

# Emotional Intelligence and Its Effect on Team Dynamics: A Systematic Review

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**Abstract:** In organizational settings, emotional intelligence (EI) is one of the key factors in determining team dynamics, communication, development of trust, conflict resolution, and performance of the team. To that end, this systematic literature review assesses the impact of EI in workflows involving teamwork in sixty selected studies. It is found that EI improves communication clarity, empathy, and emotional regulation which results in effective communication, reduces misunderstandings, and engages people in open dialogue more. Further, EI-based trust building fosters psychological safety and team cohesiveness, and by a role in conflict resolution, it paves the way for constructive problem-solving and lessens work-related disputes. Additionally, such teams show greater adaptability, creativity, and efficiency in making decisions; hence they perform and innovate better. Emotionally intelligent leaders have a higher propensity to engage and make their employees happier at work and more resilient to the rigors of fulfilling their roles, especially when they work from home where digital communication barriers persist. EI training can enhance team collaboration, reduce conflicts, and boost productivity, but knowledge on objective evaluation and long-term team effectiveness remains incomplete. There is a need to examine the role of EI in AI-driven workplace and hybrid teams in future studies. Organizations adopting EI can enhance innovation, efficiency, and create a friendly working environment, providing a sustained competitive advantage in the evolving business world.

**Keywords:** emotional intelligence, team dynamics, team performance, team communication, conflict management

## INTRODUCTION

Teamwork is today's critical form of competitive advantage and innovation in today's dynamic business environment. As the challenges faced by organizations become more complex, the time to respond to change becomes shorter, and the pressure to produce creative solutions grows, teams are becoming more and more relied upon (Kozlowski & Ilgen, 2006). However, teamwork is not all technical know-how; there needs to be a good level of connecting, collaborating, and resolving conflict as well. In this regard, emotional intelligence (EI) is deemed as one of the key factors that could shape team communication, conflict resolution, and performance. EI helps individual effectiveness by contributing to collective emotional awareness to foster team cohesion and trust (Druskat & Wolff, 2001). As it is important, there is a growing interest in research about the effect that EI has on different aspects of team dynamics, from conflict management to decision-making and performance outcomes.

The idea of emotional intelligence (EI) was first introduced by Salovey and Mayer (1990) and has been greatly developed since then. Goleman (1995) classified EI into four key dimensions: self-awareness, self-regulation, social awareness, and relationship management. These dimensions allow individuals to handle social complexities, create significant relationships, and manage their emotions properly. In a team setting, EI is not only about an individual's capability but also about what researchers term team emotional intelligence, which is the capacity of a team to recognize, understand, and regulate emotions at the team level (Lee & Wong, 2017). Teams with high EI exhibit superior communication, greater trust, and lower levels of conflict (Jordan & Troth, 2021). According to Baruch and Lin (2012), EI promotes psychological safety, which makes the team members feel safe

to express their thoughts without the fear of being criticized or excluded. This sets a necessary atmosphere of mutual respect and openness that will allow collaboration and team performance optimization. EI also helps in dealing with interpersonal conflicts productively. Teams that have developed emotional intelligence not only resolve conflicts but use them as learning opportunities to enhance team cohesion and decision-making (Joe *et al.*, 2014). This shows how EI is involved in conflict resolution and continuous team development.

Team dynamics are conscious and unconscious factors that affect team behavior and performance (West, 2012) and organizational success largely depends on them. Team dynamics that are effective such as trust, cohesion, and openness in communication have higher productivity, creativity, and employee satisfaction (Lencioni, 2002). On the other hand, dysfunctional dynamics lead to conflicts, inefficiencies, and disengagement (Lin, 2015). It has been determined that integrating emotional intelligence into team processes is a key enabler of positive team dynamics. According to Zaki, Abd-Elrhaman and Ghoneimy, (2018), EI helps team members have the skills to deal with interpersonal challenges efficiently and improve team performance. Xiang *et al.* (2016) suggest, based on research, that the higher the EI in teams, the better the shared mental models they can develop, which allows for coordination and boosts the performance of the task. The provision of these models promotes the creation of a shared understanding of team goals, the roles of team members, and the processes the team is supposed to follow to ensure fewer misunderstandings and greater efficiency. In addition, emotionally intelligent teams are more adaptable in stressful situations as they can control stress and maintain attention in uncertain situations (Zhang *et al.*, 2018).

Communication is the key to successful teamwork and EI makes a difference in effective and meaningful communication. People with high EI have strong empathy, active listening, and articulate expression, which help them to understand and respect the views of their teammates (Lu & Fan, 2017). In the context of virtual teams, this is especially important as it is more likely that miscommunication and emotional disconnect will happen due to the lack of in-person interaction.

According to Chaudhary *et al.* (2020), EI plays a significant role in virtual team communication, and emotionally intelligent leaders and team members create a motivational atmosphere and turn virtual interactions into meaningful exchanges. Virtual teamwork is different from traditional communication in that it requires a greater degree of emotional awareness to fill the gap caused by physical distance and avoid miscommunication.

Teamwork is bound to have conflict, but the impact on team performance is a function of how it is managed. Members who possess emotional intelligence are better able to deal with conflicts in a constructive manner and they are more focused on problem-solving rather than blame (Setiawan, 2021). These teams listen to each other, respect each other's different viewpoints, and work together to find mutually beneficial solutions (Yin *et al.*, 2020).

