

An Exploration of The Influence of Emotional Intelligence on Team Dynamics and Organizational Culture

Murali Kishore Velagada, Research Scholar (Management) Sunrise University, Alwar
Dr. C.S. Yatalli (Professor), Research Supervisor School of Commerce & Management Studies, Sunrise University, Alwar

Abstract

It is trusted that emotional intelligence (EI) will assist with peopling capability at better levels. Accomplishing better execution levels with less assets has become basic because of the current scourge and worldwide financial emergency. To climate the present financial tempest, countries should deal with issues by accomplishing a more profound level of emotional development and acknowledgment. It is trusted that the Administrative and Diplomatic Officers (ADOs) will assume a critical part in carrying this change to completion. It is guessed that intrateam struggle and group execution would be altogether influenced by group emotional intelligence. In any case, there isn't a lot of real information supporting this association at this point. Our work adds to the collection of information in intrateam struggle and group emotional intelligence by utilizing an exhaustive system. Group emotional intelligence is well related with group viability (i.e., group execution, imagination, and cohesiveness) and adversely associated with group process (i.e., task struggle and relational clash), as per information accumulated from 80 groups in Indian organizations. Moreover, there is a directing impact of group emotional intelligence on the decoupling of relational clash and undertaking struggle. Furthermore, our outcomes show that emotional intelligence inside the group mitigates the adverse effects of relational and task struggle on cohesiveness and execution. We investigate the review's deficiencies and its suggestions for additional exploration as we wrap up.

Keywords: Team Dynamics, Exploration, Emotional Intelligence (EI), Influence, Organizational Culture.

1. Introduction

A critical component of management is emotional intelligence, with the majority of research concentrating on the individual employee level. Then again, different researchers recommend that it should be examined at the gathering level too, as per Druskat and Wolff. The limit of a gathering to lay out decides that control emotional cycles and increment its proficiency and viability in resolving emotional issues is known as group emotional intelligence. This examination stresses the significance of group emotional intelligence and how it helps individuals perceive and deal with their feelings, considerably under emotionally burdening conditions. The information and control of feelings in bunch collaborations likewise adds to the advancement of trust, bunch character, and gathering viability. Participation and coordinated effort are supported by trust, bunch character, and gathering viability, which well affects group execution.



Figure 1: Emotional Intelligence Boosts Team Dynamics

With an emphasis on its directing impact on the overflow impact among task and relational clash, the exploration researches the connection between intrateam struggle and group execution comparable to emotional intelligence inside the group. It likewise takes a gander at how different clash sorts connect with group execution and how it fills in as a limit

prerequisite for them. The concentrate additionally underlines what group emotional intelligence means for efficiency, inventiveness, and cohesiveness.

1.1. Definition of Emotional intelligence

Emotional intelligence (EI) is the ability to perceive, utilize, understand, manage, and manage feelings. High emotional intelligence people can distinguish their own feelings as well as those of others, use emotional intelligence to illuminate choices and activities, separate between different feelings and dole out the appropriate marks, and alter feelings because of changing conditions.



Figure 2: Emotional Intelligence

Notwithstanding the term's 1964 beginnings, it turned out to be notable on account of logical essayist Daniel Goleman's 1995 top rated book Emotional Intelligence. EI is the assortment of capacities and characteristics that propel powerful authority, as per Goleman. While certain specialists keep up with that emotional intelligence is an inborn attribute, others fight that it tends to be created and expanded.

To quantify emotional intelligence (EI), various models have been used, including the attribute and capacity models. Late exploration has zeroed in generally on feeling recognition and neurological assessments. Concentrates on show that compassion is related with high EI, which is related areas of strength for with execution. EI is turning out to be more famous for its skilful administration. a few group question its legitimacy when contrasted with level of intelligence and the Huge Five character qualities, despite the fact that meta-investigations have shown that few EI estimates turn out as expected even in the wake of controlling for these elements.

1.2. Organizational Culture

This describes the shared values, beliefs, and behaviors that define an organization. A positive culture:

- Values open communication and feedback.
- Encourages collaboration and teamwork.
- Promotes respect and empathy.
- Prioritizes psychological safety and well-being.
- Celebrates diversity and inclusion.

