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The role of emotional intelligence in team dynamics

Jinyoung Hwang *

University of Edinburgh MA Social Policy and Economics, United Kingdom.

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Abstract

This study aims to give a thorough examination of emotional intelligence's function in team dynamics and how it affects organizational effectiveness. The objective of the study is to provide insightful knowledge to academics and professionals working in the fields of management, human resources, and organizational psychology. In this study, a research approach that incorporates both qualitative and quantitative methods was used to examine the intricate connection between emotional intelligence and team dynamics. The analysis of the study showed a strong positive link between the members of the team's EI and the performance of the entire team. Increased problem-solving skills, creativity, and team productivity were all correlated with high EI. The study further revealed the critical role that emotional intelligence plays in team communication and conflict resolution. Strong EI competencies allowed team members to be significantly better at emotional control and empathy, which enhanced conflict resolution procedures and promoted positive communication. To overcome cultural and demographic gaps, emotional intelligence is crucial to team diversity and inclusion, according to the study. High EI helps team members handle these differences, improving cooperation and reducing prejudice. This also study shows that emotional intelligence greatly affects well-being and job happiness. The research shows that integrating emotional intelligence into team dynamics and leadership practices has an organizational benefit. Teams that prioritize emotional intelligence are more successful.

Keywords: Emotional Intelligence; Team Dynamics; EI Competencies; Team Performance; Conflict Resolution; Emotional Climate

1. Introduction

1.1. Significance of Emotional Intelligence in Team Dynamics

When it comes to determining the overall performance of a company, the dynamics of a team are among the most important factors to consider. The accomplishment of organizational goals calls for the employment of efficient methods of collaboration and communication, as well as the capability to maximize the potential that may be realized through the united efforts of members of a team (Esfahani et al., 2013; Feyerherm & Rice, 2002). Within this particular setting, the significance of emotional intelligence (EI) as well as the recognition of its existence are becoming increasingly relevant. Emotional intelligence is the capability to recognize, interpret, and effectively manage one's own feelings as well as the feelings of others, as well as the ability to do so with one's own emotions and those of others (Richter et al., 2021; Côté & Miners, 2006; Davaei et al., 2023;). The term refers to a collection of competencies that include being aware of oneself, being able to control oneself, having empathy for others, and having connections with other people. In the context of the dynamics of a team, the significance of emotional intelligence lies in the capacity of emotional intelligence to improve team performance, cohesiveness, and overall wellbeing (Shaik et al., 2021; Reilly, 2022;). Companies that teach emotional intelligence to their employees have teams that are better able to overcome challenges, work through interpersonal conflicts, and capitalize on the advantages of having a variety of points of view. The presence of emotional

* Corresponding author: Jinyoung Hwang

intelligence among members of a team makes it easier to cultivate a positive emotional environment, which in turn leads to increased levels of job satisfaction and enhanced dedication towards the team's goals.

1.2. Research Rationale

The study of emotional intelligence in team dynamics is complex and important for scholars and professionals. Multiple factors necessitate a thorough investigation of this topic:

Team performance improves with emotional intelligence. A team with high emotional intelligence can handle stress, adapt to changing conditions, and collaborate better. This study examines how EI competences affect team productivity, innovation, and problem-solving. Conflict resolution and team communication depend on emotional intelligence (Reilly, 2022; Richter et al., 2021; Côté & Miners, 2006). This study seeks to identify EI skills and strategies that can reduce team conflict and foster open, honest, and productive communication.

Emotionally intelligent leaders can motivate their employees. This study examines how leaders can use EI to build cohesive, effective teams. The study also examines how leaders' EI affects team dynamics and outcomes (Shaik et al., 2021; Reilly, 2022; Richter et al., 2021; Côté & Miners, 2006). In globalized and diverse workplaces, understanding and managing emotions are crucial to building inclusive and equitable teams. This study examines how emotional intelligence can improve diversity and inclusion efforts and overcome cultural and ethnic disparities in teams.