The high EI also helps in mediating some conflicts and dealing with people's problems as it can help one avoid conflict and regulate his emotions so as not to escalate the situation. According to Yin *et al.* (2020), team leaders' conflict management styles have a significant impact on team innovation performance, especially in entrepreneurial teams. Nevertheless, this study aims to examine team-level EI. Several studies have found a positive relationship between EI and team performance (Jamshed & Majeed, 2023; Carmeli, 2003). Teams with high collective EI are better problem solvers, more creative, and more adaptable (Druskat & Wolff, 2001). Jamshed and Majeed (2023) also find knowledge sharing and conflict resolution to mediate between EI and team performance. Teams with high emotional intelligence are more likely to have their members exchanging insights, harnessing the power of collective expertise, as well as providing support during times of crisis and pressure, and leveraging all these to thrive when the stakes are high, such as in technology and the healthcare industries (Santa *et al.*, 2021). EI has a different impact on team dynamics across organizational and cultural contexts. In collectivist cultures, EI has a strong impact on team trust and cohesion, since harmony and interdependence are highly valued (Xiang *et al.*, 2016). By contrast, in individualistic

cultures, individual EI is given higher importance over collective emotional management with a focus on personal emotional regulation (Triandis, 2001). The relationship between EI and team performance is also dependent on the organizational context. Learning and development initiatives are important for building team EI, as training programs help in building emotional competence at individual and team levels (Sharma & Tiwari, 2024). For instance, emotional intelligence training by companies benefits employees and their working environments in such a way that they foster higher emotional awareness and a collective empathy that leads to improved teamwork and collaboration.

Research gaps persist despite the literature's emphasis on the importance of emotional intelligence (EI) in team interactions. Second, most studies employ self-reported EI measures that are biased and may not be a good reflection of actual emotional competence (Joseph & Newman, 2010). Further research can improve objective measures of EI to better elucidate the effects of EI on team performance. Furthermore, EI interventions' long-term effects on team effectiveness are little studied over time. Since remote interaction will continue to grow, it is especially vital to investigate the role of emotional intelligence in remote and hybrid teams. Finally, moderating factors like leadership styles, organizational culture, and technology must be investigated to see how they affect the relationship between team EI and team dynamics (Gelfand *et al.*, 2007). Team dynamics is highly dependent on emotional intelligence that influences communication, conflict resolution, and performance outcomes of teams. Improvement in EI assessment techniques in the context of teams needs more attention from researchers and has scope for refinement. Given the growth in the use of team-based structures in organizations, EI will play a crucial role in maintaining team-based collaboration.

## METHODOLOGY

The systematic literature review (SLR) was performed by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Tugwell & Tovey, 2021). PRISMA is the gold standard systematic review methodology that requires the work to be completed with quality, transparency, and reproducibility. According to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, a systematic review follows a standardized process of conducting and reporting. The key steps of PRISMA are:

**Identification:** The first step in PRISMA is to search all potentially relevant studies across different databases in a comprehensive manner. These include electronic databases, grey literature searches, and manual reviews of reference lists of relevant articles. The objective is to prevent missing any important studies in the process of identification.

**Screening:** Duplicate records are removed to avoid redundancy after potential studies are identified. Then, the titles and abstracts of the remaining studies are screened according to predefined inclusion and exclusion criteria. This step prevents studies that are not relevant to the research question from proceeding to the next stage.

**Eligibility:** In this stage, the full texts of the studies that passed the screening phase are read thoroughly. Relevance and adherence to the inclusion criteria are assessed in studies. Studies that do not meet the criteria are excluded and reasons for exclusion are documented for transparency.

**Inclusion:** The systematic review includes the eligible studies once they are finalized. A PRISMA flow diagram is created to show the study selection process, including identification, inclusion, and each step in between with the number of studies at each step.

**Data Extraction:** Systematically, relevant data is extracted from the included studies. One is to collect key details from the paper, such as study design, population characteristics, interventions, outcomes, and findings. The analysis is based on the extracted data.

**Analysis:** Qualitatively or quantitatively, the extracted data is synthesized by the research objectives. Qualitative synthesis involves looking for themes or patterns and quantitative synthesis may comprise statistical methods like meta-analysis where numerical data is aggregated and analyzed.

**Reporting:** The last step is to report the findings of the systematic review using the PRISMA checklist. This will make sure that the methods and results are documented comprehensively and transparently and as such investors and readers would be able to evaluate the quality and rigor of the review.

### **Database Selection and Search Strategy**

The systematic search was conducted across four databases, selected based on their relevance to psychology, organizational behavior, and management studies. These databases included:

- *Scopus*: Known for its multidisciplinary coverage of high-quality, peer-reviewed literature.
- *Web of Science*: A leading source for research in social sciences and management.
- *PubMed*: Essential for research intersecting psychology, health sciences, and behavior.
- *PsycINFO*: Focused on psychological and behavioral studies.

The search strategy employed Boolean operators to retrieve relevant studies using the following key terms:

- “Emotional intelligence” AND “team dynamics”
- “Emotional intelligence” AND “team performance”
- “Emotional intelligence” AND “conflict resolution”
- “Emotional intelligence” AND “communication”

These terms were carefully designed to capture studies that examined emotional intelligence (EI) and its influence on team processes. Additional parameters included the following:

1. Restricting the search to peer-reviewed articles published between 2000 and 2025.
2. Limiting publications to the English language to ensure consistency in interpretation.
3. Selecting only empirical studies that aligned with the review's objectives.

The use of English publications was justified by the research team's proficiency in this language, ensuring accurate comprehension and analysis of the included studies. These parameters ensured that the retrieved articles were relevant, high-quality, and aligned with the research focus.

### **Inclusion and Exclusion Criteria**

For the study to be able to select relevant, high-quality studies according to the inclusion criteria. Studies were eligible if they were peer-reviewed and based on empirical results published between 2000 and 2025. The studies had to focus on the effects of emotional intelligence (EI) on team dynamics in areas like communication, trust, conflict resolution, and performance. Furthermore, the studies had to investigate EI's effect in the context of organizational teams to apply to the research objectives.