➤ The Interplay

When organizations foster a culture that embraces EI, they reap significant benefits:

- **Enhanced communication and collaboration:** Employees feel comfortable expressing themselves, leading to better teamwork and problem-solving.
- **Reduced conflict and improved relationships:** Empathy and effective communication mitigate misunderstandings and build trust.
- **Increased innovation and creativity:** Diverse perspectives and open communication fuel new ideas.
- **Improved employee engagement and well-being:** Feeling valued and respected reduces stress and boosts motivation.
- **Stronger customer satisfaction:** Employees with high EI can build better relationships with clients.

2. Literature Review

Khattak, M., Shah, T., & Said, B. (2014). Researchers and practitioners alike have come to see trust as a critical component in deciding the success of an organisation and the happiness of its personnel. Since trust is multi-faceted and difficult to pin down, scholars have argued for a long time about the best ways to foster trustworthy relationships. Finding the significant determinants and results is the objective of this review, which means to add to the trust writing. Second, and above all, this exposition plans to prove the discoveries of a few recognized researchers who have hypothesized that groundbreaking initiative is portrayed by credited magnetism, uplifting inspiration, scholarly excitement, romanticized impact, and individualized thought.

Khamaria et al. (2014) investigated how well emotional intelligence predicts team performance, conflict resolution strategies, and individual performance. 108 teams in rural U.P. (different Chindi Durries handloom units) had their members' emotional intelligence rated by a supervisor. A total of 350 people filled out the survey. After working together on a challenge, participants remarked on the methods they used to resolve conflicts and the impact those tactics had on the team's performance. In accordance with forecasts, there was a positive relationship between's emotional intelligence markers and group execution, and a separated connection between's emotional intelligence pointers and debate goal draws near.

Yoon Jik, C., & Poister, T. H. (2014). Organisational effectiveness, trust in leadership, collaboration, and management theory and practice have all been elucidated by this study. Researchers have looked at 47 different outcomes and a number of past situations in an effort to fill gaps in our understanding of trust. The study's overarching goal was to use social exchange theory to investigate how management practices relate to trust. Teamwork and organisational performance have been enhanced by several leadership philosophies, and Have faith in the leadership.

Lorinkova, N. M., Pearsall, M. J., & Sims Jr., H. P. (2013). Determine the relative advantages of empowerment by analysing ideas from the leadership and team development literatures. Team development methods are the focal point of directive leadership in teams. In the beginning, teams headed by a leader who is more directive than empowering end up doing better. Lapse performance data served as the basis for the findings. Although teams led by enabling leaders initially perform poorly, their performance improves with time due to increasing levels of team learning, synchronisation, empowerment, and mental model building.

Rama Mohana Rao (2013) means to direct research at the local level. The significant objective of the exploration is to decide what the emotional intelligence of the lead handloom weaver means for the exhibition of the group. To more readily understand the financial real factors of the weavers in the Visakhapatnam region, this examination has decided to zero in on the conspicuous ones from agreeable associations. Improvements in social status, access to better home amenities for children, disposable income for family members, entertainment, optimism about the future, and involvement in local associations, administration, and economic conditions are all aspects of the weavers' social lives that the author has examined.

3. Materials and Methods

3.1. Sample and data collection

Two hundred participants were surveyed from eighty teams from five different Indian enterprises operating in different sectors. Older men made up 45.7% of the sample, while females accounted for 54.3%. Individuals from the group scored themselves on emotional intelligence, task struggle, and relational clash, while group pioneers scored their exhibition and innovativeness. Additionally, they assessed the cohesiveness of the team, with members of the team probably being more accurate judges of this than managers.

3.2. Measures

3.2.1. Team performance: We surveyed group skippers on four measurements conceived by Hackman to check bunch yield. "This group for the most part

achieves its goals" and "This group accomplishes its targets proficiently" were a portion of the example things. Group execution has a coefficient α of 0.84.

3.2.2. Innovation

The four inquiries on a seven-guide Likert scale were utilized by group pioneers toward measure inventiveness. 'Colleagues consistently apply novel plans to upgrade the nature of our labor and products.' A model thing for advancement the development coefficient was 0.85.

3.2.3. Team emotional intelligence

Our gathering's emotional intelligence was assessed utilizing a battery of sixteen inquiries made by Jordan and Lawrence. 'Our colleagues can talk to different individuals from the group about the sentiments we experience.' and 'We can energize colleagues up when they are feeling miserable.' were model things. With a worth of 0.87, the group emotional intelligence coefficient was.

3.2.4. Task conflict and relationship conflict

Colleagues' conflicts over errands and relational elements were evaluated utilizing the intrateam struggle scale, which was made by Jehn. The four-thing measure utilizes a 7-point Likert scale; the coefficients for task struggle and relationship struggle are 0.85 and 0.82, separately.

