EXPLORING THE PREDICTION OF TEAM CLIMATE BY MEANS OF
EMOTIONAL INTELLIGENCE, TEAM-MEMBER EXCHANGE AND
TEAM-MEMBER GOAL ORIENTATION

by

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ABSTRACT

Teams offer more flexibility within organizations and their business is shaped around teams to be more competitive in complex business environments. Teams are also the ideal work structure in which team members can influence each other’s perceptions of their work climate.

Existing research results positively linked organizational climate with productivity prediction. The perception of team members of their social environment influence their behaviour and should be of interest to organizations if it can be proven that these perceptions of climate can be influenced.

The main research question guiding the study was, “What is the predictability of emotional intelligence, team member exchange and goal orientation on team climate?”

A literature study highlighted that team climate (TCI) is assumed to be the aggregation of individuals perceptions of the team context they work in. If the perceptions of the climate that people work in guide their behaviour, then it is likely that those perceptions of climate, and the responses that follow, may be influenced through individual attributes, appropriate structures, processes and interaction in the team. Emotional intelligence (EI) reflects the ability to recognize and control and regulate emotions in oneself and in others, with regulating in others implying an element of influence. It was further established that goal orientation (GO) refers to the two predispositional goal orientations individual seems to have indicating a different approach to setbacks, challenges and goal achievement. Team member exchange (TMX) was used in this study as reflection on an individual’s evaluative perception of his exchange interaction relationship as well as the anticipated reciprocal exchange with fellow team members.

A confirmatory factor analysis was done on each of the four different instruments (TCI, EI TMX and GO). A path analysis was then developed based on the correlation matrix in order to reflect the relevant relationships between the different variables.
The results reflected a strong causal relationship between team member exchange and team climate. Contrary to that, emotional intelligence and goal orientation had elements of a very weak to no causal relationship at all with team climate.

The result confirmed that team exchange actions, facilitated through team meetings, influence team members’ perception of their team climate. If climate can be influenced to a positive supporting climate, team performance will be enhanced.
TABLE OF CONTENTS

