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THE ROLE OF EMOTIONAL INTELLIGENCE IN THE FORMATION OF TEAM EFFICIENCY

Introduction. Constantly increasing the intensity of competitive struggle in conditions where the most valuable resources are human as opposed to financial and material – and requires additional research in the field of emotional intelligence as an additional source of increasing productivity and management efficiency of any team. Today, in the period of crisis changes in society and the economy, it is extremely important to maintain emotional stability and take care of mental health. Stress and emotional exhaustion have an extremely negative impact on productivity and work efficiency. Therefore, it is important to develop and improve emotional intelligence both for a specific employee and for the team as a whole.

The purpose of the paper is to determine the role of emotional intelligence in the organization of coordinated and effective team work in modern crisis conditions of business

Results. The paper discusses the theoretical aspects of team effectiveness. The main factors of team effectiveness are singled out: team relations and communicative component, team motivation and mission, internal organizational processes, external organizational processes. The theoretical nature of emotional intelligence was studied with an interpretation of its definition. In particular, the main stages of emotional intelligence are defined, which include identification, use, awareness and control. The groups of competences through which emotional intelligence is realized are considered. These are competencies at the personal and social levels. Among personal competencies, it is advisable to single out self-respect, self-awareness of one's own emotions, optimism, the ability to control the situation, the ability to neutralize conflicts and prevent the occurrence of intrapersonal conflicts. Empathy, the ability to neutralize conflict situations, and the development of leadership qualities deserve special attention among social competencies.

Conclusion. As a result of the above researched theoretical material regarding the role of emotional intelligence, there is a need to create appropriate experimental tools for diagnosing the level of emotional intelligence of the team and the most effective methods for its improvement.

Keywords: emotional intelligence, team, communication, self-development, efficiency, effectiveness

INTRODUCTION

In matters of team effectiveness formation, emotional intelligence plays a crucial role. The efforts of a top manager to form an effective team, build harmonious socio-labour relations, and develop modern leadership are all subjects of interest for contemporary scholars, both theorists and practitioners. For example, the research by O.Yu. Sytnyk [1] is devoted to the development of the manager's emotional intelligence (unlike the current study, which focuses on personal competencies as components of emotional intelligence); T.O. Afanasieva and Ye.O. Hrevtsova [2] examine aspects of team interaction, among which the emotional component is highlighted; L.V. Shchetinina, S.H. Rudakova, and A.I. Zaiets [3] explore approaches to understanding and developing emotional intelligence in the context of contemporary personnel management. A.S. Kolomiets [4] emphasizes the role of emotional intelligence in forming IT teams. This research is fundamental and relevant to this paper as it provides valuable insights into the industry-specific team formation process and analysis of team effectiveness. O.V. Oliinyk considers the role of emotional intelligence in developing effective leadership skills, viewing emotional intelligence as an integral part of a modern manager-leader capable of leading a team in contemporary business condi-

tions [5].

The interrelationship between emotional intelligence and the formation of team effectiveness allows for the development of a personnel management methodology, which entails a more thorough analysis of factors influencing the socio-psychological climate, the effectiveness of leadership, and the principles of team and workgroup formation. Issues of team building and an appropriate level of emotional intelligence within the collective open up prospects for further research and improve the quality of personnel management and leadership in the context of the strategic development of businesses in modern crisis conditions.

The **PURPOSE** of the paper is to determine the role of emotional intelligence in organising a cohesive and effective team performance under modern business crisis conditions.

RESEARCH METHODS

To achieve the stated aim, the following research methods were employed: the analytical method – for collecting and synthesizing information regarding the factors of team effectiveness and the key components of emotional intelligence; the graphical method – for visualizing the main stages of emotional intelligence and its elements; generalization – for summarising findings and forming the overall

conclusion of the study.

RESULTS

The current state of business development and operation necessitates a human-centered approach, which has replaced the maximization of profit. Top managers in companies have begun to consider the human factor in the implementation of strategic tasks and the achievement of key business objectives. This shift primarily involves new approaches to personnel management, the formation of teams and working groups, and the development of effective communication at all stages of task execution.

The prioritization of establishing and maintaining an appropriate level of team effectiveness depends on the speed and quality of managerial decisions, the flexibility of the organizational structure, and the quality of intra-team

interaction. To ensure these conditions, team management is employed. This involves the consolidation of efforts by all team members to achieve the desired outcome, facilitated by a well-structured communication system, the ability to listen and understand team members, and the capacity to operate as a unified mechanism. It is essential to remember that a team functions as a single mechanism, forming the foundation of the organization. Most operational tasks can not be accomplished individually, either theoretically or practically. Team cooperation at any stage can accelerate the achievement of results and enhance the productivity of both individual workers and the company as a whole.

