

The study of the effect of emotional intelligence and team effectiveness of staff: A case study in headquarters staff of the Ministry of Economic Affairs & Finance

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Abstract

Success in the life depends on the fact that if a person can think about his own and others' emotional experiences and can give organized emotional answers. People are different in their capabilities to identify their own and other's feelings, to order them and to use emotional information. These capabilities are organized within a framework called emotional intelligence. The main goal of this research is to study the relation between emotional intelligence and group effectiveness in the Ministry of Economic Affairs and Finance. Research hypotheses were analyzed through correlation and multi-variable regression tests. The findings show that from among sub-variables of emotional intelligence, extra personal characteristics of emotional intelligence have a direct and significant relation with group effectiveness. Moreover, from among intrapersonal characteristics, variables such as self-awareness, self-presentation and self-esteem have a direct and significant relation with group effectiveness. Three sub-variables of characteristics of stress control, adaptability and social skill have no relation with group effectiveness.

Keywords: Emotional Intelligence, Effectiveness, Empathy, Self-esteem

Introduction

Identification of emotional intelligence and making effort to develop that enable us to make ourselves more motivated, to control mental stresses of life, and to solve and remove the contradictions and disputes between us and other people. Modeling such process will improve skills such as encouragement of other people,

being comfortable with them, regular conduct based on disciplinary patterns and appropriate behavior in different situations with different people in the society. In that process we learn how much we are able to effectively explain our emotions in the family, workplace and community (Hags, 2005, 30-31). Excellent group performance means sum of the best talents of each member of that group. It increases the whole used force, when the groups work in the best condition; the obtained results are more than the sum of their power. In such case, the best talents of a person facilitates the best capabilities of other people so that results are achieved which are much better than what can be obtained by each individual separately. As a subset of social intelligence therefore, emotional intelligence can improve group activity and its performance effectiveness. Principally, emotional intelligence refers to the man's understanding from the environment where he works. Emotional intelligence in an organization goes back to the staff's understanding from the environment in which they work. In an organization, emotional intelligence is one of the main and effective elements to motivate personnel for the purpose of progress and job performance of manpower. Emotional intelligence influences on the thoughts and behavior of staff and as a result on their effectiveness and finally on the organization. It can provide the staff with an organizational identity and can make the personnel talented and creative. It can also facilitate group commitment so that personnel may feel responsible and committed for organizational values and objectives. It can promote social system stability, help formation of personnel behavior and influence on the duties and performance of personnel. Moreover, by providing restrictions for manager and staff, emotional intelligence states what a manager can/cannot do. It plays a major role in the manner of personnel performance and type of their duty

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performance. It will also have an important effect on the individuals' behaviors in the organization. If used in the correct direction, it will certainly play an important role in the effectiveness of personnel (Golman, 2010, 245).

Theoretical Fundamentals

In this way, theories of intelligence generally and emotional intelligence specifically are reviewed first followed by effectiveness, group, and group effectiveness. Different models of studied emotional intelligence are as follows:

- Mayer and Saloori Model
- Golman Model
- Bar-An Model
- Dolvix and Hix Model

Mayer and Saloori Model, Emotional Intelligence Capability Model

These two scientists stated that people are different in their capabilities to process the information of an emotional occurrence and to link emotional processing for broader understanding. The concept of emotional intelligence of Mayer and Saloori states that emotional intelligence has two fields, namely experimental intelligence concept field (capability to feel, to respond, and to correctly use emotional information) and strategic field (capability to understand and manage emotion). Each field is divided into two branches.

- 1) Feeling and expressing emotion
- 2) Facilitating thoughts by emotion
- 3) Understanding emotion
- 4) Adjusting and managing emotion
- 5) Feeling and expressing emotion

Golman's Model of Emotional Intelligence

Golman offered a model for emotional intelligence that contained 25 qualifications within 5 clusters. In other words, Golman's emotional intelligence has five fields:

- 1) Awareness including emotional awareness, correct evaluation of self-esteem
- 2) Control including reliability: conscience, adaptability, innovation, control field
- 3) Self-motivation including taking steps towards goal, intention, being a pioneer, self-control
- 4) Empathy including understanding other people, growth of other people
- 5) Adjusting relations including effectiveness, communications, leadership management, conflict, accelerating change, establishing links, cooperation and cooperative

Dolvix and Hix Model of Emotional Intelligence

Based on their experimental studies, Dolvix and Hix identified the elements of a common axis in the general structure of emotional intelligence as follows:

