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MEDIATING ROLE OF TRUST BETWEEN EMOTIONAL INTELLIGENCE
AND PROJECT TEAM PERFORMANCE IN TELECOMMUNICATION
SECTOR

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ABSTRACT

This study sought to examine the impact of emotional intelligence on project team performance by taking trust as mediator in telecommunication sector of Pakistan. The present study is based on the affective events theory (AET) that provide evidence that trust can be a mediator in this relation. Furthermore, this study focuses on mechanisms underlying in the association between performance and emotional intelligence at team and individual level. For accomplishment of study objective, data was collected from 105 employees of telecommunication sector, operating in Khyber Pakhtunkhwa. Pearson Product Moment Correlation analysis and regression analysis were used to analyze the data. The outcomes indicated that emotional intelligence positively

associate with team performance, however trust was found as partially mediator. The present study is useful for the policy makers in telecom sector that how project team performance could be improved by deploying emotional intelligence.

INTRODUCTION

The Environmental and social requirements of a business are often responsible for its dynamic nature (Wu et al., 2017) and due to lack of skill/competency, high complexity and opposing stakeholder's demands, there is a great demand for improvement in project practice (Shah et al., 2022; Toor and Ogunlana, 2008; Zhang and Fan, 2013). Emotional intelligence contributes to the organizational success by improving employee's ability to be aware and in control of emotions, to cope with stress, and being persistent. Emotional intelligence also helps the management to improve their administrative work and make better decisions by being aware of disruptive emotions and regulating them to acquire in-depth, and unbiased understanding of the situation. According to scholars like Muller, (2010) Mazur et al., (2014), and Rezvani et al. (2016), emotional intelligence can affect the major project's outcome and that leaders who have greater emotional intelligence are driven towards creative tasks and effective communication with their team, which in turn increase the likelihood of major project's success. There are a number of studies claiming the emotional intelligence is a learnable skill, and also has the capacity for improvement with the help of right strategies.

Many researchers such as Clarke (2010), Rezvani et al. (2016), and Turner (2007) have elaborated the significance of emotional intelligence for successful returns and much of that is replete in the literature of project management. Among many practitioners and researchers, the notion of EI positively correlating to team performance is an interesting topic, but not much empirical attention has been given to support or reject it. The increase of team leader's and team member's emotional intelligence is hypothesized by researchers to positively associate with team performance, but this wasn't found true in some cases (Ateeq et al., 2022; Feyerherm, et al., 2002).

Emotions (EI) influence the organizational performance by directly impacting the unity of a team (Jani & Raval 2015; Ellahi et al 2021) which can be mediated by many factors but in this study we are focusing on trust. Many organizations are moving from individual jobs to team work with the passage of time (Black et al., 2018) and due to globalized competition in this modern age, it has turned into a matter of survival. Emotional intelligence according to one study cause more confidence among employees in performing important tasks, which ultimately leads to better performance. A leader with low emotional intelligence would easily ignore that his team members are irritated about something or/and are being treated unfairly. The research in non-project based organizations revealed that emotional intelligence was able to enhance the team's openness, communication, performance and decision-making abilities (Frye et al., 2006; Rapisarda, 2002; Gul et al., (2022).

All of these skills are crucial for effective performance of a project team. The advantages for the application of emotional intelligence for team members of organizations are numerous, but much of existing evidence in researches on

emotional intelligence have focused on role of project managers for the success of a project, as such role of a project team's emotional assessment has been overlooked. Although studies on emotional intelligence of leaders have shown potential in improving performance, few studies on emotional intelligence of teams indicated potential for creative solution for some of the most challenging problems of the society (Voet & Steijn, 2020). Studying the influence of EI on project performance (Ashkanasy and Dorris, 2017) only on one level (leader) would be an incomplete and disjointed view. The variables analyzed at a smaller level or individual level are not always comparable to the same variables at a upper-level or the team level of analysis (Kozlowski and Bell, 2003). For instance, individual level studies of a project organization discover that the staff is coordinating and communicating effectively with internal and external stakeholders and estimate a project to be successful. On the other hand, at team level, investigation at team