Team members' emotional well-being and job satisfaction improve with emotional intelligence. EI effects on team members' well-being, involvement, and dedication can reveal its many benefits in team dynamics (Zander et al., 2012; Zhang et al., 2019; Shaik et al., 2021; Davaei et al., 2023; Açıköz & Latha, 2020). This study examines the organizational effects of emotional intelligence on team dynamics. To guide managerial and HR policies, one must understand how EI affects organizational culture, effectiveness, and long-term performance.

1.3. Purpose and Objectives of the Dissertation

This study aims to give a thorough examination of emotional intelligence's function in team dynamics and how it affects organizational effectiveness. The goal of this study is to provide insightful knowledge to academics and professionals working in the fields of management, human resources, and organizational psychology. The following are the particular goals of this dissertation:

- Investigate how emotional intelligence and team performance are related, determining the essential emotional intelligence competencies that affect different aspects of team performance.
- To look into how teams' communication and conflict resolution are affected by emotional intelligence, with an emphasis on techniques for reducing conflict and improving direct, honest, and productive communication.
- To look at how emotional intelligence plays a part in team development and leadership, specifically how emotional intelligence may be used by leaders to create cohesive, productive teams.
- To evaluate how emotional intelligence affects team efforts to promote diversity and inclusion, paying special attention to how cultural and demographic variations present obstacles.
- To examine how emotional intelligence affects the health and work satisfaction of team members, clarifying the ways in which emotional intelligence supports general well-being, engagement, and dedication.
- To look into how incorporating emotional intelligence into team interactions affects the organization and learn how it affects long-term success, effectiveness, and organizational culture.

1.4. Research Questions

The following research questions guided the investigation to meet the goals:

- What is the link between emotional intelligence and team performance, and which competences are most effective in boosting productivity, innovation, and problem-solving?
- How does emotional intelligence affect team conflict resolution and communication, and what tactics may be used to overcome conflicts and improve communication?
- How does emotional intelligence impact leadership and team development, and how can leaders use it to establish cohesive, high-performing teams?
- How does emotional intelligence impact inclusion in diverse teams, and what practices can address cultural and demographic differences?
- 5. How can emotional intelligence improve team members' well-being, job satisfaction, happiness, engagement, and dedication to team goals?

- 6. How does integrating emotional intelligence into team dynamics affect company culture, effectiveness, and long-term success?

1.5. Chapter Summary

This chapter has examined the background and importance of emotional intelligence in team dynamics, emphasizing its importance in improving team performance, conflict resolution, and emotional climate. The research rationale justified an in-depth study of this topic in academic and practical contexts. This dissertation's purpose and objectives were to shed light on emotional intelligence in team dynamics and its effects on organizations. To study emotional intelligence and team dynamics, research questions were created. The study examined each research objective in the following chapters using empirical evidence and theoretical frameworks to gain a complete understanding. The study illuminates how emotional intelligence shapes effective teams and organizational success, making a significant contribution to organizational psychology, management, and human resources.

2. Literature review

2.1. Introduction

The literature study is essential to understanding how emotional intelligence (EI) affects team dynamics. It illuminates EI's role in teamwork and corporate success. This review synthesizes relevant research to provide a complete picture. Emotional intelligence, a popular idea, is crucial to team dynamics. The ability to recognize, analyze, manage, and use emotions in oneself and others is included. Self-awareness, self-regulation, empathy, and interpersonal skills are included. Teamwork, communication, and problem-solving depend on emotional intelligence. This literature review examines emotional intelligence in team dynamics in all its facets. The definition, essential components, and evolution of emotional intelligence are examined first. Next, the manner in which emotional intelligence is becoming more important in the workplace as companies realize its effects on teamwork, employee well-being, and productivity is discussed.

2.2. The Concept of Emotional Intelligence

Emotional intelligence (EI) is the ability to detect, comprehend, manage, and use emotions in oneself and others. Daniel Goleman popularized the idea that EI may be more important than cognitive intelligence in the mid-1990s (Summers et al., 2012; Côté & Miners, 2006; Açikgöz & Latha, 2020). Key elements of emotional intelligence are: Self-awareness: knowing one's emotions, strengths, and shortcomings and how these affect behavior and decision-making.

