to team performance. Anova value of F equal to 59.395 with probability 0.000 and the value of adjusted  $R^2$  value is 0.824.

Emotional intelligence and perspective leadership effectiveness is have a positive significantly toward Team performance. The effective of work team is cohesion, communicative, innovative and supportive of its members. emotional intelligent individual make a easily to increase team qualities. it is proposed that emotional intelligence in particular is essential to effective team interaction and productivity.

Individuals are self-aware in that their emotional expressions and are sensitive to the feedback other provide with regard to social acceptance of those expressions. so, EI individuals effectively regulate the intensity of their emotional displays to be sure the displays do no exceed the bound set by team standards. Team member with high emotional intelligence will contribute emotional of the team. The emotional intelligence of team leader is important to effective functioning of the team. the leader serves as motivator toward action and facilities supportive relationships among team members.

## **LIMITATION AND SUGESTION**

Some limitations in this study include emotional Intelligence data used in the same year as well as shown as a static behavior. The limitations need to be addressed in future research. It will be interesting to evaluate the link between EI, leadership and The team performance in larger samples, and across different industries. It will also be important for research to evaluate the ability of EI to predict future performance. EI leads to better executive performance and the executive with good emotion will make a good team performance. However, it is possible that good executive performance leads to higher EI. One way to resolve this problem is to conduct a longitudinal study that involves measuring EI before newly hired executives start the job. This would allow one to establish if EI skills were likely to be antecedents to managerial success. A individual's in lack of emotional understanding had determined effect toward team interaction. In future research could uncover many insight such as this the study of team who have so many members. Emotional intelligence also can afford important insight at the individual level. In conclusion, EI and Leadership Effectiveness shows much promise in the organizational domain and is worthy of further investigation.

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