Level may reveal the lack of communication and coordination and estimate the project to be a failure. To be exact, we cannot expect from effects of emotional intelligence at smaller level to clarify team level analysis or higher level. The main reason to pursue a team level is to keep away from, "ecological and atomistic fallacies" (Gallivan and Burton-Jones, 2007). This include the false assumption that relationship discovered in individual level (such that individual emotional intelligence positively relating to its performance) is present the exact same way at team level (such that team emotional intelligence positively relating to its performance).

LITERATURE REVIEW

Emotional intelligence

The ability to perceive (in oneself and in others), to understand, regulate and to control emotions is called emotional intelligence (Rapisarda, 2002). Some researchers say it as intelligent use of emotions for guiding one's own thinking and behaviors towards profitable goals (Gorgi et al., 2015). According the Goleman in his book "Emotional intelligence", the ability to motivate yourself in frustration, delay and control the impulsive behavior, maintain a clear thinking, hope and empathy by setting the mood is called emotional intelligence. These are some of the benefits that emotional intelligence possesses. Even though there is an active debate in the literature about the definition of emotional intelligence as well as the significance of its use, emotional intelligence with limited information on team research variables is still being used in the industry. Within personality literature, a subcomponent of mixed trait emotional intelligence, there exists relevance to team performance in the proposed representative tables. Teams are the elements of modern societies and businesses but when it comes to emotional intelligence in teams, there is a gap in the literature (Latif (2022; Macht, Nembhard, and Leicht, 2019).

Emotional intelligence is also defined by different scholars as the ability of a person or a group to recognize emotions, understand them and manage emotions of not only yourself but the emotions of others as well (Campo, Laborde and Weckemann 2015). An important role of emotional intelligence is in how a

person manages his own emotions and the emotions of others on a daily basis. In the domains of individual differences and psychology, emotional intelligence has been the center of attention for the last two decades.

Emotional intelligence is said to be a branch of social intelligence that deals with perception, understanding and proper regulation of emotions in order to improve a person's thinking, allowing him to make better decisions. Goleman in (1998) described emotional intelligence as the ability to recognize one's own and other's feelings in order to maintain and motivate positive emotions in relationships with each other. The ability model developed by Mayer and Salovey in 1997 consists of 4 clusters; perception, understanding, regulation and expressing of emotions. After that, Goleman in (2001) presented competency-based model for the measurement of emotional intelligence that consisted of four major areas; self-awareness, self-management, social awareness and relationship management (Dhani, and Sharma, 2017). Harnessing emotions to aid in the problem solving and thinking process is the ability to use emotions. Comprehending emotion's language along with their shifts and turns is the ability to understand emotions. In any given situation, the ability to regulate our own emotions and the emotions of others is managing emotions. Mayer noted that the abilities had been the focus of numerous reviews & studies trying to reveal contribution of selected skill or ability in the job performance of employees. Overall employee's performance contains not just the task performance but also the indirect contributions which eventually contribute in the organization's overall performance (Muyia, 2009).

Self-Emotion Appraisal

The first emotional intelligence component is Self-Emotion Appraisal (SME) or emotional self-awareness, which is knowing and understanding your own feelings and it is all about training oneself to feel and identify the emotions in oneself. According to Antonio Damasio (1994) patients with injury that disconnected amygdala from prefrontal cortex were unable to find words for their own feelings. This working deficiency of neural substrates is the disorder known as alexithymia. The first and main problem with the patients of alexithymia is that that are at a loss of emotional self-awareness, which cases them problems whenever they try to decide something (Apuke, 2017). Emotional awareness helps people to acknowledge challenging and strong emotions, and gives the person to more freedom to choose what to do with it. Empathy is very important for relationship management since there is less likely for us to maintain effective relations if we don't even know how the other person's feels. Patients with injuries in prefrontal-amygdala (circuits managing empathy & relationships management) had lower than average relationship skills even though their cognitive abilities were not decreased.