3.2.5. Cohesion

To check social and cooperation cohesiveness, we utilized three Beach things and three Widmeyer, Brawley, and Carron things. Remembered for the example were explanations like "The individuals from this group stay together" and "Our group is joined in attempting to arrive at its objectives for execution."

3.2.6. Control variables

Since group results could have been affected by factors like group size, orientation variety, and age variety, we tried to represent these. A group's size was characterized as the all-out number of players. The coefficient of variety, which is the proportion of means to standard deviations, was utilized to evaluate age assortment. To decide the orientation variety, Blau's file of heterogeneity was utilized. One method for estimating variety is utilizing this list.

4. Result And Discussion

Graphic measurements and between factor connections are displayed in Table 1. In order to put the theories to the test, we used a hierarchical linear regression. It was necessary to centre the independent variables before calculating the interaction terms. We multiplied these centre variables to get the interaction terms. In order to check for multicollinearity, variance inflation factors were computed. All indications of multicollinearity were insignificant since the records of the change expansion factors were beneath the edge of 20. Thus, we put our hypotheses under serious scrutiny utilizing various levelled direct relapse. After the control factors, the free factors, and the mediator were input, in a specific order.

Table 2's second model shows that we included an interaction term between emotional intelligence in teams and task conflict. With a significant interaction term ($\beta = -0.34$, $p < .05$), the support is provided. It appears to be that the effect of undertaking struggle on relational clash is alleviated by group emotional intelligence.

Ideas are backed up by the study's findings that show how task conflict hinders team performance, creativity, and cohesiveness. Furthermore, it demonstrates substantial interaction terms between emotional intelligence in teams and task conflict, lending credence to the notions.

Table 1: Qualitative Data and Associations

	M	SD	1	2	3	4	5	6	7	8	9
1. Team size	4.33	1.88									
2. Age diversity	0.24	0.18	0.18								
3. Gender diversity	0.32	0.34	0.27	-0.38							



4. Task conflict	2.10	1.35	-	-	0.19	-0.85					
5. Relationship conflict	2.88	1.55	-	0.17	-	0.43**	-0.82				
6. Team emotional intelligence	4.63	2	-	0.16	0.19	0.18	0.13	-	-0.87		
7. Team performance	4.83	0.83	0.19	-	0.15	-	0.35*	0.56**	0.30**	-0.86	
8. Innovation	4.69	0.89	0.13	-	0.19	0.25	-	0.37*	0.65**	0.48**	-0.85
9. Cohesion	4.83	0.80	-	-	0.3	-	-	0.35*	0.67**	0.40**	0.53**
			0.15	0.18							0.72**

Table 2: Task Conflict (Tc) → Relationship Conflict: How Team Emotional Intelligence (Tei) Mediates

	Relationship conflict	
Variables	Model 1	Model 2
Team size	-0.18	-0.26
Age diversity	0.23	0.24
Gender diversity	-0.18	-0.18
TC	0.40***	0.40***
TEI	-0.37*	-0.39**
TC × TEI	-0.34*	-
F	4.00**	4.36***
R ²	0.33	0.38
ΔR ²	0.16*	-

Task struggle and group execution are directed by group emotional intelligence. The cohesiveness, inventiveness, and execution of a group are incredibly impacted by relational contentions. At the point when a group's emotional intelligence is high, it further develops execution, innovativeness, and cohesiveness while decreasing the pessimistic effect of social struggle in group viability. The ideas are upheld.

Table 3: Team Emotional Intelligence (Tei) and Task Conflict (Tc): How They Moderate Each Other Productivity in the Team

	Performance		innovation		cohesion	
Variables	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Team size	0.18	0.24	0.11	0.19	-0.17	0.14
Age diversity	-0.15	-0.16	-0.21	-0.22	-0.19	-0.21
Gender diversity	0.25	0.25	0.28	0.29	0.34*	0.35*
TC	-0.36*	-0.35*	-0.43**	-0.43**	-0.44**	-0.44***
TEI	0.41**	0.43**	0.40***	0.53***	0.51***	0.55***
TC × TEI		0.37*		0.43**		0.48***
F	2.71*	3.35**	5.14***	6.63***	6.11***	8.50***
R ²	0.26	0.33	0.37	0.47	0.41	0.53
ΔR ²		0.18*		0.21**		0.23***

We investigate the interconnections by plotting the discoveries. Figures uncover that as group emotional intelligence builds, the helpful effect of errand struggle on relational clash diminishes. More elevated levels of group emotional intelligence likewise moderate the pessimistic effects of undertaking struggle in group viability, which incorporates group execution, imagination, and harmony. At the point when a group's emotional intelligence is solid, instead of poor, social contentions are less inclined to influence cohesiveness.