The key factors influencing team effectiveness are presented in Table 1.

Table 1 – **Key Factors of Team Effectiveness** (summarized by the authors based on the source [6–8])

Factors	Constituent elements of factors	Characteristics of efficiency
Team relations and communicative component	Trust and respect	The ability to make the interlocutor feel comfortable during communication or cooperation. Confidence in an adequate attitude towards each other and the work as a whole
	Conflicts and their impact on the team	The ability to transform a destructive conflict into a constructive one. Or to avoid a conflict situation altogether
	The importance of each team member	Support and stimulation of each team member, the ability to choose the right words to emphasize the value of each employee
	Responsible attitude towards one's work and the work of colleagues	Understanding that all team members must work as a single mechanism and that one mistake can stop the work of all. Respect everyone's contribution to the common cause.
Team motivation and mission	The team's overall mission and goals	Formation of a common vision of ways to perform tasks, further cooperation in the organization, creation of one's own style (sometimes a brand or other element of self-expression)
	Value system	Personal and corporate values in the team must coincide as much as possible. This minimizes the risks of future conflict situations.
	Involvement in the decision-making process	As an element of intangible motivation and team building activities, this element shows how important the opinion of each team member is
Internal organizational processes	Results management	Performance management, KRI and other methods of taking into account the personal contribution of each team member. This clarifies the issue of remuneration and no one has any further questions regarding the fairness of the distribution of bonuses.
	Effective interaction	Collaboration of all team members, combining efforts to achieve results through communication and partnership
	Division of spheres of responsibility	Clear delineation of duties and tasks. The ability to convey to each team member the importance of what he/she is doing
	Receiving feedback	Effective feedback significantly increases work productivity, and top management can get information about the climate in the team
External organizational processes	Building communication with other working groups and teams	It manifests itself in the absence of conflict situations, in the ability to communicate, negotiate, and reach compromise solutions
	Receiving feedback	Obtaining information from external sources regarding how effective the team's work is

As observed, most characteristics of team effectiveness are related to well-established communication and interpersonal relationships. Predominantly, our actions are driven by our feelings and emotions, and we may not always reflect on how they manifest in our behavior.

As we can observe, most characteristics of team effectiveness are linked to well-established communication and personal relationships among team members. Predominantly, our actions are influenced by our feelings and emotions, often without conscious thought regarding how these manifest in our behavior. Effective communication within a team is a vital component of team building, especially in today's business environment, where it is essential to organize teamwork both in the office and remotely.

In summary, three primary principles can be identified for fostering team effectiveness [9]:

1. Experimentation – the continual search for new approaches and algorithms of action concerning social and labor relations within the team. This includes psychological skills, manipulative techniques, as well as knowledge of sociology and sociotics. Team effectiveness can be achieved through various standard and non-standard methods.

2. Trust – the absence of suspicion and confidence in each team member. Periodically, in modern conditions, work may occur remotely, and in such cases, trust in each team member plays a significant role in cultivating employee loyalty towards their employer.

3. Empathy – primarily the ability to emotionally understand another person, attuning oneself to their "frequency" and scanning their emotions. If subsequent work involves interaction with clients, and staff, or is simply communication-related, the level of empathy and emotional engagement

with others can expedite the desired outcomes, facilitate successful negotiations, or simply provide qualified and high-quality consultation or assistance to those in need. In other words, this embodies the emotional intelligence of an employee or team, aimed at harmonizing labor relations.

At times, it is extremely challenging to gauge a colleague's mood or the emotional tone of their responses to messages (especially in the context of remote work) or their comments and feedback regarding tasks. To avoid further misunderstandings, employees, particularly managers, should enhance their emotional intelligence (EI). This refers to the instinctive speed at which an individual's subconscious triggers the "correct" algorithm of actions and reactions towards their surroundings.

Within the framework of this study, emotional intelligence will be examined as a crucial component in fostering team effectiveness, specifically in the context of social communication, the development of empathy, and communication skills.