- 1) Self-awareness, awareness of self personal feelings and capability to identify and manage them
- 2) Emotional flexibility, capability to act well and to adapt in different situations
- 3) Motivation, energy and incentive available to achieve short term and long term results and objectives
- 4) Interpersonal sensitivity, capability of being aware of others' feelings and accessing to their decisions
- 5) Influence, capability to encourage other people to change their viewpoints about an issue
- 6) Cleverness, capability to use insight and interaction in decision making when facing ambiguous information
- 7) Honesty, capability to establish and commitment when facing challenge and fixed and correct items

Relation of Emotional Intelligence Models

Despite different models of emotional intelligence, there are some statistical and theoretical similarities between their different concepts. In a more comprehensive level, all models intend to understand and evaluate the elements contributing in understanding and adjusting personal emotions of the person himself as well as others'. All models agree with this view that there are certain key components for emotional intelligence. For instance, all the three models of emotional intelligence of Mayer and Saloori, Bar-An and Goman, require awareness of emotions and management of them as key elements in an emotional intelligent person. Braket and Mayer found so many similarities between the subsidiary index of emotion adjustment in MSCEIT emotional intelligence and the interpersonal index of emotional intelligence in Bar-An emotional benefit questionnaire. Considerable correlation has been found between self-reporting criteria of emotional intelligence including two criteria of Mayer and Saloori and Bar-An. There are also other criteria for emotional intelligence which are applicable in attribute and organizational fields. In this research, Bar-An emotional intelligence model, Bar-An emotional intelligence questionnaire, and Miller group effectiveness questionnaire are used. It is assumed that a person with a higher emotional intelligence has a higher adaptability and partnership in the group and as a result, increases the effectiveness of group. On this basis, conceptual model of research is shown in figure 1.1.

Intrapersonal Field of Bar-An Model

Emotional Self-awareness: Capability to identify and understand the emotions of the individual.

Self-presentation: Capability to express thoughts, feelings, and beliefs in a non-aggressive manner such as defending from personal rights.

Independence: Capability of self-direction and self-control in thinking and personal actions and being free from emotional dependencies.

Self-esteem: Refers to the individual's capability to understand, accept and self-respect.

Self-actualization: Capability to distinguish personal potentials and to achieve a goal intended by an individual.

Bar-An Model of Interpersonal Field

Empathy: Capability to be aware and to understand other people's feelings

Social Responsibility: Producer's capability to cooperate and participate in social group of person

Preservation of Interpersonal Relationships: Refers to the talent of making and preservation of specific friendships established by emotional proximity and psychological intimacy.

Bar-An Model of Adaptability

Problem Solving: Capability to distinguish intrapersonal and social issues to define them by solvable expressions and to produce and execute more effective solutions.

Reality Test: Capability to evaluate the harmony between mental experiences and visual external situations.

Flexibility: Capability to change thoughts, feelings, and behavior of individual to be consistent with changing situations.

Bar-An Model of Stress Management

Stress Tolerance: Refers to the talent of tolerating problems, challenges and stresses without inability of compensation and emotional dispute.

Impulse Control: Refers to the talent of resistance or retarding reaction against an impulse and control of an individual's emotions.

Bar-An Model of Temperament

Sense of Satisfaction and Optimism: Capability to have fun with oneself and with other people, to be witty, to express positive feelings and to be satisfied with optimism, capability to see things semi-clearly even when facing with problems (Sepehrian, 2007, 64-67)

Research Background

1) Emotional Intelligence Workgroup: Development in scale and relation with the process of team effectiveness and focusing on the objective

This research was conducted by Peter Jordan *et al.* in the Queensland University of Australia. The goal in this research is the relation between emotional intelligence and measuring work team's performance. In this research, in the teams with a lower emotional intelligence, the work is first done in a level lower than in the teams with a higher emotional intelligence. Over time, teams with low average of emotional intelligence, show their increased performance to matching to teams with high emotional intelligence, i.e., they improve their emotional intelligence.

2) Training Emotional Intelligence Qualification in the Team and Team Leader: Elizabeth Steiner Korman *et al.* studied a few levels of the effect of emotional intelligence on the performance of the team of this research. This research was conducted with this background and in order to provide evidences concerning the effects of emotional intelligence of team leader on the team and also to examine if the level of emotional intelligence affects team performance. This research seeks to examine the development of basic science concerning feelings in the group. It is argued in this research that Emotional Intelligence (EI) of team leader influenced on the level of Group Emotional Intelligence (GEI) which was measured by European Combined Geodetic Network (ECGN). Data collected from 422 responders was collected on behalf of 81 teams in a military organization. The results showed that emotional intelligence has a positive effect on team performance. In other words, team performance increased as the level of emotional intelligence of members increased.