Others Emotion Appraisal

Third emotional intelligence component is Others Emotion Appraisal (OEA) or social awareness which involves the competency of empathy and it deals with knowing the emotional states of other people Patients with discrete injury to amygdala were also less effective in reading negative emotional state and

judging trustworthiness of the people around them. The Other Emotion Appraisal (OEA) or empathy by definition is taking active interest in other's concerns by sensing their feelings and perspectives (Rapisarda, 2002). People who take interest in other people's emotional state and empathize with them are able to solve their problems and concerns more accurately and build strong and long-relationship with them. Empathy for victims have cause people to stand by them as well as to confessions on involvements in various crimes throughout the world, but unfortunately empathy is rarely found in criminals themselves. This is so because if criminals were empathetic themselves, they wouldn't be mentally able to commit crime at all (Riyadi, 2015).

Use of Emotion

Third component of emotional intelligence is Use of Emotion (UOE) or emotional self-management, which is the ability to a person to regulate distressful emotions and control impulsive behaviors. For regulating negative emotions, the circuit between amygdala and left prefrontal cortex is a major locus of this ability. Davidson (2000) stated that prefrontal cortex reminds a person of the expected positive feeling that will come when we attain our goal and also help us inhabit the negative discouraging feelings to keep us motivated. The best use emotion is in relationship management and emotional intelligence aims towards it by managing emotions in oneself as well as in others (Heffernan, T, et al., 2008). The main hallmark of any outstanding leader, coach or mentor is identifying developmental needs of others and bolstering their abilities. This ability which appeared as vital skill for high level effective leaders is also crucial for management in front-line work (Goleman, 2000)(Ishfaq, Umer, 2022)

Regulation of Emotion

The fourth and final dimension of emotional intelligence is Regulation of Emotions (ROE) which is a person's ability to perceive his own hidden concerns and needs and using control over their emotional state so that they can find the most relevant option for themselves (Khan et al., (2022; Kim et al., 2014). (Ishfaq, Umer, Tanveer Ahmed Khooharo, Fazli Wadood Vol. 28, No. 03, (2022) Competencies involved in regulation of emotions include being able to think clearly and rethink a challenging situation in order to mitigate negative emotions, hiding indicators of stress, sadness or fear and being able to calm oneself in any situation (Trivellas, P, et al., (2013).

Star performers are distinguished from average ones due to this emotional competence according to Spencer & Spencer (1993). The ability helps a person to identify emotional currents and actual danger within himself so that he can remain in control of himself. This ability is useful in all dimensions of emotional intelligence but it especially shine in others emotion appraisal (OEA) where you have to deal with difficult people and stressful situations sooner or later.

Measuring Emotional intelligence

We used Wong and Law 16 items EI Scale (ordinal variables) which was taken form Trivellas, P et al., (2013). This is an ability model measure of emotional

intelligence since the dependent variable here is team performance and this measure also follows Mayer and Salovey definition of emotional intelligence. This measure has been tested and also retested for a variety of different demographics and also is completely separate from the Big Five Personality model which is rare in self-report scales for measuring emotional intelligence (Muyia, 2009). The 16-item scale used in this measure has been carefully designed for organizational setting and this model has well established reputation in terms of validity.

Team Performance

The definition of performance is “profitability cycle time’s volume” goal attainment efficiency, as (Goleman, 1998) but in the context of organizations, it is an individual’s or team’s capability of meeting the standards set by their organizations. For organizations to prevail, performance is the key characteristics and that is why it must be measured for individuals and teams. For many years, researchers and business practitioners have been attracted to the study of performance, which is done by understanding the influence of independent factors like EI, motivation, values etc on organizational and individual performance (Shahhosseini, Silong, Ismail and Uli, 2012). Study on global food and beverages company’s division heads showed 15% to 20% increased revenue margin than yearly revenue targets of the ones who were strong in emotional intelligence. In another study, supervisors and subordinated gave higher rating in effectiveness to those employees who had greater self-awareness than that of those without it.