The exclusion criteria were designed to exclude studies that did not fit into the scope of the research. Studies that did not consider EI in any team context but only at the individual level were excluded. Theoretical articles, opinion pieces, and reviews without empirical data were also excluded. Those not conducted as bibliometric analyses or SLRs unrelated to this study were not included, as long as these provided novel insights suited to this study. Finally, non-English publications were excluded so that the analysis process would be done in one language.

### **Screening and Selection Process**

The screening and selection process followed the PRISMA flowchart (Figure 1). A total of 300 records were identified through database searches ( $n = 255$ ) and other sources ( $n = 45$ ). Duplicate records ( $n = 50$ ) were removed, resulting in 250 records for screening. After screening, 100 records were excluded for not meeting the inclusion criteria. During the eligibility assessment phase, an additional 90 records were excluded for the following reasons:

- Insufficient methodological quality (n = 70).
  - Non-English publications (n = 15).
  - Incomplete or missing data (n = 15).
- Ultimately, 60 studies were included in the final review.

### Data Extraction and Thematic Analysis

The data extraction process aimed to identify key variables and their effects on team dynamics, with a particular focus on how emotional intelligence influenced team outcomes. The thematic analysis revealed four primary themes:

**Communication:** EI’s impact on clarity, emotional empathy, and open dialogue, improved team communication quality.

**Trust Development:** EI facilitated psychological safety, mutual respect, and transparency, enhancing team cohesion.

**Conflict Resolution:** EI supported emotional regulation, empathy, and collaborative decision-making, enabling teams to resolve conflicts constructively.

**Team Performance:** Metrics such as adaptability, productivity, and creativity showed consistent improvement in teams with higher collective EI.

These themes provided a comprehensive understanding of how EI strengthens team processes and fosters effective collaboration in organizational settings.

### Quality Assessment

A systematic quality assessment framework was used to evaluate the methodological rigor, clarity of objectives, and relevance of the included studies. Only studies that met high-quality standards were included to ensure the reliability and validity of findings. This rigorous evaluation process ensured that the conclusions drawn from the review were based on robust and credible evidence.

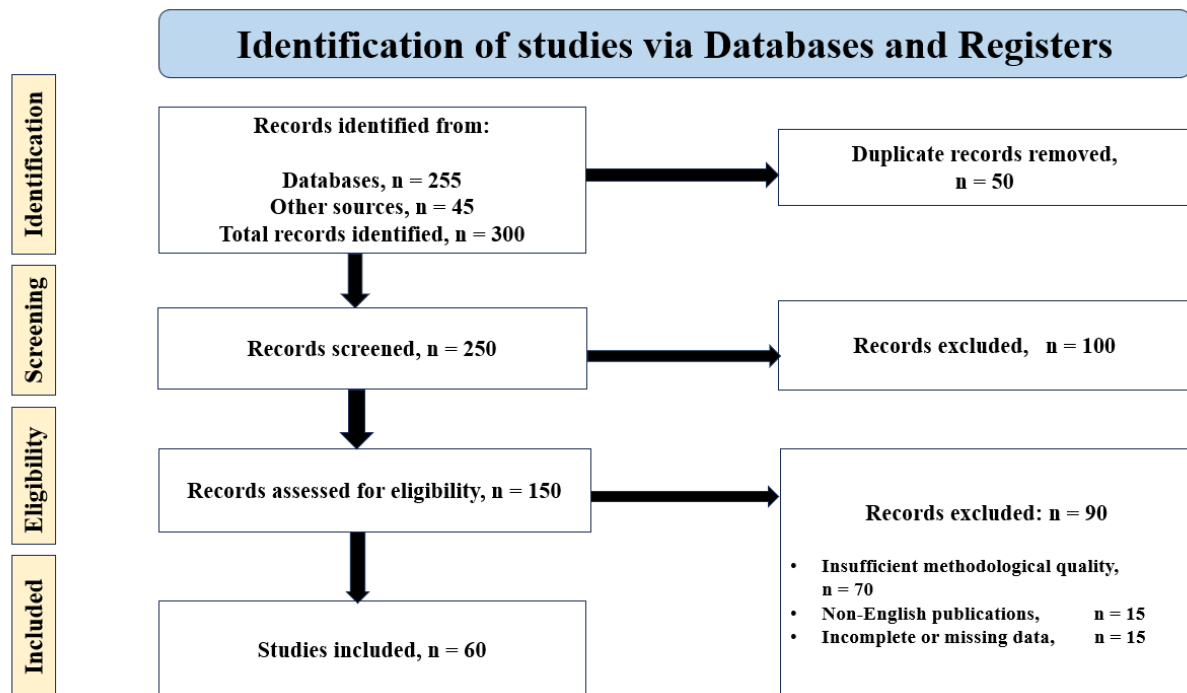


Figure 1 PRISMA chart. Source: Created by the author

**Results:**

The following part of this systematic literature review outlines the most important findings from the 60 empirical studies in Table 1. Four major areas in which Emotional Intelligence (EI) impacts the dynamics of a team were determined through thematically analyzing the findings; communication, trust development, conflict resolution, and team performance. The methodology, findings and bodily implications of studies were then analyzed.