3) Establishment of Team Emotional Intelligence: This research was conducted by Vansa Droskat *et al.* It is aimed to examine the role of emotional intelligence in the team and the ways to establish that. Companies run about in the turbulent world of official rules and competitors and increasing demands of customers and profit-seeking of shareholders. For example, how IDEO (a knowledge-based company in Palo Alto, CA) could ensure that it continuously forced its team to produce the most innovative products despite high time stress and budget pressure? And finally the company came to the conclusion that it can achieve its objective by focusing on emotional intelligence of the team which is a powerful combination of management of qualifications and the capability to communicate with others.

Considering the examinations made in this respect, no study has already been conducted in Iran examining the relation between emotional intelligence and team effectiveness. Only similar studies have been made some of which are mentioned below:

Examining the relation between cultural intelligence and team effectiveness

The study has been conducted by Akram Hadizadeh *et al.* to examine the relation between cultural intelligence and team effectiveness. The society of the study included 40 employees of renovation and administrative development center of ministry of commerce who worked in 7 workgroups. The study was conducted with an applied goal and was of surveying and correlation type. Questionnaire is the main tool for data collection. On this basis, the cultural intelligences localized questionnaire and team effectiveness questionnaire of Friedman and Yari-rahg (1985) were used for evaluating cultural intelligence and team effectiveness, respectively. Findings of the study showed that the staff with cultural intelligence acted as an axis for collecting other people's efforts and finally the effectiveness of the groups to which they were members increased accordingly.

Examining the relation between emotional intelligence, style of documents and self-efficacy and life satisfaction among employed women

This study was made by Batool Ahadi *et al.* in order to examine the relation between emotional intelligence, styles of documents and self-efficacy and life satisfaction. The society of the study included all 30-40 employed women who worked in public sector in Bojnourd city on a full time basis in 2005 among which a sample volume including 120 women was selected through random stratified sampling method. Emotional intelligence, self-efficacy, styles of documents and life satisfaction questionnaires were used for data collection. The study showed that employed women with high emotional intelligence were more satisfied with life and were in a higher level of self-efficacy as compared to others.

The Relation between Emotional Intelligence and Evolutionary Leadership in Managers of Insurance Industry

The study was conducted by Ansari Rehnani *et al.* to examine the relation of emotional intelligence and evolutionary leadership and was presented in terms of a paper in the fourth international

conference on management. The study was conducted based on the data collected in the second half of 2005 from companies engaging in Iran insurance industry. A sample consisting of 66 senior directors of insurance companies and 195 people of their subordinate employees were elected from the statistical society of senior technical directors and their subordinates. The findings showed that emotional intelligence was associated with evolutionary leadership of senior directors of insurance industry.

Methodology

This research which is an applied research in view of goal, is a descriptive-analytical research and of surveying type. It is also of correlation research and regression analysis type in view of method and nature because in this research, the effect of independent variables is evaluated for the dependent variable. Statistical society of the research includes the headquarters staff of the ministry of economic affairs and finance within March 21, 2013 through June 21, 2013. In performing this research, a part of information, a part of information forming the base of project is collected through library method. Moreover, a part of information related to hypothesis test is extracted through standard questionnaire.

Research Hypotheses

The following hypotheses were designed and tested to achieve the objectives of research.

Main Hypothesis: Emotional intelligence affects on team efficacy of personnel.

Sub-hypotheses:

1) Interpersonal traits affect emotional intelligence with the level of team effectiveness of personnel.

a) Independence affects team effectiveness of personnel.

b) Self-actualization affects team effectiveness of personnel.

c) Emotional self-awareness affects team effectiveness of personnel.

d) Self-esteem affects team effectiveness of personnel.

e) Self-presentation affects team effectiveness of personnel.

2) Interpersonal Traits of emotional intelligence affects team effectiveness of personnel.

a) Interpersonal relations affect team effectiveness of personnel.

b) Social responsibility affects team effectiveness of personnel.

c) Empathy affects team effectiveness of personnel.

3) Adaptability trait of emotional intelligence affects team effectiveness of personnel.

a) Problem solving affects team effectiveness of personnel.

b) Realism affects team effectiveness of personnel.

c) Flexibility affects team effectiveness of personnel.

4) Stress control trait of emotional intelligence affects team effectiveness of personnel.

a) Toleration of mental stress affects team effectiveness of personnel.

b) Impulse control affects team effectiveness of personnel.

5) Social skills of emotional intelligence affect team effectiveness of personnel.

a) Temperament affects team effectiveness of personnel.

b) Optimism affects team effectiveness of personnel.