- Self-regulation: Controlling one's emotions and impulses allows for flexibility and emotional stability in varied contexts (Davaei et al., 2023; Açikgöz & Latha, 2020).
- Empathy: Understanding and considering others' emotions, viewpoints, and needs is empathy. Effective interpersonal connections depend on it (Açikgöz & Latha, 2020).
- Interpersonal relationships: Emotional intelligence requires pleasant relationships, good communication, and conflict resolution (Yost & Tucker, 2000).

Workplace emotional intelligence is becoming more important. Job performance, team relationships, leadership, and company culture are affected. Emotionally intelligent workers communicate better, manage stress better, and form stronger teams (Zhao & Cai, 2021). Leaders with high emotional intelligence can motivate their colleagues, overcome obstacles, and collaborate.

2.3. Emotional Intelligence and Team Performance

A lot of research and theory has been put into looking at the complicated relationship between EI and team performance. These studies and frameworks have given us important information about how important EI skills are for making teams more effective (Esfahani et al., 2013; Feyerherm & Rice, 2002; Arfara, 2016; Richter et al., 2021). This section offers a comprehensive review of the pertinent scholarly literature in this field. For instance, a study by Jordan and Lawrence (2009) found that teams with members who had high emotional intelligence had improved problem-solving skills, adept communication skills, and effective conflict resolution techniques. The need to comprehend the emotional tendencies of team members in order to forecast team success is underscored by the trait emotional intelligence (TEI) theory, which was formulated by Petrides and Furnham (2000).

The essential emotional intelligence competencies that have a significant influence on team effectiveness are as follows: The existing body of literature highlights a number of essential emotional intelligence competencies that exert a substantial impact on the dynamics of teams. The following items are included:

Emotional Regulation: An Examination of Strategies for Managing and Controlling Emotions The capacity to effectively regulate one's emotions, maintain composure in high-stress situations, and facilitate the cultivation of emotional regulation skills among team members. According to Gooty et al. (2010), a strong capacity for emotional regulation is associated with a decrease in team disagreements.

Empathy is a crucial component in comprehending the feelings and viewpoints of colleagues within a team. In a study conducted by Ciarrochi, Chan, and Caputi (2000), it was observed that teams of individuals who displayed empathy had enhanced levels of collaboration and trust. Social skills play a pivotal role in facilitating effective team collaboration by including many abilities such as communication, persuasion, and dispute resolution. According to Goleman (2006), the aforementioned abilities serve as a foundation for fostering robust interpersonal interactions within teams.

2.4. How EI Enhances Team Productivity, Innovation, and Problem-Solving

Numerous studies have demonstrated that the presence of emotional intelligence among team members positively impacts multiple aspects of team performance. According to Lopes et al. (2005), team members with high EI demonstrate greater adaptability and are more proficient in managing stress, leading to enhanced productivity. Moreover, the ability of individuals to comprehend and effectively manage the emotional states of their fellow team members plays a crucial role in fostering innovation within the team (Carmeli et al., 2009). A team setting that exhibits a high level of emotional intelligence fosters a climate that is favorable for engaging in creative problem-solving. The promotion of open communication, the facilitation of unrestricted idea exchange, and the expert handling of conflicts are ways to achieve this (Dulewicz & Higgs, 2004). The extant literature highlights the significance of emotional intelligence in the context of team performance. Teams consisting of individuals that possess highly developed emotional intelligence competencies demonstrate enhanced levels of productivity, innovation, and problem-solving aptitude. Comprehending these facets is crucial for scholars and practitioners alike who seek to use the potential of emotional intelligence to enhance team relations and, consequently, organizational achievement (Esfahani et al., 2013; Shaik et al., 2021; Sharma & Hussain, 2017; Reilly, 2022; Richter et al., 2021).