Theoretically, production and performance employee will increase if management provides a materialistically and socially adequate environment to increase employee’s happiness. However, studies showed weak relation between happiness and performance, excluding the personal attribute skills and abilities. Second theory on performance is that people who were effective previously in their academic and/or previous jobs are bound to be effective in other jobs. This is a method is widely used in major organizations for major human resource related decisions like recruitment and promotion. Employee’s commitment is not only based on the organizational commitment but also the commitment of different groups, and consistency of the goals and values can be different for different employees (Noroozi, 2014).

Measuring Team Performance

For team level evaluation of performance, we will use five item variables from Rezvani, et al., (2018) developed and tested by Wageman, Fisher and Hackman (2009). We will use 5 point Likert scale for all items to measure the team performance based on the filled questionnaires (Griffin et al., 2007). Literature with respect to performance suggest that “mixed emotional intelligence has more predictive validity to performance than that of ability-based emotional intelligence. Multi-level study is important in order to comprehend relation between emotional intelligence and performance, as well as to specify the complex relationships between teams (Macht, Nembhard, and Leicht, 2019). (Muhammad Mudassar Abbasi. and Ishfaq, Umer, 2022)

Trust

The most widely accepted definition of trust is a person’s willingness to be vulnerable in exchange of some positive expectation from the counterpart. Trust expect that people will not behave in an opportunistic way and will do what they are expected to do. Interpersonal trust can be called the extent of confidence in another person’s abilities, decisions or actions. Affective and cognitive trust are two types of interpersonal trust that play a huge role in the dynamics of teams. Affective trust is based on the illustrated feelings of concern & caring, while cognitive trust is confidence based on reliability and expertise of the other party (Barczak, Lassk, and Mulki, 2010; Ishfaq, Umer, and Muhammad Mudassar Abbasi 2022)

It has been proved that emotional intelligence is one of influencing factors for the achievement of organizational goals, team’s level of trust and cooperation. Employee’s commitment influences their creativity, innovation, job satisfaction, and their attachment to organization, which increase organizational effectiveness & productivity in a positive way. It also reduces employee absenteeism from the organization and their job stress, ultimately leading to financial success of their organization and for themselves as well.

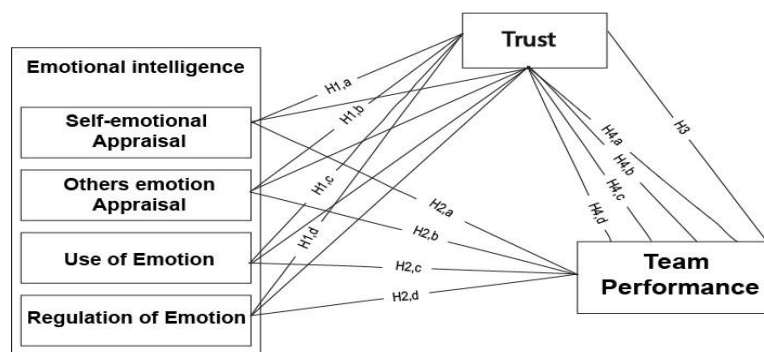
Measurement of Trust

For the measurement of trust, the scale of interpersonal trust from Rezvani, et al., (2018) with five item variables were used. The reason for choosing this is that it is widely used according to previous studies like Costa and Anderson (2011), and Tsai et al. (2012), and also because it was designed by Wall and Cook (1980) to reflect team trust.

Conceptual Model

The conceptual model of this study involves all the components of emotional intelligence being tested for their relation team performance while having trust as a mediator.

