

A Review on The Impact of Emotional Intelligence (EI) Applied To Construction Industry

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Abstract- Emotional intelligence is the key prospect by which any person can get the ability of understanding the sentiment or emotional knowledge on the basis of which he or she can regulate emotions. The construction industry is that type of industry which is slow to adopt new type of techniques mainly when we observe the domain like human resource management. But the researchers proved that wrong in the case of emotional intelligence and found that it is an important aspect of performance in the workplace as well as it leads to success in professional careers and also project success. Moreover, many construction industries accepting EI (emotional intelligence) in the training processes of their new employees. Emotional intelligence replicates an individual's emotional regulation and emotional awareness; both are the important factors of social interaction. This paper comprises of a deep understanding of emotional intelligence as well as why this is important for both the construction industry and the people related to it. Literature on the topic emotional intelligence were studied deeply and systematized in a way so that it will become easy for the construction authorities to understand its significance.

Keywords- Emotional intelligence, construction industry, Human Resource management, Employees' Productivity.

I. INTRODUCTION

The Indian construction industry is the second highest Contributor towards the GDP (gross Domestic Product) after agriculture, Yet the industry faces the challenge of colossal Challenge skill gap. The formally skilled workforce in the country is only about 4%, which is abysmal [2]. Developers need to partner with Government and proactively initiate training and development for construction workers to bridge the gap. In construction industry there are many factors which are influencing the work place. Earlier time there was no implementation of human resource management in the construction work field. But in the modern era, the construction industry is depending on human resource management in certain fields. Human resource management has gained priority in the construction worksite[2]. The factors which are affecting human resource activities are competition, compensation, legislation and employee relation[7].

Construction industry uses more manpower in the execution part that's why management of human resource is essential especially in this field. Now-a-days the use of emotional intelligence in the field of construction is becoming large in nature in the terms of human resource management[4]. If we look for actual definition of emotional intelligence it will be like the type of accurate perceive, appraise and express the emotion of ones. In other hand the emotional intelligence also can be defined as the ability to generate the emotion on the basis of understanding the emotions and their emotional knowledge[3].

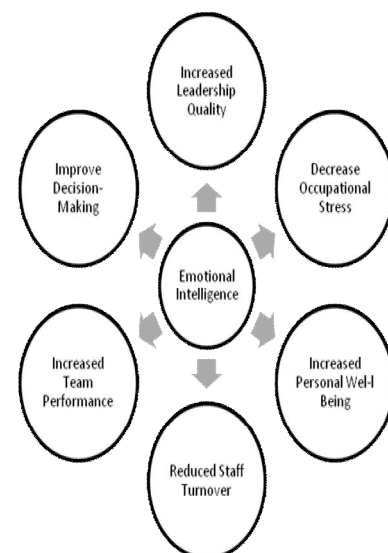


Figure no. 1.1 factors of EI

1.1 BACKGROUND OF THE STUDY

The term emotional intelligence first appeared in 1964 by a professor of psychology named Michael Beldoch. Later on Daniel Goleman a science journalist described about emotional intelligence on his book from which it gained popularity, and after that so many EI models are prepared. To define EI in a better way there were five models proposed named as the ability model, the trait model, the Bar-on model, the Genos model and the mixed model. The ability model of EI initially developed to consider the ability to perceive emotion, understand emotions, integrate emotions to facilitate thoughts and regulate emotions to promote personal growth.

Likewise, the trait model of EI first developed by psychologist Knostantin Vasily petrides which was more geared towards self- perception. This trait model evaluates how an individual perceives their own emotional abilities.

Goleman's model of Emotional Intelligence is named as a mixed model. The reason behind the name 'mixed model' is he prepared the model separately one is ability EI and another one is trait EI.

1.2 OBJECTIVES OF RESEARCH

EI is a combination of several different things that is why it is called as multidimensional. It is critical to recognize all the parts. It can be understood by both an ability and personality trait. People associate intelligence or IQ with ability and EI is also known as EQ. the thesis work includes the work of EI in several kind of departments as well as its contribution towards individuals' success

- To examine the significance of the EI on the field of construction.
- To manage people related to different departments.
- To improve the productivity of workforce in a construction project/site.
- To check the impact of EI on the workforce personally and professionally.