**Table 1: Key findings of Empirical studies**

Study	Year	Key Focus	Impact	Application	Practical Implications
Al-Dhuhouri <i>et al.</i> (2020)	2020	Leadership & emotional intelligence	Improves team performance	Corporate Teams	Enhances leadership
Bravo Duarte <i>et al.</i> (n.d.)	n.d.	Leadership in telework settings	Enhances telework productivity	Remote Work Management	Improves remote work
Caniëls & Bakens (2012)	2012	Project Management IS	Improves decision-making	Project Management	Increases efficiency
Carmeli (2003)	2003	Emotional intelligence & work attitudes	Improves workplace relationships	Leadership Development	Strengthens leadership skills
Carmeli & Schaubroeck (2006)	2006	Top management team behavior	Enhances decision quality	Top Management	Optimizes decision-making
Chaudhary <i>et al.</i> (2022)	2022	Leader's e-competencies & employee well-being	Strengthens virtual team performance	Virtual Team Management	Develops virtual leadership
Christina & Latham (2004)	2004	Situational interviews & performance	Predicts academic & work success	HR & Recruitment	Enhances recruitment methods
Davidavičienė <i>et al.</i> (2020)	2020	Knowledge sharing in virtual teams	Improves team collaboration	Virtual Teams	Improves collaboration
Druskat & Wolff (2001)	2001	Emotional intelligence & teamwork	Enhances group-level teamwork	Teamwork & Collaboration	Boosts teamwork
García-Cabrera & García-Soto (2012)	2012	Leadership & organizational commitment	Fosters workplace loyalty	Organizational Culture	Improves employee loyalty
García-Morales <i>et al.</i> (2012)	2012	Transformational leadership	Boosts learning & innovation	Corporate Strategy	Drives corporate success
Gelfand <i>et al.</i> (2007)	2007	Cross-cultural organizational behavior	Shapes global work behavior	International Management	Shapes global HR practices
Gloor <i>et al.</i> (2008)	2008	Collaborative innovation networks	Improves innovation processes	Innovation Networks	Enhances innovation

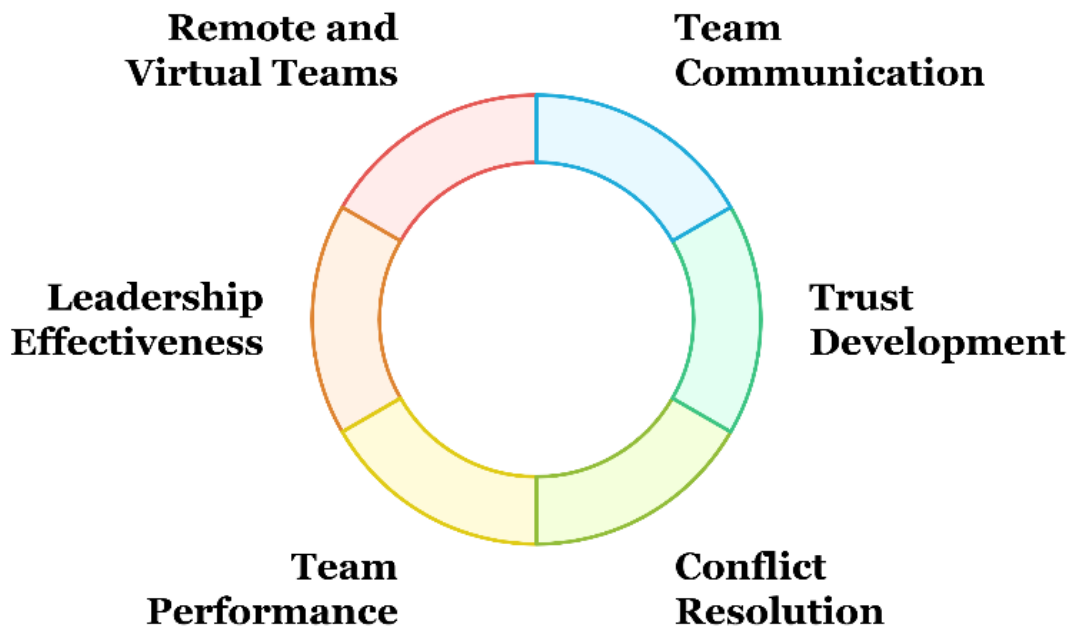
Goleman (1995)	1995	Emotional intelligence & leadership	Enhances leadership outcomes	Leadership Training	Supports leadership growth
Gözükara & Simsek (2016)	2016	Leadership & work engagement	Encourages employee motivation	Employee Engagement	Encourages workforce commitment
Han <i>et al.</i> (2017)	2017	Emotional intelligence in hospitality	Boosts job satisfaction	Hospitality Industry	Improves service quality
He & Harris (2020)	2020	CSR & consumer expectations	Influences marketing & CSR	CSR & Marketing	Shapes marketing ethics
Heavey & Simsek (2017)	2017	Top management team cognition	Optimizes decision-making	Corporate Governance	Optimizes corporate strategy
Hebles <i>et al.</i> (2022)	2022	Psychological safety & stress	Reduces burnout & turnover	Healthcare Teams	Reduces employee turnover
Hendriani (2020)	2020	Emotional intelligence & knowledge sharing	Facilitates conflict resolution	Knowledge Management	Facilitates conflict resolution
Mills <i>et al.</i> (2013)	2013	Positive psychology & engagement	Enhances engagement & performance	Workplace Well-being	Boosts workplace engagement
Jafri (2020)	2020	Emotional intelligence & creativity	Fosters creative performance	HR & Creativity	Encourages innovation
Jamshed & Majeed (2023)	2023	Knowledge-sharing & team culture	Optimizes knowledge-sharing	Team Performance	Fosters team performance
Jordan & Troth (2021)	2021	Managing emotions in teams	Encourages effective problem-solving	Conflict Resolution	Reduces workplace disputes
K. A. & Jayawardane (2016)	2016	Leadership in virtual software teams	Improves virtual project success	IT Project Teams	Improves virtual leadership
Zaki, Abd-Elrhaman & Ghoneimy, (2018)	2014	Emotional intelligence in organizations	Strengthens organizational decision-making	Organizational Leadership	Enhances organizational adaptability
Kozlowski & Ilgen (2006)	2006	Team effectiveness	Enhances adaptability	Team Development	Strengthens resilience skills
Kukreja <i>et al.</i> (2024)	2024	Emotional intelligence & resilience	Develops resilience	Resilience Training	Develops resilience