Definition of Variables

Emotional Intelligence: A form of intelligence that makes an individual capable to understand his own feelings as well as others' to direct other people's thoughts and actions by using them (Mayor & Saloori, 31, 199). Another definition states that emotional intelligence means to come along with people, to control emotions in relations with people and to be capable to encourage or guide people and includes traits such as self-excitement, resistance against failure, increased spirit, campaigning against depression and despair during thinking, empathy, sincere and hope (Golman, 1995, 36). By emotional intelligence in this research it is meant positive interaction, staff's along with other employees and clients and control of emotions in interpersonal relations and the capability to encourage or guide other people.

Team Effectiveness: The effect of a group on the whole performance and result of any and each of members. The group achieves to its performance objectives in the least possible time and provides excellent results (Rezaeiyan, 2003, 291).

Data Analysis Method

Considering that there are standard questionnaires in both aspects under study, i.e., emotional intelligence and team effectiveness, Bar-An emotional intelligence model and questionnaire (revised in 2006) and Miller effectiveness questionnaire (2006) are used in this research. This model has 5 items (intrapersonal, interpersonal, stress control, adaptability and social skill) and 15 sub-items. Intrapersonal skills include itself and the scales of emotional awareness, self-presentation, self-respect, self-actualization and independence. Interpersonal skills include the scales of empathy, social responsibility and interpersonal relations. Campaigning against pressure (stress control) includes stress toleration and impulse control. Adaptability includes flexibility, problem solution and reality assessment. General temperament scale includes happiness and optimism (Kiyani, 2002).

Suitable techniques of inferential statistics are used to analyze data. Pierson correlation coefficient test followed by multi-variable regression test are used to test research hypotheses considering normal nature of distribution. SPSS and EXCEL software packages which have so many capabilities for statistical tests were used to conduct statistical tests and to achieve the related tables.

Results

Considering the results of the following table and by comparing the significance level of the variables under study, since the significance level in all variables is larger than 0.05, hypothesis H0 is assumed with a confidence of 95% (with an error level of 5%) and the variables under study enjoy normal distribution and therefore, we use Pierson correlation coefficient for testing the hypotheses.

Table 1. Output of Kolmogorov – Smirnov test for testing the normal nature of variables of intrapersonal traits

Variables	Self-esteem	Self-presentation	Self-awareness	Self-actualization	Independence
Z Kolmogorov - Smirnov	1.076	1.126	1.031	.741	.450
Significance	.198	.178	.238	.642	.299

Table 2. Output of Kolmogorov – Smirnov test for testing the normal nature of variables of interpersonal traits

Variables	Interpersonal Relations	Responsibility	Empathy
Z Kolmogorov – Smirnov	1.147	0.977	1.527
Significance	.116	.663	.264

Table 3. Output of Kolmogorov – Smirnov test for testing the normal nature of variables of adaptability traits

Variables	Problem Solving	Realism	Flexibility
Z Kolmogorov - Smirnov	1.148	2.148	1.351
Significance	.173	.098	.238

Table 4. Output of Kolmogorov – Smirnov test for testing the normal nature of variables of stress control traits

Variables	Mental Stress Toleration	Impulse Control
Z Kolmogorov - Smirnov	1.540	2.019
Significance	.154	.698

Table 5. Output of Kolmogorov – Smirnov test for testing the normal nature of variables of social skill traits

Variables	Temperament	Optimism
Z Kolmogorov - Smirnov	0.921	2.104
Significance	.226	.772

Correlation Test

First Main Hypothesis: Intrapersonal traits of emotional intelligence are associated with team effectiveness of personnel.

First Sub-hypothesis: Independence and team effectiveness of personnel are associated.

As it is seen, in correlation coefficient test between team effectiveness of personnel and independence, since the observed significance (0.245) is larger than 0.05, therefore there are sufficient evidence for accepting H₀. In other words, it can be said with a confidence of 95% that there is no significant relation between team effectiveness of personnel and independence which is one of the components of intrapersonal traits of emotional intelligence.

As it is seen in the correlation coefficient test between team effectiveness of personnel and self-actualization, since the observed significance (0.346) is larger than 0.05, therefore there are sufficient evidences to accept H₀. In other words, it can be said with a confidence of 95% that there is no significant relation between team effectiveness of personnel and self-actualization which is one of the components of intrapersonal traits of emotional intelligence.

Second Sub-hypothesis: Self-actualization and team effectiveness of personnel are associated.