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

Data was collected using convenience sampling from project team members working in different organizations. For most of our data, we arranged for HR managers to send survey in hard-copy to participants in advance. The first page of survey pack briefly explained the purpose of this research and ensure anonymity of participant's response. The survey contains independent variables (emotional intelligence) a mediation variable (trust) and dependent variables (performance). The HR managers distributed the surveys on our behalf. Participants were informed that there is no compulsion to participate; this was done to reduce the biasness in studies. In order to maintain anonymity and confidentiality, we did not include any contact information form them so that they can fill the forms with worrying about any concerns they might have had otherwise.

Population and Sample

Population consists of a number of inhabitants or residents that are living in a specific area. In statistics however, the word population means large groups from which the data was collected. Organization of Telecom industry within KPK, including public-private organizations were used as population for the collection of data for this research. In sampling, a large and a small number of observation is derived from a large collection known as population. While the organizations themselves were not project-based, we tried to make sure that the teams that we studied were project-based. The samples obtained from the large population of telecom industry employees within KP was a total of 105 responses while 50 questionnaires either went missing or were left empty

Measurement

Self-administered questionnaire was used in this study to relation that emotional intelligence has with project team performance. Measures used are shown in table 1 below.

Table 1: *Constructs, No. of Items and References*

Constructs	No. of Items	Reference/Scale
Emotional Intelligence	16	Trivellas, et al., (2013)
Team Performance	5	Rezvani, et al., (2018)
Trust	5	Rezvani, et al., (2018)

Methods for Measuring Results

The results used the newest SPSS version 24 for regression, and Hayes Model is utilized to investigate and evaluate the hypothesis. The research model for this research uses trust as a mediator.

DATA ANALYSES AND RESULTS

Descriptive Statistical Analysis

The survey consists of a total sample (n) of 105 employees. Out of them 80percent were male and 20 percent were female. Regarding age, the mean was 26 years and the mean of experience is 4 years. The result for analysis show the issue of Collinearity is non-existent in the current study. All the values of the VIF are non-zero, instead there is a positive one in all of the variables. That is why it was concluded that this was a fully representative sample.

Construct Statistical Analysis

The data for the dimensions of emotional intelligence shows SEA to have a mean of 2.17, OEA to have a mean of 2.76, UOE with a mean value of 2.37 showing that the mean is not skewed left or right. The other variables include team performance and trust. Team performance is shown to have a mean of 2.55 while trust concluded with a mean of 2.51, also showing no signs of left or right skewness.

Result and their mathematical detail can be seen in the table 2 of descriptive statistics below

Table2. Descriptive Statistics

Construct	n	Minimum	Maximum	Mean	Std. Deviation
SEA	105	1.00	4.50	2.1476	.60813
OEA	105	1.00	4.50	2.1476	.60813
UOE	105	1.00	4.50	2.1476	.60813
ROW	105	1.00	4.50	2.1476	.60813
TP	105	1.00	4.50	2.1476	.60813
TR	105	1.00	4.50	2.1476	.60813

CORRELATION ANALYSIS

Correlation or dependence in statistics is probably the most well-known concept where the researcher attempts to find any weak or strong statistical relationship between two variables whether random variables or bivariate data is concerned in the study. Table 3 examines the correlation values of all the variables.

Table 3: Correlation Analysis

		SEA	OEA	UOE	ROE	TR	TP
SEA	Pearson correlation	1					
OEA	Pearson correlation	.087	1				
UOE	Pearson correlation	.070	.177	1			

ROE	Pearson correlation	.366	.245	.278	1		
TR	Pearson correlation	.284	.311	.278	.016	1	
TP	Pearson correlation	.219	.126	.245	.330	.365	1

HYPOTHESES TESTING

This research includes a total of 13 hypotheses, since emotional intelligence is not taken as a single variable but each of its four dimensions are tested with the other two variables. Following are the 4 main hypothesis and their subparts that were tested in this study.

Hypothesis 1a: Self emotion Appraisal is positively related to Trust.

Hypothesis 1b: Others Emotion Appraisal is positively related to Trust.

Hypothesis 1c: Use of Emotion is positively related to Trust.