Latsou <i>et al.</i> (2022)	2022	Conflict management in healthcare	Reduces hospital conflicts	Healthcare Sector	Reduces hospital conflicts
Lencioni (2010)	2010	Dysfunctions of teams	Improves team collaboration	Workplace Training	Improves collaboration in teams
Linen <i>et al.</i> (2024)	2024	Emotional intelligence in leadership	Fosters leadership excellence	Leadership Strategy	Fosters leadership excellence
Love & Forret (2008)	2008	Team-member exchange & citizenship behavior	Encourages ethical leadership	HR & Employee Relations	Encourages ethical leadership
Luo <i>et al.</i> (2017)	2017	Organizational commitment & justice	Enhances workplace motivation	Justice & Leadership	Enhances workplace motivation
Macht <i>et al.</i> (2019)	2019	Operationalizing emotional intelligence	Boosts employee engagement	Project Management	Boosts employee engagement
Malek (2000)	2000	Conflict resolution styles	Improves conflict handling	Conflict Management	Improves conflict-handling
Malik (2022)	2022	Knowledge sharing & innovation	Encourages creative thinking	Innovation Management	Encourages creative thinking
Mohamed <i>et al.</i> (2004)	2004	Knowledge management & teams	Optimizes teamwork	Cross-functional Teams	Optimizes teamwork
Moher <i>et al.</i> (2010)	2010	PRISMA guidelines	Enhances review standards	Systematic Research	Enhances review standards
Tranfield <i>et al.</i> (2003)	2003	Evidence-informed management	Supports systematic research	Systematic Reviews	Supports research transparency
Triandis (2001)	2001	Cultural influence on organizations	Shapes organizational behaviors	Cross-Cultural Management	Shapes cultural management practices
West (2012)	2012	Teamwork & psychological safety	Strengthens team collaboration	Team Dynamics	Strengthens team collaboration
Zhou <i>et al.</i> (2020)	2020	Emotional intelligence & decision-making	Enhances decision-making skills	Decision-Making Strategies	Enhances decision-making skills

Figure 2 highlights the interconnected roles of emotional intelligence (EI) in six critical areas: team communication, trust development, conflict resolution, team performance, leadership effectiveness, and remote teams. EI fosters clarity, empathy, trust, and emotional regulation, improving collaboration, decision-making, and adaptability. It enhances team dynamics, promotes psychological



safety, and mitigates conflicts while supporting effective leadership and remote team cohesion. The circular design reflects EI's dynamic, reinforcing impact across these organizational dimensions.



**Figure 2:** Enhancing team dynamics through EI. Source: Created by the author

### **Emotional Intelligence and Team Communication**

A recurrent theme from the reviewed studies is that when the team members have high EI, high-quality communication is facilitated as a result of clear communication, empathy, and emotional awareness among the team. Any organizational setting requires effective communication, and EI is instrumental in making sure that messages are communicated clearly and received clearly. They provide that teams with high emotional intelligence are teams who speak openly and frankly with each other, which allows them to improve the chances of communication and understanding are working on being right (Druskat & Wolff, 2001). Christina and Latham (2004) also point out that EI-driven situational awareness helps in achieving professional and academic success which in turn strengthens workplace communication. Jordan and Troth (2021) also show that even when there is high EI on teams, those with high EI manage emotions well; permitting clearer and more productive communication. (refer to Table 2).

In the corporate setting, team communication is easily affected by EI especially when misunderstandings occur that will make communication less effective and efficient as well as cause conflicts. Active listening and empathy fostered by EI, allow us to produce fewer communication barriers and promote collaboration, among other things. Additionally, emotionally intelligent team members can fill the communication gaps and establish a unified virtual workspace in remote work environments where face-to-face interaction is restricted (Bravo Duarte *et al.*, 2023). These benefits might help the organizations incorporate EI training programs that will improve interpersonal communication skills. Such programs can aid in emotional awareness and empathy to foster collaboration and minimize miscommunication within teams to a large extent.

**Table 2: Emotional Intelligence and Team Communication**

Aspect	Key Benefits	Studies	Implementation	Workplace Impact	Future Focus
Role of EI in Communication	Clarity, empathy, awareness	Druskat & Wolff (2001)	EI training	Better collaboration	Continuous EI growth
Key Studies on EI & Communication	Situational awareness	Christina & Latham (2004)	Leadership training	Stronger interactions	More EI research
Corporate Impact	Reduces conflicts, boosts teamwork	Jordan & Troth (2021)	Conflict resolution programs	Fewer misunderstandings	EI as a core skill
Remote Work Influence	Bridges gaps, enhance cohesion	Bravo Duarte et al. (n.d.)	Virtual strategies	Improved remote teamwork	AI-driven EI training
Practical Use	EI programs, interpersonal skills	Various studies	Emotional regulation training	Stronger workplace culture	Workplace EI evaluation