Table 6. Correlation coefficient between independence and team effectiveness of personnel

		Team Effectiveness of Personnel	Independence
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	-0/344
	Significance (2-way)	0	0/245
	Number	132	132
Independence	Pierson Correlation Coefficient	-0/344	1
	Significance (2-way)	0/245	0
	Number	132	132

Table 7. Correlation coefficient between self-actualization and team effectiveness of personnel

		Team Effectiveness of Personnel	Self-actualization
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	664/0
	Significance (2-way)	0	346/0
	Number	132	132
Self-actualization	Pierson Correlation Coefficient	664/0	1
	Significance (2-way)	346/0	0
	Number	132	132

Third Sub-hypothesis: There is a relation between emotional self-awareness and team effectiveness of personnel.

As it is seen, in correlation coefficient test between team effectiveness of personnel and emotional self-awareness, since the observed significance (0.201)

is larger than 0.05, therefore there are sufficient evidences to accept H0. In other words, it can be said with a confidence of 95% that there is no significant relation between team effectiveness of personnel and self-actualization which is one of the elements of intrapersonal traits of emotional intelligence.

Table 8. Correlation coefficient between emotional self-awareness and team effectiveness of personnel

		Team Effectiveness of Personnel	Self-awareness
Team Ef- fectiveness of Personnel	Pierson Correlation Coefficient	1	201/0
	Significance (2-way)	0	179/0
	Number	132	132
Emotional self-awareness	Pierson Correlation Coefficient	201/0	1
	Significance (2-way)	179/0	0
	Number	132	132

Fourth Sub-hypothesis: There is a relation between self-esteem and team effectiveness of personnel.

As it is seen, in the correlation coefficient test between team effectiveness of personnel and self-esteem, since the observed significance (0.000) is smaller than 0.05, therefore, there is no sufficient evidence to ac-

cept H0. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of personnel and self-esteem which is one of the elements of intrapersonal traits of emotional intelligence and since correlation coefficient is equal to 0.545, there is therefore a strong and direct relation.

Table 9. Correlation coefficient between self-esteem and team effectiveness of personnel

		Team Effectiveness of Personnel	Self-esteem
Team Ef- fectiveness of Personnel	Pierson Correlation Coefficient	1	545/0
	Significance (2-way)	0	000/0
	Number	132	132
Self-esteem	Pierson Correlation Coefficient	545/0	1
	Significance (2-way)	000/0	0
	Number	132	132

Fifth Sub-hypothesis: There is a relation between self-presentation and team effectiveness of personnel.

As it is seen, in the correlation coefficient test between team effectiveness of personnel and self-presentation, since the observed significance (0.001) is smaller than 0.05, therefore, there is no sufficient

evidence to accept H0. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of personnel and self-presentation which is one of the elements of intrapersonal traits of emotional intelligence and since correlation coefficient is equal to 0.237, there is therefore a weak and direct relation.

Table 10. Correlation coefficient between self-presentation and team effectiveness of personnel

		Team Effectiveness of Personnel	Self-presentation
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	237/0
	Significance (2-way)	0	001/0
	Number	132	132
Self-presentation	Pierson Correlation Coefficient	237/0	1
	Significance (2-way)	001/0	0
	Number	132	132

Second Main Hypothesis: There is a relation between interpersonal traits of emotional intelligence and team effectiveness.

First Sub-hypothesis: There is a relation between interpersonal relations and team effectiveness of personnel.

Table 11. Correlation coefficient between interpersonal relations and team effectiveness of personnel

		Team effectiveness of personnel	Interpersonal relations
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	721/0
	Significance (2-way)	0	000/0
	Number	132	132
Interpersonal relations	Pierson Correlation Coefficient	721/0	1
	Significance (2-way)	000/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and interpersonal relations, since the observed significance (0.000) is smaller than 0.05, therefore, there is no sufficient evidence to accept H₀. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of personnel and

interpersonal relations which is one of the elements of interpersonal traits of emotional intelligence and since correlation coefficient is equal to 0.721, there is therefore a strong and direct relation.

Second Sub-hypothesis: There is a relation between social responsibility and team effectiveness of personnel.

Table 12. Correlation coefficient between social responsibility and team effectiveness of personnel

		Team effectiveness of personnel	Social responsibility
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	691/0
	Significance (2-way)	0	000/0
	Number	132	132
Social responsibility	Pierson Correlation Coefficient	691/0	1
	Significance (2-way)	000/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and social responsibility, since the observed significance (0.000) is smaller than 0.05, therefore, there is no sufficient evidence to accept H₀. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of

personnel and social responsibility which is one of the elements of intrapersonal traits of emotional intelligence and since correlation coefficient is equal to 0.691, there is therefore a strong and direct relation.

Third Sub-hypothesis: There is a relation between empathy and team effectiveness of personnel.