II. LITERATURE REVIEW

- Several studies were conducted to prove the significance of Emotional Intelligence in the work place. Emotional Intelligence can be taken as part of Human Resource Management as it has to deal with all the work related persons. Human Resource Management is really necessary for the office work as well as the site work to manage manpower on the site (Loosemore and Lingard, 2003)^[15]. Emotional Intelligence is an important factor for the overall performance of any organization which may be individual or may be from group prospective (Jordan and Ashkanasy, 2002)^[7]. Many experiments were conducted to prove the theory that project manager's Emotional Intelligence improved the performance of the construction industry (Zhang, L 2013)^[25].
- Lalwani A. (September 2016)^[9] this paper overviewed the studies which are already done about emotional intelligence in construction project management field. Along with that the methods were analyzed how project manager and emotional intelligence are interlinked (assessed). As a result of which the author found that there is existing gap in between the construction project

management professionals and emotional intelligence. Construction industry is putting more efforts on quantitative methods only. The conclusion of this paper implies that major portion of the past investigation made only an attempt to find out the views of construction professionals towards emotional intelligence not how it actually works in the working environment.

- Satchwell L., Smallwood J (2014) ^[23]“The role of emotional intelligence in managing construction projects” this South Africa based research paper explains how emotional intelligence of any project manager and his employees gives impact to the construction project. Here the population which targeted were project managers and their employees. In terms of findings they found that emotional intelligence is very much needed for the project managers and as well as the employees. Emotional intelligence is needed for them in terms of self-management, self-awareness, relationship management and social awareness which leads to the success of the project in both direct and indirect ways. By looking at the degree of empathy experienced with the superiors, the degree of recognition afforded, the conflict occurrence and the degree of stress the author suggested the construction firms should focus on the implementation of EI on the workplace.
- Saini A., Soni N. (august 2016) ^[22]“role of emotional intelligence in construction industry: A review” this paper deals with the performance related to work and role of emotional intelligence in personal and professional success. The review paper consisting of more than 35 papers related to emotional intelligence and its impact on the construction site. Based on that the author patterned professionals like architect, engineers, and contractors and how they interact in-between for the growth of the organization. For good management of any project the key aspect is good interaction. From the paper this is concluded that emotional intelligence is the important to manage people in an effective way and has a good impact on professional performance.
- Songer A.D., and Walker B. (2004)^[24] it is the study of emotional intelligence and its impact on the contractor and sub-contractor level. And also shows the importance of interaction in-between team member and contractor. Total 104 no. of employees from 7 US Mid-Atlantic contracting organization were taken as the population for the study provided that all of them were involved in construction operation. Positions of the participants included project manager, estimator, office engineer, administrative assistant, superintendents and field engineers. This study initially gave a glimpse of project participant's emotional intelligence which indirectly gives path for the growth of construction industry. Furthermore,

the study investigated 21 different components of Bar-On Emotional Quotients Inventory (EQ-i) and established an initial emotional intelligence benchmark for the construction industry.