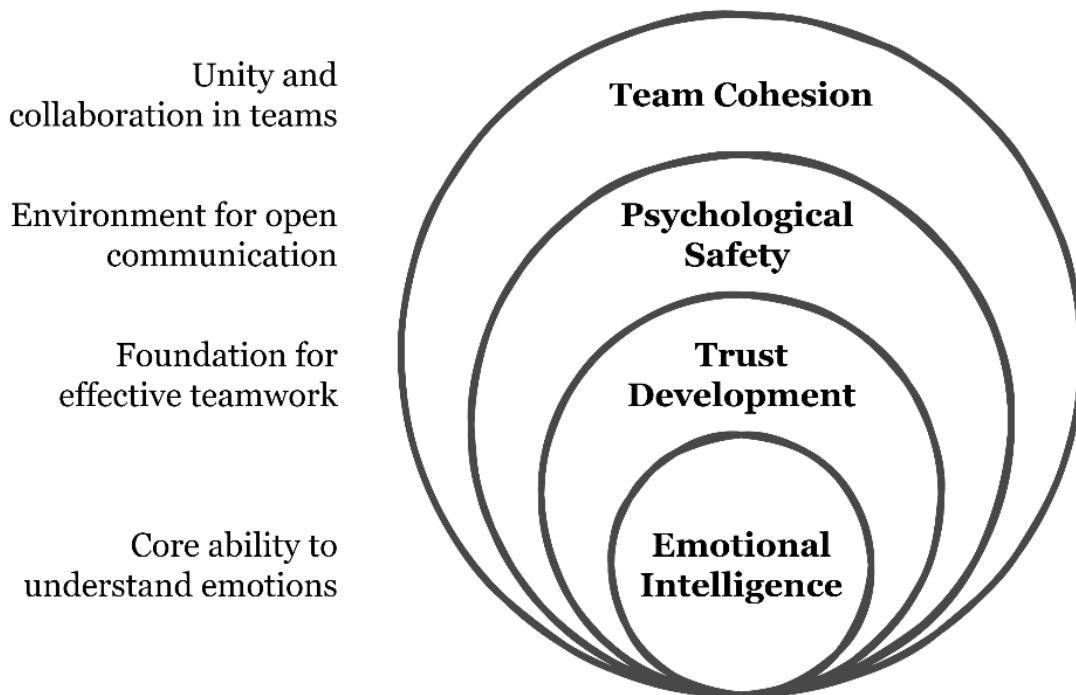
**Source:** Created by the author

### Emotional Intelligence and Trust Development in Teams

For teams to work effectively, trust is the key aspect that describes trust and psychological safety within a team, which emotional intelligence achieves. If people show emotional intelligence, then they can understand their own emotions, as well as those of their colleagues, and all that contributes to the culture of trust and mutual respect. According to García-Cabrera and García-Soto (2012), emotionally intelligent leadership encourages organizational commitment, which subsequently leads to increased trust in teams. According to Lencioni (2010), EI is a key factor that can prevent team dysfunctions and strengthen workplace trust and collaboration. West (2012) also emphasized that having this kind of emotionally intelligent team members can contribute to psychological safety hence leading to a more cohesive and effective team.

Leadership and corporate governance are also affected by the impact of EI on trust development. As a result, high-EI leaders build trust-based organizational cultures where employees feel valued and supported, and a higher level of team commitment and motivation is likely to occur. For instance, in healthcare environments, emotionally intelligent teams have better relationships and therefore less stress and employee turnover (Hebles *et al.*, 2022). Team training programs may include EI to develop trust and promote better relationships in the workplace. In organizations that make emotional intelligence a focus of leadership development, the collaboration of workers, employee engagement, and general team cohesion will see improvement.

Figure 3 highlights how emotional intelligence (core ability to understand emotions) forms the foundation for trust development, which enables effective teamwork. Trust fosters psychological safety, encouraging open communication within teams. Ultimately, this leads to team cohesion, promoting unity and collaboration. Each layer builds upon the previous, showcasing the progressive impact of emotional intelligence on creating a supportive and collaborative team environment.



**Figure 3:** Emotional intelligence and trust in teams. Source: Created by the author

**Emotional Intelligence in Conflict Resolution**

Emotional intelligence helps any team by enhancing conflict resolution strategies through emotional regulation, empathy, and constructive dialogue. People who have high EI tend to come into conflicts with a cooperative attitude, looking for solutions that can address the concerns of all parties. According to Malek (2000), people with high EI employ cooperative and problem-solving conflict-resolution styles that significantly decrease workplace disputes. Moreover, as Jordan and Troth (2021) pointed out emotionally intelligent teams have fewer workplace tensions which helps in proper decision-making while reducing the tensions of the team as a whole. Further, Latsou *et al.* (2022) discovered that in the emotionally intense context of healthcare, EI-driven conflict resolution strategies have a positive effect on the stability and performance of the team (in Table 3).

It is necessary to be able to navigate workplace tensions to maintain a productive work environment. In organizational teams, EI helps people to understand different perspectives and de-escalate conflicts before they become disruptive. Emotionally intelligent employees are better able to adjust their conflict management styles according to the different cultural perspectives in cross-cultural teams, thus ensuring inclusivity and cooperation (Triandis, 2001). Therefore, organizations can implement EI-based conflict resolution training to provide employees with such skills to handle disputes effectively. Companies can make the workplace more harmonious and cooperative by inculcating emotional intelligence.