Table 13. Correlation coefficient between empathy and team effectiveness of personnel

		Team effectiveness of personnel	Empathy
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	801/0
	Significance (2-way)	0	000/0
	Number	132	132
Empathy	Pierson Correlation Coefficient	801/0	1
	Significance (2-way)	000/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and empathy, since the observed significance (0.000) is smaller than 0.05, therefore, there is no sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of personnel and empathy which is one of the elements of intrapersonal traits of emotional intelli-

gence and since correlation coefficient is equal to 0.801, there is therefore a very strong and direct relation.

Third Main Hypothesis: There is a relation between adaptability trait of emotional intelligence and team effectiveness.

First Sub-hypothesis: There is a relation between problem solving and team effectiveness of personnel.

Table 14. Correlation coefficient between problem solving and team effectiveness of personnel

		Team Effectiveness of Personnel	Problem Solving
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	516/0
	Significance (2-way)	0	559/0
	Number	132	132
Problem Solving	Pierson Correlation Coefficient	516/0	1
	Significance (2-way)	559/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and problem solving, since the observed significance (0.559) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is

no significant relation between team effectiveness of personnel and problem solving which is one of the elements of adaptability traits of emotional intelligence.

Second Sub-hypothesis: There is a relation between realism and team effectiveness of personnel.

Table 15. Correlation coefficient between realism and team effectiveness of personnel

		Team effectiveness of personnel	Realism
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	117/0
	Significance (2-way)	0	297/0
	Number	132	132
Realism	Pierson Correlation Coefficient	117/0	1
	Significance (2-way)	297/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and realism, since the observed significance (0.297) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that

there is no significant relation between team effectiveness of personnel and realism which is one of the elements of adaptability traits of emotional intelligence.

Third Sub-hypothesis: There is a relation between flexibility and team effectiveness of personnel.

Table 16. Correlation coefficient between flexibility and team effectiveness of personnel

		Team effectiveness of personnel	Flexibility
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	412/0
	Significance (2-way)	0	306/0
	Number	132	132
Flexibility	Pierson Correlation Coefficient	412/0	1
	Significance (2-way)	306/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and flexibility, since the observed significance (0.306) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is no significant relation between team effectiveness of personnel and flexibility which is one of the

elements of adaptability traits of emotional intelligence.

Fourth Main Hypothesis: There is a significant relation between stress control trait of emotional intelligence and team effectiveness of personnel.

First Sub-hypothesis: There is a relation between mental stress toleration and team effectiveness of personnel.

Table 17. Correlation coefficient between mental stress toleration and team effectiveness of personnel

		Team effectiveness of personnel	Mental stress toleration
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	204/0
	Significance (2-way)	0	563/0
	Number	132	132
Mental Stress Toleration	Pierson Correlation Coefficient	204/0	1
	Significance (2-way)	563/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and mental stress toleration, since the observed significance (0.563) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is no significant

relation between team effectiveness of personnel and mental stress toleration which is one of the elements of stress control traits of emotional intelligence.

Second Sub-hypothesis: There is a relation between impulse control and team effectiveness of personnel.

Table 18. Correlation coefficient between impulse control and team effectiveness of personnel

		Team effectiveness of personnel	Impulse control
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	392/0
	Significance (2-way)	0	117/0
	Number	132	132
Impulse control	Pierson Correlation Coefficient	392/0	1
	Significance (2-way)	117/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and impulse control, since the observed significance (0.117) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is no significant relation between team effectiveness of person-

nel and impulse control which is one of the elements of stress control traits of emotional intelligence.

Fifth Main Hypothesis: There is a significant relation between social skill trait of emotional intelligence and team effectiveness of personnel.

First Sub-hypothesis: There is a relation between temperament and team effectiveness of personnel.

Table 19. Correlation coefficient between temperament and team effectiveness of personnel

		Team effectiveness of personnel	Temperament
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	283/0
	Significance (2-way)	0	153/0
	Number	132	132
Temperament	Pierson Correlation Coefficient	283/0	1
	Significance (2-way)	153/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and temperament, since the observed significance (0.153) is larger than 0.05, therefore, there is sufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is no significant re-

lation between team effectiveness of personnel and temperament which is one of the elements of life skill traits of emotional intelligence.

Second Sub-hypothesis: There is a relation between optimism and team effectiveness of personnel.