Hypothesis 1d: Regulation of Emotion is positively related to Trust.

Hypothesis 2a: Self Emotion Appraisal is positively related to Team Performance.

Hypothesis 2b: Others Emotion Appraisal is positively related to Team Performance.

Hypothesis 2c: Use of Emotion is positively related to Team Performance.

Hypothesis 2d: Regulation of Emotion is positively related to Team Performance.

Hypothesis 3: Trust is positively related to Team Performance.

Hypothesis 4a: Trust mediates the relationship between Self Emotion Appraisal and Team Performance.

Hypothesis 4b: Trust mediates the relationship between Others Emotion Appraisal and Team Performance.

Hypothesis 4c: Trust mediates the relationship between Use of Emotion and Team Performance.

Hypothesis 4d: Trust mediates the relationship between Regulation of Emotion and Team Performance.

All the dimensions of emotional intelligence were found to associate positively with trust except Regulation of Emotions (ROE). All the dimensions of emotional intelligence were found to associate positively with team performance except Others Emotions Appraisal (OEA). Partial mediation of trust was found in the relation between emotional intelligence and team performance.

REGRESSION ANALYSIS

Regression analysis in the statistical modeling means the estimation of the relation between dependent and independent variables through statistical procedures. Linear regression is known in the literature to be the most common form of regression analysis where a liner combination that fits the specific mathematical criteria is found out. Hayes macro-PROCESS was used as a mediation tester in this study. Table 4 states the regression summary of the entire model variables.

Table 4: Regression Analysis

Model	Standard Coefficient Beta	R – squared	t	Sig.
SEA-TR	.284	.081	3.003	.003
OEA-TR	.311	.097	3.319	.001
UOE-TR	.208	.077	2.937	.004
ROE-TR	.011	.000	.167	.870
SEA-TP	.219	.048	2.276	.025
OEA-TP	.126	.016	1.286	.201
UOE-TP	.245	.060	2.560	.012
ROE-TP	.330	.109	3.544	.001
TR-TP	.365	.133	3.973	.000

MEDIATION ANALYSIS

According to Hall & Klein (1994), the difference in people’s ability of communicating emotions and decoding nonverbal information has long been associated with variation in individual’s emotional skills.

Table 5 below characterizes the total effect, which is the summation of indirect effect and indirect effect. Direct effect is greater than indirect effect. Since the value of Boot confidence interval is non-zero, the result can be claimed significant (Hayes 2004). The p-value of this model is less than 0.05, which means that this mediation falls in the acceptable range.

Table 5: Mediation between SEA and TP

Total effect of SEA on TP							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.1754	.0771	2.2758	.0249	.0225	.3283	.3598	.2188
Direct effect of SEA on TP							
Effect	se	t	p	LLCI	ULCI	c_p	sc_cs
.1006	.0764	1.3160	.1911	-.0510	.2522	.2063	.1255
Indirect effect(s) of SEA on TP:							
Effect	Boot SE	Boot LLCI	Boot ULCI				
TR	.0748	.0338	.0176				

Table 6 below characterizes the total effect, which is the summation of indirect effect and indirect effect. Since the value of Boot confidence interval is non-zero, the result can be claimed significant. The p-value of this model is greater than 0.05, which means that this mediation does not fall in the acceptable range.

Table 6: Mediation between OEA and TP

Total effect of OEA on TP							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.1270	.0987	1.2862	.2012	-.068	.2605	.1257	.3228
Direct effect of OEA on TP							
Effect	se	T	p	LLCI	ULCI	c_ps	c_cs
.0139	.0980	.8876	.417	-.1805	.2082	.0285	.0137
Indirect effect(s) of OEA on TP:							
Effect	BootSE	BootLLCI	BootULCI				
TR	.1131	.0527	.0234				

Table 7 below characterizes the total effect, which is the summation of indirect effect and indirect effect. Direct effect is greater than indirect effect. Since the value of Boot confidence interval is non-zero, the result can be claimed significant. The p-value of this model is less than 0.05, which means that this mediation falls in the acceptable range.