2.5. Emotional Intelligence in Conflict Resolution and Communication

The existing body of literature consistently provides evidence to support the notion that EI plays a substantial role in facilitating the successful resolution of conflicts within team settings. In a study by Druskat and Wolff (2001), teams with high levels of emotional intelligence among their members showed improved problem-solving skills in the context of conflict resolution. According to Lopes, Salovey, and Straus (2003), individuals who possess high EI competences are more adept at effectively regulating their own emotions in times of conflict and adeptly understanding and responding to the emotions of others. As a result, these individuals are more likely to experience smoother conflict resolution processes.

The establishment of effective communication within teams is an essential prerequisite for achieving successful collaboration. Constructive communication is facilitated by emotional intelligence, which encompasses various skills, including active listening, empathy, and assertiveness. According to a study by Goleman (1995), empathy is crucial for effective communication because it helps team members understand one another's points of view and fosters an atmosphere of respect. In addition, it has been suggested by Parker (2005) that team members who possess proficient emotional control abilities are capable of effectively and assertively expressing themselves without provoking avoidable disputes.

2.6. Impact of EI in Fostering Open and Honest Team Communication

Empirical research has demonstrated that the cultivation of transparent and sincere communication among team members is a direct consequence of the presence of emotional intelligence within teams. According to a study conducted by Gooty, Connelly, Griffith, and Gupta (2010), teams that possessed higher levels of emotional intelligence showed notable enhancements in their interpersonal interactions, resulting in improved communication procedures. Individuals who possess the ability to comprehend and regulate their emotions in a proficient manner have a tendency to openly articulate their thoughts and apprehensions, thereby fostering an atmosphere characterized by trust and transparency (Mayer, Caruso, & Salovey, 2000).

The existing body of literature provides robust evidence that underscores the crucial significance of emotional intelligence in the domains of conflict resolution and communication within team settings. Teams consisting of people with high emotional intelligence experience enhanced conflict resolution procedures and engage in more constructive communication (Esfahani et al., 2013; Zander et al., 2012; Zhang et al., 2019; Zhao & Cai, 2021; Summers et al., 2012; Richter et al., 2021; Côté & Miners, 2006). This knowledge is of utmost importance for researchers and practitioners who are interested in improving team dynamics and cultivating a more conducive and efficient working environment.

2.7. Leadership, Team Building, and Emotional Intelligence

The study of the impact of EI on leadership and team development has yielded valuable findings that shed light on the strategies leaders can employ to foster the formation of harmonious and highly effective teams (Zander et al., 2012; Açıkgöz & Latha, 2020). This section delves into the relevant academic research that examines the correlation between EI, various leadership styles, and the dynamics within teams. A plethora of scholarly investigations have been conducted to examine the influence of emotional intelligence on the efficacy of leadership. According to the findings of Goleman, Boyatzis, and McKee (2002), leaders who possess a high level of emotional intelligence (EI) demonstrate superior abilities in inspiring and motivating their teams, resulting in increased levels of engagement and commitment among team members. The significance of a leader's emotional intelligence in influencing the emotional atmosphere inside a team, therefore impacting its performance, is underscored (Zhang et al., 2019).

Leaders that possess a high level of emotional intelligence utilize a range of methods in order to foster the creation of cohesive and high-performing teams. According to Mayer, Salovey, and Caruso (2002), individuals in leadership positions frequently exhibit exemplary behavior, showcasing emotional regulation, empathy, and proficient interpersonal abilities. Moreover, leaders that possess emotional intelligence have proficiency in immediately identifying and resolving disputes that arise within their teams. They also actively encourage transparent communication and cultivate an environment characterized by trust (Goleman, 2000).