Table 20. Correlation coefficient between optimism and team effectiveness of personnel

		Team effectiveness of personnel	Optimism
Team Effectiveness of Personnel	Pierson Correlation Coefficient	1	284/0
	Significance (2-way)	0	000/0
	Number	132	132
Optimism	Pierson Correlation Coefficient	284/0	1
	Significance (2-way)	000/0	0
	Number	132	132

As it is seen, in the correlation coefficient test between team effectiveness of personnel and optimism, since the observed significance (0.000) is smaller than 0.05, therefore, there is insufficient evidence to accept H0. In other words, it can be said with 95% confidence that there is a significant relation between team effectiveness of personnel and optimism which is one of the elements of life skill traits of emotional intelligence and since the corre-

lation coefficient is equal to 0.284, there is therefore a weak and direct relation.

Multi-variable Regression Test between Dependent Variable and All Independent Variables of Research

Main hypothesis of research examines the relation between emotional intelligence and team effectiveness of personnel. The results of multi-variable regression test of the research are presented in table 21.

Table 21. Results obtained from multi-variable regression test between team effectiveness of personnel and different traits of emotional intelligence

Type of Variable Symbol	Variable	Coefficient	Statistic t	Significant	
Dependent Variable	Team Effectiveness of Personnel				
Fixed Amount	Alfa	261/3	294/1	000/0	
	Independence	771/0	157/4	209/0	
	Self-actualization	863/0	112/4	449/0	
	Self-awareness	*522/0	621/2	011/0	
	Self-esteem	*605/0	354/5	000/0	
	Self-presentation	*055/0	768/0	000/0	
	Interpersonal relations	*715/0	766/0	003/0	
	Social responsibility	*669/0	604/0	000/0	
	Dependent Variables	Empathy	*739/1	289/0	000/0
		Problem solving	963/0	107/1	429/0
		Realism	814/0	237/1	317/0
		Flexibility	263/0	749/0	069/0
		Mental stress toleration	6609/0	204/2	627/0
		Impulse control	315/0	002/1	079/0
		Temperament	181/0	203/0	112/0
	Optimism	640/1	639/0	108/0	
F	Model significance statistic	375/4	—	000/0	
R	Correlation coefficient	814/0	—	—	
R Square	Determination coefficient	662/0	—	—	
Adjusted R Square	Modified determination coefficient	660/0	—	—	
DW	Watson camera statistic	17/2	—	—	

*Significance is 0.05.

As it is seen in the chart, variables including self-awareness, self-esteem, self-presentation, interpersonal relations, social responsibility and empathy ($p\text{-value} < 5\%$) have a direct and significant relation with team effectiveness of personnel. Correlations of variables indicate that the effect of empathy on team effectiveness of personnel is higher than those of other variables under study.

Considering the amount of statistic F , the fitted regression model is significant. Moreover, considering the determination coefficient, these variables explain 66.2% of the changes in team effectiveness of personnel.

Since Watson Camera Statistic is between $1/5$ and $2/5$, it can be concluded that there is no self-correlation between the variables.

Conclusions

First Hypothesis: There is a relation between intrapersonal traits of emotional intelligence and team effectiveness of personnel.

Based on research findings, from among intrapersonal traits, self-awareness, self-esteem and self-presentation have a direct and significant relation with team effectiveness of the personnel of ministry of economic affairs and finance. Variables including independence and self-actualization have no significant relation with team effectiveness of personnel.

Emotional self-awareness enables us to have a more effective and more strategic conduct in our interaction with the environment. By improving this capability, when we become sad or full of energy by something in view of emotion, we will be able to specify the reason and to make decisions about the continuation of participations associated to individuals, activities or organizations based on sufficient information (Bar-An, 2002, 16).

It is clear that an individual with such capability will not be easily influenced by transient feelings and emotions in a workgroup and will avoid making emotional and hurriedly decisions based on insufficient information. This removes or reduces the disputes in the group and increases team effectiveness.

Self-esteem is one of the most powerful factors for anticipating appropriate behaviors (Bar-An, 2002, 374). An individual who strengthens his self-esteem may improve problem solving and self-presentation skills in him as well. As the self-esteem of an individual increases, he will be richer, more flexible, more reliable and safer (Bar-An, 2002, 374). It is evident that such an individual will better appear in the team structure and will provide the group with his capabilities

that have considerably increased as the result of such self-awareness and will avoid disputes.

Self-presentation is the capability to obtain rights, to declare ideas, beliefs and needs while respecting other people (Visinger, 1998, 122). Assertiveness is a declarative behavior that occurs even when the transfer of a subject is undesirable and it addresses man's dignity. It is evident that expression of an idea in a group without having any behavior that makes other people upset is one of the important indexes in preservation of group integrity and finally increases of team effectiveness.

Second Hypothesis: There is a relation between interpersonal traits of emotional intelligence and team effectiveness of personnel.