Let's consider the essence of the concept of "emotional intelligence". Primarily, it is the ability to manage one's emotions and demonstrate empathy towards one's interlocutor. It encompasses the capability to control, perceive, and manage one's own emotions and feelings, thereby regulating one's emotional state and self-motivation. Moreover, emotional intelligence is manifested in attentive consideration of the problems and needs of others, as well as the ability and willingness to empathize and assist in self-development.

The characteristics of emotional intelligence typically manifest in the ability to recognize emotions, identify both negative and positive feelings, and manage one's own and other's emotions. Generally, this relates to a person's capacity for profound situational awareness, understanding the needs of others, and possessing emotional and psychological resilience to stressful situations and the impact of negative emotions. In contemporary crisis conditions, where stress and emotional burnout are increasingly common, it is vital to stabilize the emotional climate of both individual employees and the team as a whole.

Emotional intelligence is usually divided into four key stages (Fig. 1).

Emotional intelligence manifests in its activities through two groups of key competencies [13]. The first group comprises personal competencies. This refers to the ability to manage one's own emotions and feelings. In teamwork, this group of competencies is crucial, as it characterizes each member's ability to adequately perceive themselves, their immediate surroundings, external information, etc.

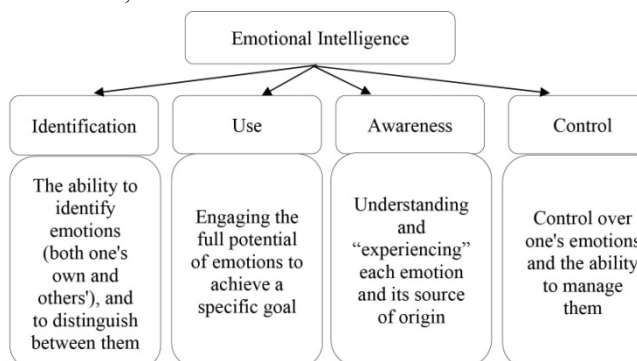


Fig. 1. Main Stages of Emotional Intelligence (summarized by the author based on sources [10–12])

The second group consists of social competencies. These are the competencies that help establish relationships with others. This includes effective communication, negotiation skills, achieving compromise, and conflict prevention.

Let's examine the two groups of competencies in more detail.

Personal Competencies:

1. *Self-respect*. The ability to accept oneself as one is, accepting one's actions and decisions.

2. *Self-awareness of emotions*. Understanding the reasons for the emergence of specific emotions at a given moment. This also includes the ability to block so-called "mental chewing" – when a person constantly replays recent events in their mind with imagined visualizations of possible scenarios.

3. *Adequate assessment of one's actions and those of others*. Specifically, understanding the motives behind certain actions.

4. *Ability to control the situation*. Absence of emotional breakdowns, uncontrolled emotional outbursts, and complete control over aggression and hostility.

5. *Diligent and honest attitude towards others, one's work, and responsibilities*. Feeling inner confidence in one's actions and decisions that do not contradict moral principles and values.

6. *Adaptability*. The ability to adjust to external changes without feeling stress or discomfort.

7. *Self-development*. The ability to continuously grow, improve one's knowledge and skills, and acquire new competencies.

8. *Commitment*. Dedication to one's work and life principles and values.

9. *Optimism*. The ability to see the positive side of things, not to dwell on negative aspects, and to encourage oneself and others to maintain a positive outlook on life.

10. *Innovativeness and initiative*. The ability to not give up in the face of life's challenges, employing new self-motivation and stimulation techniques.

Next, we will examine the social competencies that have the greatest impact on team effectiveness:

1. *Empathy*. The ability to sense the emotions and moods of others, changes in their emotional states, being more sensitive to others, and possessing listening skills.

2. *Ability to motivate employees, colleagues, and subordinates*. Inspiring productive work and the accomplishment of strategically important tasks. The ability to motivate is a key competency of leaders and managers, directly influencing future effectiveness.

3. *Goal-oriented approach*. The ability to set correct goals and achieve them significantly affects the outcome of work. Clearly defined objectives pave the way to successful results.

4. *Networking*. Emotionally beneficial contacts (people with whom one is "on the same wavelength") not only enrich each party emotionally but also yield positive results when working in a team.

5. *Ability to resolve conflict situations and prevent their occurrence*.

6. *Improving leadership qualities and adapting them to modern business requirements*.

Employees with a high level of emotional intelligence tend to have better relationships with people, including direct supervisors, clients, and colleagues. Well-developed emotional intelligence fosters more effective communication, which underpins the social and psychological cli-

mate within the team. The more stable this climate is, the more effective the work will be. The absence of emotional tension, conflict situations, and stressful moments ensures that all team members derive satisfaction from their work tasks.