**Table 3: Emotional Intelligence in Conflict Resolution**

Aspect	Key Insights	Studies	Impact	Implementation
EI in Conflict Resolution	Enhances emotional regulation, fosters collaboration	Malek (2000)	Reduces workplace conflicts	EI training for teams

Conflict Styles	Encourages problem solving approach	Jordan & Troth (2021)	Improves decision making	Integrate EI into HR policies
High-Stress Sectors	Strengthens team stability	Latsou <i>et al.</i> (2022)	Enhances crisis response	EI workshops for Critical sectors
Cross-Cultural Teams	Adapts conflict management	Triandis (2001)	Promotes inclusivity	Cross-cultural EI training
Organizational Impact	Improves teamwork, reduces tension	Workplace studies	Boosts productivity	Company-wide EI programs

### Emotional Intelligence and Team Performance

The higher performance of the team, innovation, and adapting skills are positively correlated to emotional intelligence. Based on emotional intelligence, team members are more motivated, better problem solvers, and more collaborative. Transformational leadership with high EI significantly enhances learning, innovation, and strategic success (García Morales *et al.*, 2012). Furthermore, Jafri (2020) showed that EI increases creativity in teams and thus improves problem-solving and decision-making. According to Zaki, Abd-Elrhman and Ghoneimy, (2018), EI helps improve the accuracy of decision-making, hence improving team effectiveness. Emotional intelligence has been found to improve personality attributes, which increases the effectiveness of various team members working online in a virtual environment (Murmu and Neelam, 2022).

In high-performance teams, EI has an impact on team performance by helping to align goals, motivate, and build resilience (Kozlowski & Ilgen, 2006). Emotionally intelligent leaders in project management can make better decisions and achieve efficiency and goal attainment (Caniëls & Bakens, 2012). Thus, businesses can focus on EI in team enhancement programs. Emotional intelligence in teams can be nurtured by organizations to improve performance, creativity, and overall organizational productivity.

### Emotional Intelligence and Leadership Effectiveness

Emotional intelligence is strongly linked to effective leadership: The more effective the leader is in a given situation, the better they are at sensing emotional causes that determine team motivation, job satisfaction, and long-term engagement. One of the first to point out the important role of EI in organizational success was Goleman (1995). Carmeli and Schaubroeck (2006) have more recently researched that top management teams with high EI make better strategic decisions and consequently lead more effectively. Moreover, Kukreja *et al.* (2024) also found that EI-driven leadership helps in building resilience and adaptability in crises.

EI in leadership has benefits beyond decision-making. The supportive environments created by high EI leaders help to motivate and engage employees (Gözükara & Simsek, 2016). Furthermore, emotionally intelligent leaders also help the team develop by reducing stress and promoting cohesion (Mills *et al.*, 2013). If organizations choose to focus in leadership development programs on emotional intelligence — which helps leaders influence followers rather than force them — they will reap the full advantage of the two strategic leadership tools. If companies were to facilitate leaders with EI skills, businesses would have improved decision-making, employee satisfaction, and generally better functioning of the team.

### **Emotional Intelligence in Remote and Virtual Teams**

Virtual and remote work giving rise, therefore, emotional intelligence is a skill that is now necessary for managing geographically decentralized teams. Lack of in-person communication can be a barrier to communication, and emotional intelligence is needed to keep the team cohesive. High-EI leaders significantly improve telework productivity by creating strong team connections (Bravo Duarte *et al.*, 2023). According to Chaudhary *et al.* (2022), EI in virtual teams aids in reducing miscommunication and enhances collaboration, thereby facilitating smooth workflows. Furthermore, K. A. & Jayawardane (2016) discovered that EI virtual leadership is a key factor in enhancing team success in IT projects.

As more employers make the shift to hybrid work, the impact of EI in managing remote work becomes especially imperative. Digital communication barriers can be overcome by emotionally intelligent leaders as they can keep the team morale up even when there are no physical interactions. Integrating EI-based virtual team management strategies will help companies ensure sustained productivity, improve teamwork, and avoid remote employees feeling isolated. Considering the changing nature of work, organizations may invest in EI training to enable leaders to lead virtual teams effectively.

### **DISCUSSION**

The significance of emotional intelligence (EI) in improving teamwork, encouraging effective leadership structure, and enhancing organizational performance cannot be underrated. The reviewed studies show how EI influences the dynamics of team communication, the development of trust, conflict resolution, performance, leadership, and remote team management. This discussion also synthesizes the key insights of the discussion into a synthesis of what organizations need to bear in mind when wanting to leverage EI for enhanced workplace outcomes. Communication is essential to the success of the team, and EI has been established as a key factor for facilitating clarity, empathy, and emotional regulation. According to Druskat and Wolff (2001), emotionally intelligent teams have open and honest dialogue, which helps to reduce misunderstandings. This is expanded on by Christina and Latham (2004) who state that EI-driven situational awareness enhances workplace communication. Jordan and Troth (2021), further explain more elaborately that EI teams have high skills in handling emotions, making communication more productive and clearer. In today's corporate environment, communication is especially relevant for EI because miscommunication can create inefficiencies and conflicts (Goleman, 1998). Active listening, nonverbal communication, and empathic interaction are the areas where emotionally intelligent people excel, which in turn leads to a collaborative culture (Mayer, Salovey, & Caruso, 2008). Moreover, EI is very important in remote work settings as face-to-face interactions are reduced. According to Bravo Duarte *et al.* (n.d.), EI increases the productivity of telework by bridging communication gaps. This is consistent with Golden, Veiga, and Dino (2008) who suggest that emotionally intelligent employees remain engaged in virtual teams by proactively managing interpersonal relationships. Based on these insights, organizations need to put in place EI training programs to improve interpersonal communication skills and collaboration. Initiatives that promote emotional awareness and empathy can cut down the miscommunication in the workplace and maximize productivity.