Based on the research findings, all interpersonal traits (empathy, social responsibility and interpersonal relations) have a direct and significant relation with team effectiveness of personnel.

With empathy, any production will increase and disputes will reduce (Astin and Bok, 2001, 112). The longer and deeper the relations between team members are, the more will team integration and team effectiveness increase.

Social responsibility is the linking factor between societies and social groups. This capability is the mutual relation between individual members and the teams and enables the teams to achieve whatsoever which may be achieved by individuals separately (Hughes, 2005, 108). In fact, the direct relation between synergy which is one of the characteristics of a group and social responsibility can be explicitly seen.

Improvement in interpersonal relations will have no cost and will not fade up social responsibility; instead, it will improve mental stress toleration and makes us happier. Naturally, this capability will consolidate the relations and as a result, it will reduce disputes and will increase interactions (Hughes, 2005, 108).

Third Hypothesis: There is a relation between adaptability trait of emotional intelligence and team effectiveness of personnel.

Based on the research findings, adaptability characteristics including problem solving, realism and flexibility have no significant relation with team effectiveness.

Fourth Hypothesis: There is a relation between stress control trait of emotional intelligence and team effectiveness of personnel.

Based on the research findings, stress control characteristics including mental stress toleration and impulse control have no significant relation with team effectiveness of personnel.

Fifth Hypothesis: There is a significant relation between social skill trait of emotional intelligence and team effectiveness of personnel.

Based on the research findings, social skill characteristics including temperament and optimism have no significant relation with team effectiveness of personnel of the ministry of economic affairs and finance.

Considering the results obtained from the research, this point should be mentioned that emotional intelligence of our statistical society is generally lower than average level. All the groups of the studied society have emotional intelligence lower than average. Among these groups, only operation room team has an emotional intelligence near to average level. Based on Likert Scale, operation room team has a position higher than average level but not very high in view of team effectiveness. Team effectiveness for childbirth block team and laboratory team is average and near to average, respectively. Other teams have low or lower than average team effectiveness.

Considering the correlation coefficients and the regression calculated between emotional intelligence and team effectiveness, it should be said that from among sub-variables of emotional intelligence, interpersonal traits of emotional intelligence have a strong and significant relation with team effectiveness. Moreover, from sub-variable of emotional intelligence, i.e., intrapersonal traits, variables including self-awareness, self-presentation and self-esteem have a correlation with team effectiveness and their relation is very strong. Two sub-variables of stress control characteristics including adaptability and social skill have no relation with team effectiveness.

Different methodology of this research compared to other similar researches has resulted in different details of studied measurements with other researches; however, the findings of this research and confirmation of main hypothesis of this research put an emphasis on the results of previous similar researches including the research conducted in Turkey by Shabnam Aslan *et al.* (2008) entitled "A Study on the Effect of Team Emotional Intelligence on Team Effectiveness".

Applied Recommendations

- 1) Attention, understanding and attaching importance to self-feelings.
- 2) Attention to the correct way of expressing feelings and emotions.
- 3) Learning social skills, expressing the feelings and empathy with others.

4) Referring to a consultant in case of any need to express self emotions and feelings, increase of adaptability, solving problems and difficulties.

5) Explaining the nature and concept of emotional intelligence and its separation from the concept of employees' IQ by experts and specialists because most of the people consider no difference between these two options.

6) Considering that emotional intelligence and team effectiveness of different groups have been evaluated with a common measurement, it can be said with a little caution that the obtained figures indicate a relative comparison between the groups. First of all, it is necessary to conduct a more accurate need assessment of emotional intelligence and team effectiveness considering the nature of duties and work procedures. Then, a certain instruction should be codified for each group in order to improve efficiency continuously.

7) It is recommended to conduct emotional intelligence test within different time intervals and to archive the results in the personnel files and to monitor the status of their emotional intelligence at their place of service.

8) It is also recommended that managers use procedures such as job rotation for adjusting emotional intelligence in different sections of organization based on personnel emotional intelligence.

9) Holding different on-the-job and workshop training courses for all personnel in the fields of life skills and emotional intelligence.

10) Prepare written resources along with executable and applicable instructions in the field of training the components of emotional intelligence by enjoying experts' experiences.

Suggestions for Future Studies

1) Studies and researches should be conducted in the field of procedures to increase emotional intelligence of employees.

2) The relation between socioeconomic classes, job, education, etc. with emotional intelligence and team effectiveness should be examined in the future studies.

3) Team effectiveness items have not been localized in Iran. It is recommended to localize Miller questionnaire or other authentic questionnaires of team effectiveness in Ira

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