Conversely, a low level of emotional intelligence leads to negative consequences, such as [14]:

1. Complicated interpersonal communication.
2. Susceptibility to depression and dependency on the reactions of others.
3. Low-stress resilience, ultimately leading to emotional exhaustion and burnout.
4. Inability to fully realize one's leadership potential.
5. Difficulties in resolving conflicts: choosing avoidance or accommodation strategies in conflict situations.
6. Lack of empathy, leading to difficulties in establishing connections with others.
7. Dependency on negative emotions and their total influence on decision-making: living in a "grey" hue, completely blocking emotional fulfillment.

CONCLUSIONS

The effectiveness of a team's work and the quality of tasks performed depend significantly on the level of emotional intelligence of each member. Individuals with low emotional intelligence often contribute to misunderstandings and conflicts, leading to stress, emotional burnout,

and tension within the team. Conversely, those who continuously improve their emotional intelligence skills establish connections more easily, communicate effectively, manage their emotions well, and are less likely to instigate conflicts.

The heightened interest in the role of emotional intelligence in shaping team effectiveness is driven by the challenging business environment characterized by economic instability, high-stress levels, emotional strain from media exposure, a constant sense of danger, and the inability to engage in short-term planning. The integration and enhancement of emotional intelligence for team effectiveness have become not only a pressing necessity but could also represent a significant internal advantage for both organizations and individual employees.

Promising directions for the development of emotional intelligence may involve reorienting businesses from a sole focus on developing hard skills to enhancing soft skills, particularly emotional intelligence and empathy levels. A well-developed emotional intelligence, possessed by both managers and teams as a whole, enables the effective execution of strategic tasks and the realization of creative and labor potential. This skill encompasses the ability to acknowledge, identify, and understand one's own emotions, as well as to engage with them without suppressing them. Furthermore, it is advisable to assess the emotional state of the team adequately to achieve maximum effectiveness and productivity.

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ORCID: <https://orcid.org/0000-0003-0275-6162>e-mail: vito4ka.ya@gmail.com**РОЛЬ ЕМОЦІЙНОГО ІНТЕЛЕКТУ У ФОРМУВАННІ КОМАНДНОЇ ЕФЕКТИВНОСТІ**

Вступ. Постійне підвищення гостроти конкурентної боротьби в умовах, коли найціннішими ресурсами є людські, а не фінансові, потребує додаткових досліджень у сфері емоційного інтелекту як додаткового джерела підвищення продуктивності та ефективності управління будь-яким колективом. Сьогодні, у період кризових змін у суспільстві та економіці, надзвичайно важливо зберігати емоційну стабільність та дбати про психічне здоров'я. Стрес і емоційне виснаження вкрай негативно впливають на продуктивність та ефективність роботи. З огляду на це, важливо розвивати та вдосконалювати емоційний інтелект як конкретного співробітника, так і колективу загалом.

Мета роботи - визначення ролі емоційного інтелекту в організації злагодженої та ефективної командної роботи в сучасних кризових умовах бізнесу

Результати. У статті розглядаються теоретичні аспекти ефективності команди. Виокремлено основні фактори ефективності команди, а саме: командні відносини, комунікативна складова, мотивація та місія команди, внутрішні організаційні процеси, зовнішні організаційні процеси. Досліджено теоретичну природу емоційного інтелекту з інтерпретацією його визначення. Зокрема, визначено основні етапи емоційного інтелекту, які включають ідентифікацію, використання, усвідомлення та контроль. Розглянуто групи компетентностей, через які реалізується емоційний інтелект. Це компетенції на особистісному та соціальному рівнях. Серед особистісних компетенцій виокремлено самоповагу, самоусвідомлення власних емоцій, оптимізм, уміння контролювати ситуацію, здатність нейтралізувати конфлікти та унеможливлення виникнення внутрішньоособистісних конфліктів. Серед соціальних компетентностей на особливу увагу заслуговують емпатія, уміння нейтралізувати конфліктні ситуації, розвиток лідерських якостей.

Висновок. У результатах дослідження акцентовано на необхідності створення відповідного експериментального інструментарію для діагностики рівня емоційного інтелекту колективу та найбільш ефективних методів його підвищення.

Ключові слова: емоційний інтелект, команда, комунікація, саморозвиток, ефективність, результативність