Numerous case studies and theoretical frameworks have demonstrated the existence of a favorable correlation between leadership, emotional intelligence, and team dynamics (Esfahani et al., 2013; Feyerherm & Rice, 2002; Zhao & Cai, 2021;). An illustrative example may be found in a case study that examines the leadership of Howard Schultz at Starbucks. This case study serves as a demonstration of how a leader's elevated emotional intelligence can effectively reshape the culture of a company and propel it towards achievement (Michelli, 2007). Furthermore, the Six Leadership Styles model proposed by Goleman (2000) has gained significant traction in its application, demonstrating how leaders may effectively tailor their styles by utilizing emotional intelligence to align with the specific requirements of their teams.

Overall, the existing body of evidence underscores the significant impact of emotional intelligence on both leadership efficacy and the facilitation of cohesive teamwork. Leaders that have a high level of emotional intelligence have the ability to motivate and guide their teams towards enhanced levels of performance, engagement, and dedication. This information is crucial for individuals in both academic and practical settings who seek to improve their leadership skills and foster the development of more efficient and cohesive teams.

2.8. Emotional Intelligence, Well-being, and Job Satisfaction

Research investigating the relationship between EI and well-being suggests that EI plays a crucial role in augmenting the overall happiness, job satisfaction, and commitment of individuals and members within a team (Feyerherm & Rice, 2002; Arfara, 2016; Xiang et al., 2016; Yost & Tucker, 2000; Côté & Miners, 2006;). The relationship between EI and well-being has been extensively studied in academic research. Numerous studies have found a positive correlation between EI and various aspects of well-being, including mental health, life satisfaction, and overall psychological functioning. EI refers to Multiple research investigations have underscored the significant correlation between emotional intelligence and overall well-being. According to Salovey and Mayer (1990), those who possess higher emotional intelligence (EI) exhibit enhanced emotional resilience, reduced levels of stress, and improved mental well-being. The enhanced state of well-being also encompasses the collective level of teams, as teams comprising individuals with high emotional intelligence demonstrate a more favorable emotional atmosphere (Jordan & Troth, 2004). According to a study conducted by Lopes, Salovey, and Straus (2003), it was found that individuals who possess emotional intelligence within a team setting tend to have a reduced occurrence of negative emotions, ultimately resulting in enhanced overall well-being.

The augmentation of job satisfaction and commitment is notably influenced by EI, as it plays a vital role in fostering job satisfaction and general well-being within a team. According to Ashkanasy, Jordan, and Yasmin (2007), individuals who possess high EI demonstrate enhanced abilities in effectively handling workplace stress, fostering robust interpersonal

connections, and effectively resolving conflicts. This phenomenon contributes to the augmentation of job satisfaction as individuals are exposed to a work environment that is characterized by positivity and helpful interactions within their teams. According to Pérez, Petrides, and Furnham (2005), increased job satisfaction contributes to a heightened level of dedication towards the team's goals.

Overall, the existing body of literature provides evidence supporting the significant influence of emotional intelligence on both personal well-being and job satisfaction, as well as its contribution to the overall happiness and commitment of team members (Esfahani et al., 2013; Feyerherm & Rice, 2002; Zhang et al., 2019; Zhao & Cai, 2021; Reilly, 2022; Richter et al., 2021). Comprehending the ramifications of emotional intelligence on individuals' well-being has significant importance for researchers and practitioners alike, as it facilitates the development of more gratifying and efficient teams.

3. Methodology

3.1. Introduction

This section presents the methodical strategy employed to examine the influence of emotional intelligence on team dynamics. The study provides an overview of the research strategy, data gathering methodologies, and sampling techniques utilized in the research endeavor. The establishment of a rigorous methodology is of utmost importance in order to guarantee the validity and trustworthiness of the study findings.

3.2. Research Design and Approach

In this study, a research approach that incorporates both qualitative and quantitative methods was utilized. This methodology integrates both quantitative and qualitative methodologies to thoroughly examine the intricate connection between emotional intelligence and team dynamics. The justification for this decision is to offer a more thorough and all-encompassing comprehension of the subject matter.

The collection of quantitative data was facilitated by the administration of surveys and questionnaires. This method allowed for the systematic acquisition of organized data pertaining to emotional intelligence competencies, team performance indicators, and levels of job satisfaction. The utilization of a quantitative methodology facilitated the application of statistical analysis in order to discern correlations and trends.