Effective teamwork requires trust and EI has a critical role in building trust and psychological safety. According to García-Cabrera and García-Soto (2012), emotionally intelligent leadership increases organizational commitment and thus increases trust in teams. Likewise, Lencioni (2010) states that EI plays a role in eliminating team dysfunctions as well as promoting collaboration. Additionally, West (2012) also states that psychologically safe teams are more likely to have high-EI members who promote inclusivity and mutual respect. Beyond team interactions, EI-driven leadership is also related to trust-based corporate cultures. Studies show that emotionally intelligent leaders who foster supportive work environments provide lower stress levels and lower amount of employee

turnover in healthcare settings (Hebles *et al.*, 2022; Cherniss & Goleman, 2001). In addition, Carmeli, Brueller, and Dutton's (2009) research indicate that leaders with high EI foster trust through compassionate leadership and, in turn, increase team cohesion. Organizations might incorporate EI development into leadership training programs to take advantage of these benefits. Emotionally intelligent leadership needs to be prioritized by companies to increase engagement and commitment to the company among the workforce.

While conflict is unavoidable in any workplace, EI makes it possible for people to manage disputes constructively by regulating emotions and practicing empathy. According to Malek (2000), individuals with high EI use problem-solving conflict resolution styles and as a result, reduce workplace disputes. This is also stressed by Jordan and Troth (2021) who show that teams with high emotional intelligence have less workplace tension which results in better decisions. Extending onto high-stress sectors, Latsou *et al.* (2022) discover that EI-driven conflict resolution improves team stability in healthcare. In multicultural teams, EI is especially important in managing diverse viewpoints. According to Triandis (2001), emotionally intelligent employees can adjust conflict management styles to adapt to cultural differences to ensure inclusivity and cooperation. Additionally, Gunkel *et al.* (2016) state that EI acts as a mediator in cross-cultural conflicts, allowing teams to work more harmoniously. Based on these insights, organizations can train their employees in EI-based conflict resolution. These initiatives provide employees with the necessary skills to handle disputes more cohesively and productively.

Sweig.S (2019) has shown that EI is related to higher team performance, innovation, and adaptability. García-Morales *et al.* (2012) discovered that transformational leaders with high EI have a great effect on learning, innovation, and strategic success. Also, Jafri (2020) showed that EI improves creativity in teams, thus improving problem-solving and decision-making. Furthermore, Zaki, Abd-Elrhman and Ghoneimy (2018) pointed out that EI helps in decision-making accuracy, which in turn increases team effectiveness. Ashkanasy and Daus (2005) have suggested that emotionally intelligent teams show higher levels of resilience, motivation, and goal alignment due to which they perform better. This is supported by Kozlowski and Ilgen (2006) who argue that EI leads to strategic collaboration for optimal team functioning. To gain these benefits, businesses need to include EI training as a part of team-building exercises. Creating emotional intelligence within teams can only build and increase team performance along with creativity and workplace productivity.

EI has a strong link to leadership effectiveness in terms of influencing team motivation, job satisfaction, and organizational resilience. One of the first to point out the role of EI in leadership success was Goleman (1995). Carmeli and Schaubroeck (2006) have more recently found that top management teams with high EI make better strategic decisions. These findings are extended by Kukreja *et al.* (2024) by showing that EI-driven leadership also promotes resilience and adaptability in crises. In addition to strategic decision-making, emotionally intelligent leaders establish a supportive work environment that increases employee motivation (Gözükara & Simsek, 2016). Mills *et al.*'s (2013) research indicates that higher EI leaders decrease stress at work and promote comradery resulting in better job satisfaction among employees. Therefore, EI can be a priority in leadership development programs in organizations so that managers are equipped with the skills that will enable them to drive engagement and productivity.

As the hybrid and remote work models proliferate, EI is necessary to lead teams spread all over the world. Without in-person interactions, communication barriers can be created which is where EI comes in to maintain cohesion. According to Bravo Duarte *et al.* (n.d.), high-EI leaders enhance telework productivity by building strong team ties. Chaudhary *et al.* (2022) also highlighted that EI helps minimize miscommunication in virtual teams, thus making collaboration easier. K. A. Jayawardane (2016) also found that EI-driven virtual leadership is useful to maximize team success in IT projects where clear communication is important. According to Bartol and Zhang (2007), these findings are consistent with their research which states that EI helps leaders overcome digital

communication barriers. Organizations can invest in EI training that is specific to virtual team management to sustain productivity in remote teams. Companies can gain an edge in remote settings by having leaders possess EI competencies such as the ability to work in teams, engage workers, and, in general, increase overall effectiveness. The reviewed studies show that EI increases team communication, trust development, conflict resolution, performance, leadership, and remote work effectiveness. EI training can be integrated into all levels of an organization to promote collaboration, reduce workplace stress, and increase productivity. Future research is needed to examine the importance of EI in the context of AI at work and the long-term effect of EI training on the company's success.

## CONCLUSION

The findings from this systematic literature review indicate that emotionally intelligent teams are highly capable of collaborating, show less workplace stress, and can easily adapt in both real and virtual contexts. EI-driven communication is effective as it helps team members to communicate openly and empathetically, thereby minimizing misunderstandings and encouraging collaboration. Another key outcome of EI is trust development—the function that psychologically safe environments strengthen team cohesion and engagement. It also brings out EI-based conflict resolution strategies that promote constructive problem-solving and minimize workplace conflicts that in turn facilitate a conducive working environment. Additionally, EI has a great impact on team performance as it enhances creativity, motivation, and resilience, which are essential in decision-making and strategic success. In the work of leadership, emotionally intelligent leaders improve team engagement, job satisfaction, and adaptability especially, when working remotely due to limited face-to-face interactions. The growing dependence on teamwork in organizations indicates that EI training can be an integral part of team training programs to enhance team performance. Additionally, future research might investigate the long-term effect of EI training and its role in the age of AI work formats. Prioritizing EI in organizations enhances teamwork and team performance.

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