- Lindbaum, Dirk et al (2012)^[10,11,13] stated that the improvement of any project is dependent on emotional intelligence of the project manager. By Questionnaire survey the author surveyed 101 project managers from 14 different construction organizations as sample in UK construction industry from which only 55% of responses' came from the total population. Wong and Law Emotional Intelligence scale (WLEIS) for self-report measure Behaviorally Anchored Rating Scale (BARS) for performance, these two measures were used for the analysis. This paper gave attention to two neglected streams like the nature of task and the role of context. The nature of task can be divided into two parts, first one is cognitive task and second one is relational task. The relational task requires more interpersonal interaction as compare to cognitive task.
- Love, p., Edwards, D., & Wood, E. (2011)^[16] in addressing the question what needs to be done to improve project performance the authors checked different aspects of human resource management and stated that the emotional intelligence is as important as any other aspect on the construction site. In this paper suggestion given that more attention is needed in project team and their participants to get success in a project and there is a link present in between project performance and EI.
- Loosemore, M, Dainty, A, and Lingard, H (2003)^[15] the paper deals with the roles of human resource management in the construction industry. Human resource management is very essential for the office work as well as the site work to manage the manpower on the site. By questionnaire survey the relevance of human resource management in construction industry was examined. Every aspects of human resources management were scrutinized for the better results.
- Livesey, p. (2016)^[14] the main aims included in the study were to test the Goleman- Boyatzis model which deals with the problems arise in project management and exploration of importance of soft and hard skills with the increase in project size. In addition to these the paper also deals with the practical implementation of understanding of practice of project management. For better results Delphi and auto ethnography study were done. As a result, the auto ethnography turned out to be a good research method for construction management.
- Dr. Ferrandize, C., Ferrando, M., et al. (2005)^[11] authors of this paper started the work as many of different author questioned about the exiting relation between general intelligence and emotional intelligence. Here the population size was 98, and the result showed that the psychometric characteristics of EI referred to reliability was adequate. Moreover, the correlation between intellectual quotient and emotional intelligence were very low and not significant which confirmed the study of mayor and salvoey (1997)^[17].
- Oke, A., E., Aigbavboa, C., O., et al. (2017)^[20] emotional intelligence is concerned with behavioural as well as personal attributes which assists organizations or individuals to perform up to a satisfactory standard. The construction industry is a combination of different stakeholders of individuals or organizations working for a common purpose of providing value for a client's money. The study was based on the benefits of EI to the construction site. The data were collected by Questionnaire survey and the population which was taken into consideration included construction managers, quantity surveyors, facility managers and construction project managers. The results showed that EI is not only important for team improvement but also helps in factors like cost overrun, project delays and many other measures of project success.
- Ogunbayo, O., M., (2013)^[19] this study observed Emotional Intelligence of builders and how it affects the site worker's performance. Primary concern was to check the relevance between the worker's performance and builders EI, to give support to the primary objective a secondary objective introduced in which professional qualification and years of experience of the builders were taken into consideration. By using spearman correlation coefficient, the relationship between builders Emotional Intelligence and professional qualification and year of experience was measured which results were negative, but in terms of worker's performance the result was positive. In the other hand the result showed that the builders that lack EI Should challenge themselves and by training can become emotionally stable or intelligent.
- Lindebaum, D., Cassel, C. (2012)^[12] EI has been addressed as being critical for the individual performances within any industry and this study tends to examine the utility of Emotional Intelligence within a particular organization. The authors mostly focused on project managers as they supervise the day-to-day control of the project and have to communicate with numerous people like architect, contractors and engineers. For the study 19 project managers were interviewed for near about 30-60 minutes. The result was driven by perceived tension between concern about distinctive contextual factors and interpersonal relationship within the industry. So there is the requirement of Emotional Intelligence in the male dominated industry for both personal and professional prospective.

III. CONCLUSION

Many studies were performed and it has been found that EI gives an effect over the personality and also found that there is a direct relationship or connection with the success in social relationship. A number of competencies and EI skills are required for the construction work related people like supervisors and managers as they interact with a variety of people at various different levels such as consultants, subcontractors and suppliers on a regular basis. Construction industry is mainly people intensive, so this can result in occurring conflicts and high level of stress. Due to poor intrapersonal skills and mental well-being of the role players being compromised negative attitudes developed in between peoples. To cope with the negative emotions and the problems which experienced on the work, which is inevitably affects the project performance the whole construction team needs a better understanding of Emotional Intelligence competencies in the form of skills or knowledge.

In order to achieve the organizational goals EI plays a vital role and has a very significant effect and it is a very accurate forecaster for the success of any project than other conventional measures. EI enhances the leadership, communication, management and many other interpersonal skills which are required to achieve organizational goals.

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