The collection of qualitative data involved conducting in-depth interviews with both team members and leaders. The conducted interviews yield significant insights into the subjective experiences of individuals, their perceptions of emotional intelligence in team dynamics, and specific instances showcasing its effects. The utilization of qualitative data played a crucial role in enhancing the comprehensiveness and contextual understanding of the quantitative findings.

3.3. Data Collection Method

The data collection methodology employed in this study incorporated a quantitative approach, wherein standardized emotional intelligence exams are administered to the members of the teams under investigation. In addition, the study involved the administration of team performance indicators and job satisfaction surveys. The emotional intelligence assessments utilized in this work are widely recognized tools that have demonstrated strong psychometric properties, including reliability and validity. These assessments include the Trait Emotional Intelligence Questionnaire (TEIQue) and the Wong and Law Emotional Intelligence Scale (WLEIS).

The research involved conducting in-depth, semi-structured interviews with team members and leaders. The interviews were conducted using a series of open-ended questions that have been specifically crafted to delve into individuals' experiences, perceptions, and stories pertaining to the role of emotional intelligence within team dynamics. The participants were actively encouraged to express their views and emotions and provide specific examples illustrating the enormous impact of emotional intelligence.

3.4. Sampling Technique and Sample Size

The study recruited participants using purposive sampling. This method selected people and organizations with emotional intelligence and team dynamics skills. Participants came from various industries to ensure diversity and depth of knowledge. About 300 team members from different businesses were sampled for quantitative data gathering to reach statistical significance. In the qualitative phase, 20 participants were interviewed in-depth. This sample size allowed data saturation, ensuring a deep comprehension of the topic.

This research examined emotional intelligence in team dynamics using a rigorous and holistic approach. Quantitative, qualitative, and purposive sampling were used to get deep understanding of this crucial area of organizational psychology and management.

3.5. Data Analysis Technique

Survey and questionnaire data were statistically analyzed. SPSS was used for this. To summarize quantitative data, means, standard deviations, and frequencies were calculated. Hypothesis testing examined how emotional intelligence affects team performance measures like productivity, innovation, and job satisfaction. Inferential statistical tests like correlation, regression, and ANOVA were used to test hypotheses and find data patterns. Interview qualitative data were evaluated using thematic analysis. To uncover emotional intelligence-related team dynamics themes and patterns, the transcribed interviews were coded. For rigor, themes were manually coded and validated by inter-rater reliability checks. Qualitative data analysis involved identifying core themes, subthemes, and a full narrative that illuminated participants' subjective experiences and perspectives.

4. Data Analysis, Presentation and Interpretation

4.1. Analytical diagnostics

4.1.1. Internal Consistency Reliability

Table 1 Internal Consistency Reliability

Instrument	Cronbach's Alpha
Emotional Intelligence Assessment	0.87
Team Performance Metrics Survey	0.78
Job Satisfaction Survey	0.82

4.1.2. Content Validity

Table 2 Content Validity

Survey Instrument	Content Validity Assessment
Emotional Intelligence Assessment	Reviewed by experts in emotional intelligence.
Team Performance Metrics Survey	Reviewed by experts in team dynamics.
Job Satisfaction Survey	Reviewed by organizational psychologists.

Table 3 Qualitative Data Credibility

Technique	Description
Member Checking	Participants were invited to verify the interpretation of their interviews.
Triangulation	Data from interviews were compared and contrasted with survey results to enhance trustworthiness.

The above table displays the internal consistency reliability scores for the instruments employed in the study. High Cronbach's alpha values imply strong reliability for the assessment instruments, offering trust in the consistency of results.

Table 2 displays the content validity assessment of the survey instruments. The material was verified by specialists in the various domains, ensuring that the survey items effectively measured the desired constructs.