In this examination, we take a gander at how emotional intelligence has an impact in each part of group execution. Prior it was noticed that there is an absence of exact concentrate in emotional intelligence in groups. The consequences of this exploration add to our developing assemblage of information in emotional intelligence in groups. Group execution, imaginativeness, and cohesiveness are marks of fruitful groups, and our examination shows that emotional intelligence plays a part in both group process (like undertaking and relational clash) and group viability.

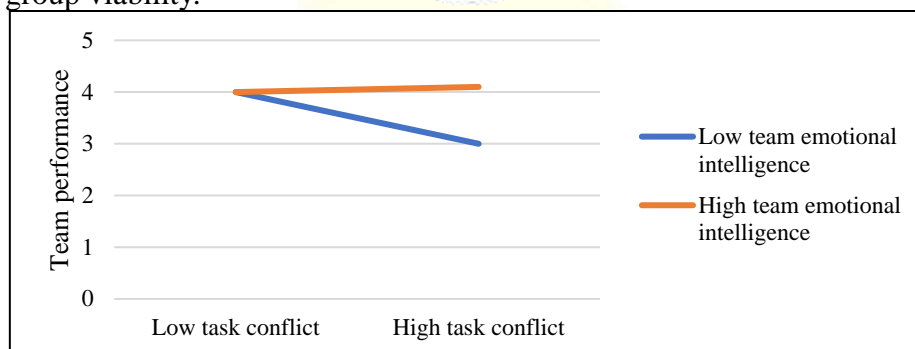


Figure 3: Task Conflict and Team Performance: How Emotional Intelligence in the Team Mediates the Relationship

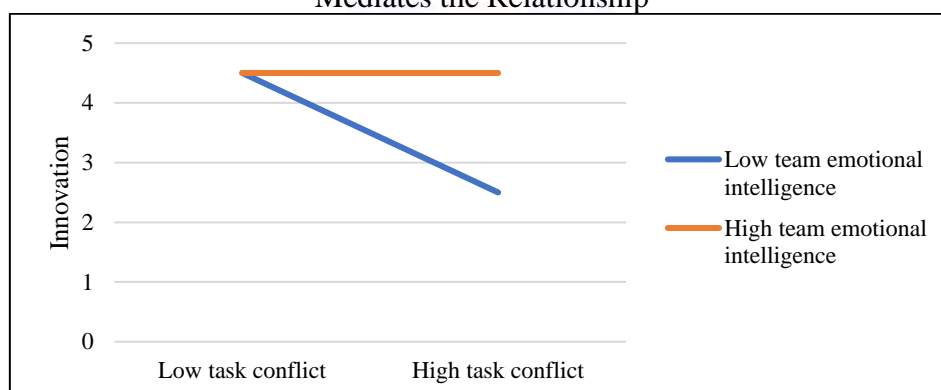


Figure 4: Team Emotional Intelligence and Its Moderating Role in Task Conflict and Innovation

There are various manners by which our exploration adds to what is now realized about emotional intelligence in groups and intrateam struggle. To start, we break down what emotional intelligence in groups means for both collaboration and eventual outcomes by utilizing the very direct thinking from job hypothesis. The capacity of colleagues to understand and deal with their own feelings, as well as the feelings of others, might be better characterized and spoken with the utilization of emotional intelligence. The outcomes and strategies of the group ought to in this manner work on thus.

5. Conclusion

The investigation of emotional intelligence's effect on collective vibes and company ethos features the significance of this expertise in the present work environment. The consequences of this study show that emotional intelligence is basic for building solid groups and empowering a sound workplace. Emotional intelligence encourages group solidarity, collaboration, and shared understanding by further developing colleagues' ability for sympathy, correspondence, and question goal. Likewise, pioneers who are emotionally clever assist with building an association wide culture that focuses on value, consideration, and the



wellbeing and satisfaction of its representatives. Turning out to be increasingly more clear putting resources into laborers' emotional intelligence capacities is an essential necessity for associations. Organizations are understanding that emotional intelligence is a key to progress and a solid workplace. This study shows that emotional intelligence might have a colossal effect in major areas of strength for building and establishing a climate where imagination, versatility, and long-haul achievement are empowered.

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