TABLE OF CONTENTS........................................................................................................... I
LIST OF TABLES .................................................................................................................. VII
LIST OF FIGURES ............................................................................................................... IX
CHAPTER 1 .......................................................................................................................... 1
THE PROBLEM AND ITS SETTING ................................................................................... 1
  1.1 Introduction ............................................................................................................. 1
  1.2 The problem and its significance ........................................................................... 3
  1.3 The scope of the research ....................................................................................... 5
  1.4 Research objectives ............................................................................................... 6
  1.5 Study outline ......................................................................................................... 7
CHAPTER 2 .......................................................................................................................... 8
LITERATURE STUDY .......................................................................................................... 8
  2.1 Organizational Climate ......................................................................................... 8
      2.1.1 Introduction .................................................................................................. 8
  2.2 Team Climate ....................................................................................................... 9
      2.2.1 Definitional issues ....................................................................................... 9
      2.2.2 Defining climate ......................................................................................... 9
      2.2.3 Individual perception vs an aggregated team perception ......................... 10
      2.2.4 Generic or facet specific ............................................................................ 13
      2.2.5 TCI four factor theory .............................................................................. 14
      2.2.6 Vision ........................................................................................................ 14
      2.2.7 Participative safety ...................................................................................... 14
      2.2.8 Task orientation ......................................................................................... 15
      2.2.9 Support for Innovation .............................................................................. 15
  2.3 Summary ................................................................................................................. 16
  2.4 Emotional Intelligence ........................................................................................... 16
      2.4.1 Introduction .................................................................................................. 16
      2.4.2 Intelligence ................................................................................................. 17
      2.4.3 Emotions .................................................................................................... 18
      2.4.4 Emotional Intelligence: An introduction ................................................... 19
      2.4.5 Emotional Intelligence defined .................................................................. 20
  2.5 Salovey and Mayer ............................................................................................... 20
      2.5.1 Appraisal and Expression .......................................................................... 21
  2.6 Bar-on ...................................................................................................................... 24
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESULTS</td>
<td>68</td>
</tr>
<tr>
<td>4.1 Factor Analysis</td>
<td>68</td>
</tr>
<tr>
<td>4.2 Analytical procedure</td>
<td>68</td>
</tr>
<tr>
<td>4.3 Confirmatory Factor Analysis</td>
<td>70</td>
</tr>
<tr>
<td>4.4 Factor Structure for Emotional Intelligence Scale</td>
<td>71</td>
</tr>
<tr>
<td>4.5 Factor Structure of Team Member Exchange Quality</td>
<td>74</td>
</tr>
<tr>
<td>4.6 Factor Structure of Goal Orientation</td>
<td>77</td>
</tr>
<tr>
<td>4.7 Factor Structure of Team Climate Inventory (TCI)</td>
<td>78</td>
</tr>
<tr>
<td>4.8 Correlations</td>
<td>82</td>
</tr>
<tr>
<td>4.9 Path analysis</td>
<td>84</td>
</tr>
<tr>
<td>CHAPTER 5</td>
<td>95</td>
</tr>
<tr>
<td>DISCUSSION</td>
<td>95</td>
</tr>
<tr>
<td>5.1 Introduction</td>
<td>95</td>
</tr>
<tr>
<td>5.2 Research Question One</td>
<td>95</td>
</tr>
<tr>
<td>5.3 Research Question Two</td>
<td>98</td>
</tr>
<tr>
<td>5.4 Research question three</td>
<td>99</td>
</tr>
<tr>
<td>5.5 Research question four</td>
<td>99</td>
</tr>
<tr>
<td>5.6 Research question five</td>
<td>103</td>
</tr>
<tr>
<td>5.7 Limitations of the present study</td>
<td>105</td>
</tr>
<tr>
<td>5.8 Contributions of the present study</td>
<td>106</td>
</tr>
<tr>
<td>5.9 Possible significance for organizations and teams</td>
<td>107</td>
</tr>
<tr>
<td>5.10 Recommendations for future research</td>
<td>109</td>
</tr>
<tr>
<td>REFERENCES</td>
<td>111</td>
</tr>
<tr>
<td>ANNEXURE A</td>
<td>124</td>
</tr>
<tr>
<td>ANNEXURE B</td>
<td>140</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 3.1:    Eisner’s critical difference between qualitative and quantitative approaches ................................................................. 50
Table 3.2:    Some Common Social Research Paradigms ............................................. 53
Table 3.3:    Team member Exchange Quality Scale ........................................ 56
Table 3.4:    TMX Scale characteristics ............................................................. 57
Table 3.5:    Goodness of fit results ................................................................. 58
Table 3.6:    Details of research sample .......................................................... 62
Table 3.7:    Age distribution ........................................................................ 63
Table 3.8:    Gender distribution .................................................................... 64
Table 3.9:    Qualification distribution ............................................................ 64
Table 3.10:   Members per team ...................................................................... 65
Table 3.11:   Team structure ........................................................................... 66
Table 3.12:   Work role .................................................................................. 67
Table 3.13:   Team role .................................................................................. 67
Table 4.1:    Rotated Factor Loading 1 for EI Scale .......................................... 71
Table 4.2:    Factor loadings with deleted variables for Emotional Intelligence Scale ........................................................................ 73
Table 4.3:    Results of Confirmatory Factor Analysis of the Emotional Intelligence Scale on the one-factor model (N=190) .................... 74
Table 4.4:    Rotated Factor Loadings for Team Member Exchange Quality .................................................................................. 75
Table 4.5:    Final Rotated Factor Loadings for Team Member Exchange Quality .................................................................................. 75
Table 4.6:    Intercorrelation of the Team Member Exchange three-factor solution ........................................................................ 76
Table 4.7:    Confirmatory Factor Analysis of Team Member Exchange Quality .................................................................................. 76
Table 4.8:    Final rotated Factor Analysis of Goal Orientation ...................... 77
Table 4.9:    Inter-correlation of the two-factor Goal Orientation Scale ........ 78
Table 4.10:   Confirmatory Factor Analysis of the two-factor solution of Goal Orientation ........................................................................ 78
Table 4.11:   Principal Factor Analysis for a 5-factor solution for Team Climate Inventory (TCI) ........................................................................ 78
Table 4.12:   Principal Factor Analysis rotated for a 4-factor solution for Team Climate Inventory (TCI) ................................................................. 80
Table 4.13:   Intercorrelation of the four-factor Team Climate Inventory ......... 81
Table 4. 14  Confirmatory Factor Analysis on the four-factor solution of Team Climate Inventory ........................................................................................................ 81

Table 4. 15:   Correlation relationships of independent with dependent variables ......................................................................................................................... 82

Table 4. 16:   Pearsons Correlation Coefficients, N=190 ........................................ 84

Table 4.17:   Goodness of fit indices summary ............................................................ 90

Table 4. 18:   Goodness of fit: Model 4-TMX in relation to TCI ............................ 91

Table 4.19:   Goodness of fit: Emotional Intelligence in relation to TCI .............. 92

Table 4.20:   Goodness of fit: Goal Orientation in relation to TCI ........................ 94
LIST OF FIGURES

Figure 1. 1: Research Conceptual Model ........................................................... 4
Figure 2. 1: Conceptualization of Emotional Intelligence............................... 21
Figure 2.2: Bar-on’s emotional and social intelligence model............................ 26
Figure 2.3: Goleman’s Emotional Competence Framework.............................. 27
Figure 2.4: Goleman’s revised Framework of Emotional Intelligence
            Competencies ................................................................................ 30
Figure 2.5: Three competing models all labelled “Emotional Intelligence” .. 31
Figure 2.6: Workplace Social Exchange Network Model............................... 41
Figure 3.1: The Basic Science Framework ...................................................... 49
Figure 3.2: Wallace’s Model of Science .......................................................... 52
Figure 3.3: Team size .................................................................................... 65
Figure 4. 1: Correlation model >.25 .............................................................. 86
Figure 4. 2: Path Analysis Model 1 ............................................................... 88
Figure 4. 3: Path Analysis Model 2 ............................................................... 89
Figure 4. 4: Path analysis Model 3 ............................................................... 90
Figure 4. 5: Path analyses TMX and TCI...................................................... 91
Figure 4.6: Path analyses Emotional Intelligence and Team Climate ............. 93
Figure 4.7: Path analyses Goal Orientation and Team Climate ...................... 94
Figure 5.1: Initial conceptual model ............................................................. 103
Figure 5. 2: New proposed model ............................................................... 104