Table 3 illustrates the credibility measures applied for the qualitative data. Member checking and triangulation were employed to evaluate the accuracy and reliability of the qualitative findings. The application of these diagnostic tests ensures the validity and reliability of the research, hence improving the basis for the subsequent data analysis and interpretation. In the following parts, the data analysis results are given, addressing each study topic systematically. The data are presented in tables and charts for clarity, and the finding

5. Conclusion

5.1. Summary of Findings

With an emphasis on team performance, communication, leadership, diversity and inclusion, individual well-being, and work satisfaction, the study sought to investigate the complex relationship between EI and team dynamics. The main conclusions in each of these categories are outlined in the sections that follow:

5.1.1. *Emotional Intelligence and Team Performance.*

The analysis of the study showed a strong positive link between the members of the team's EI and the performance of the entire team. Increased problem-solving skills, creativity, and team productivity were all correlated with high EI. Teams with emotionally intelligent members had excellent communication skills, superior problem-solving abilities, and successful conflict resolution techniques.

The results are consistent with Jordan and Lawrence's (2009) research, which highlights the relationship between emotional intelligence and team effectiveness. Their study emphasizes how EI competencies help team members identify and successfully manage emotions in order to handle complicated issues. This skill raises the level of invention, originality, and adaptability within the team, which eventually boosts output.

Teams with emotionally intelligent individuals are more likely to succeed in a variety of ways, as seen by the positive association that has been found between emotional intelligence and team performance. They have an exceptional capacity for teamwork, empathy for the emotional state of the group, and constructive problem-solving. This study has important practical ramifications for enterprises since it highlights how crucial it is for teams to build and foster emotional intelligence in order to function at their best.

5.1.2. *The Role of Emotional Intelligence in Communication and Conflict Resolution*

The study revealed the critical role that emotional intelligence plays in team communication and conflict resolution. Strong EI competencies allowed team members to be significantly better at emotional control and empathy, which enhanced conflict resolution procedures and promoted positive communication.

Goleman (1995) and his groundbreaking work on emotional intelligence further highlight the significance of this connection. According to his studies, people with high EI are better able to identify and control their emotions, which helps them resolve problems amicably and productively. Effective conflict resolution is based on having the capacity to comprehend and sympathize with others' viewpoints.

The results corroborate the Gooty et al. (2010) study, which showed that emotional intelligence directly leads to candid and open communication in teams. Members of emotionally intelligent teams create a transparent and trusting atmosphere that facilitates discussing problems, voicing concerns, and working cooperatively to find solutions.

This idea is of crucial importance for firms striving to improve team relations. It highlights that cultivating emotional intelligence competencies among team members can lead to more effective conflict resolution processes, increased communication, and a healthier team climate overall.

5.1.3. *Leadership, Teamwork, EQ*

Leaders who are emotionally intelligent have shaped positive team dynamics. These leaders used active listening, empathy, and emotional management to build strong teams.

Goleman, Boyatzis, and McKee (2002) support these findings. Their research shows that emotionally intelligent leaders inspire and motivate their staff, increasing engagement and commitment. Leaders who exercise emotional intelligence affect team performance by shaping their emotional climate.

Google and Johnson & Johnson case studies demonstrate these insights' practical applications. These companies used emotional intelligence in leadership and teamwork to boost employee happiness and creativity (Mintz, 2016). Case studies show how real-world organizations have used emotional intelligence to build harmonious, engaged, and high-performing teams.

Overall, the research shows that leadership, teamwork, and emotional intelligence are linked. Leaders with high emotional intelligence create cohesive, high-performing teams. The case studies demonstrate how integrating emotional intelligence into leadership and team dynamics may boost employee happiness and innovation. This advice helps businesses improve leadership and teamwork.

5.1.4. Diversity, inclusion, and emotional intelligence

To overcome cultural and demographic gaps, emotional intelligence is crucial to team diversity and inclusion, according to the study. High EI helps team members handle these differences, improving cooperation and reducing prejudice.

Çelik et al. (2014) demonstrate the link between emotional intelligence and diversity and inclusion. Their research shows that people with good EI competencies are more inclined to approach diversity with cultural empathy, respecting their teammates' viewpoints and experiences. This promotes harmony and cooperation among varied team members.

Cultural empathy and other emotional intelligence strategies can help with diversity and inclusion (Saklofske, Austin, & Minski, 2003). Developing emotional intelligence in team members helps firms encourage diversity and develop more inclusive teams. In today's globalized and diversified workplaces, different teams can bring new insights and innovate.

This study emphasizes the role of emotional intelligence in diversity and inclusion. Developing team members' emotional intelligence can promote cooperation, minimize bias, and create a more inclusive workplace that values and celebrates differences.

5.1.5. Job satisfaction, well-being, and emotional intelligence

This study shows that emotional intelligence greatly affects well-being and job happiness. Emotionally intelligent team members can handle job stress, develop solid connections, and resolve disagreements. Higher job satisfaction and team commitment result from these competencies.

Research by Ashkanasy, Jordan, and Yasmin (2007) links emotional intelligence to well-being. Their research reveals that those with high EI competencies are less stressed and better able to handle workplace emotions. Well-being and job satisfaction improve.

Pérez, Petrides, and Furnham (2005) found that emotional intelligence strengthens team commitment. High EI team members have more positive and harmonious connections with their coworkers, leading to increased job satisfaction.

The findings demonstrate the practical benefits of team emotional intelligence. Emotional intelligence training and development can improve employee well-being and job satisfaction, creating a more engaged and devoted team.

5.1.6. Emotional Intelligence's Organizational Impact

The research shows that integrating emotional intelligence into team dynamics and leadership practices has an organizational benefit. Teams that prioritize emotional intelligence are more successful. This boosts teamwork, innovation, and job happiness.

Research by Carmeli, Brueller, and Dutton (2009) supports these conclusions. Their research shows that teams and leaders who emphasize emotional intelligence perform better. Emotionally intelligent teams cooperate better and encourage open communication, which boosts innovation and problem-solving.

Case studies of Starbucks and Howard Schultz demonstrate how emotional intelligence transforms business culture and profitability (Michelli, 2007). Emotional intelligence in leadership and team dynamics boosted employee happiness and fostered innovation and success in these companies.

The findings show that emotional intelligence is not merely a skill but a key determinant of company culture and effectiveness. Team performance, innovation, and work satisfaction are enhanced in organizations that develop emotional intelligence in leaders and employees.

In conclusion, these findings demonstrate how emotional intelligence affects team dynamics, conflict resolution, communication, leadership, diversity and inclusion, individual well-being, and job satisfaction. These findings demonstrate the varied and transformational nature of emotional intelligence in the workplace and have consequences for theoretical understanding and practical application.

This study's finding marks a turning point in understanding of emotional intelligence's crucial role in team dynamics across organizational contexts. This study disproves the soft skill label for emotional intelligence. Instead, they emphasize its importance as a vital ability with far-reaching organizational effects.

This study shows that emotional intelligence is important. It drives team performance, conflict resolution, communication, leadership, diversity and inclusion, well-being, and job happiness. This multi-dimensional influence shows that emotional intelligence is essential for success in today's complicated and interrelated workplace.

The data supports the idea that emotional intelligence changes team dynamics. It improves individual performance and teamwork. Emotional intelligence helps firms resolve issues, increase communication, and build trust and transparency.

This research also advances organizational psychology and management. It broadens an understanding of and provides a solid framework for ongoing research by stressing emotional intelligence in team dynamics. A complete strategy, including quantitative and qualitative methodologies, delivers solid and dependable outcomes.

Diagnostic checks for rigor boost research credibility. These tests authenticate the findings and allow readers to examine the study method, ensuring its integrity and validity.

In conclusion, this research illuminates organizational psychology and management. It elevates emotional intelligence from a soft skill to a crucial asset for any company seeking success, teamwork, and harmony. It affects many aspects of organizations, making it a crucial subject for research and implementation.

Compliance with ethical standards

Disclosure of conflict of interest

Disclosure of conflict of interest.

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