Table 7: Mediation between UOE and TP

Total effect of UOE on TP							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.2197	.0858	2.5599	.0119	.0495	.3899	.4506	.2446
Direct effect of UOE on TP							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.3367	.07954	.2350	.0001	.1790	.4944	.6906	.3749
Indirect effect(s) of UOE on TP:							
Effect	BootSE	BootLLCI	BootULCI				
TR	-.1170	.0577	-.2442				

Table 8 below characterizes the total effect, which is the summation of indirect effect and indirect effect. Direct effect is greater than indirect effect. Since the value of Boot confidence interval is non-zero, the result can be claimed significant. The p-value of this model is less than 0.05, which means that this mediation falls in the acceptable range.

Table 8: Mediation between ROE and TP

Total effect of ROE on TP							
Effect	se	t	P	LLCI	ULCI	c_ps	c_cs
.2700	.0762	3.5442	.0006	.1189	.4210	.5537	.3297
Direct effect of ROE on TP							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.2652	.0708	3.7460	.0003	.1248	.4056	.5439	.3239

Indirect effect(s) of ROE on TP:			
Effect	BootSE	BootLLCI	BootULCI
TR	.0048	.0398	-.0851.0745

CONCLUSION

The results show that the emotional intelligence as a whole has beneficial association with project team performance and in direct relationship with team 3 dimensions of emotional intelligence showed strong positive relation with trust. All the dimensions of emotional intelligence were found to associate positively with trust except Regulation of Emotions (ROE). All the dimensions of emotional intelligence were found to associate positively with team performance except Others Emotions Appraisal (OEA). Partial mediation of trust was found in the relation between emotional intelligence and team performance.

The overall result confirms that emotional intelligence does impact the project team performance and this relationship is mediated with the element of trust. The value of confidence interval in mediation analysis is non-zero, suggesting that mediation did occur. The overall result confirms that emotional intelligence does impact the project team performance and this relationship is mediated with the element of trust.

This study is one of many that encourage organization to empower their employees with emotional intelligence skills by providing an appropriate training program that associate with building trust between them. This research study showed the influence of the emotional intelligence sub-dimension on team effectiveness. Emotional intelligence is the independent variable of this study which includes four sub-construct. These four constructs are Self Emotion Appraisal (SEA). Others Emotion Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE). Trust was taken as a mediator in this study.

RESEARCH IMPLICATIONS

This research is mostly on teamwork and members' EI within project teams. This research is beneficial in delivering better outcomes, as if there is unity in team members, the total team would work truly and boost the overall performance. The four aspects of EI are novel, and researchers claim that they help team members achieve goals and improve their efficiency and effectiveness. This study uses trust as a mediator and checks EI sub dimensional mediation influence on team performance. The present research focuses on improving team performance and providing organizations management to interpret the emotions, talents, and optimum working environment for their staff.

RECOMMENDATIONS

Although, the current research provides positive contribution to the literature of emotional intelligence influencing performance, yet there are some limitations too, which are discussed below.

- This survey comprises just Hazara division organizations and all

respondents from the same field. Wide variety of demographics on team trust and organizational effectiveness.

- The findings of the study are limited in scope due to convenience sampling, further studies may adopt other sampling procedures. The target population are employees working in teams within telecom industry of KPK, future studies may collect data from other regions or types of employees.
- The limitations associated with cross sectional research design are inevitable, future studies may adopt other research designs.
- This research only tests direct connection and mediation; it may also examine reciprocal relationships by doing a longitudinal investigation.
- This research only tests direct connection and mediation; it may also examine reciprocal relationships by doing a longitudinal investigation. It will be undertaken in other sectors that operate in large-sample data teams.

FUTURE DIRECTIONS

A recent study employs solely emotional intelligence to gauge team success in terms of performance. Other team activities like limb-related belief. Future team efficacy and trust may be evaluated. Future studies may look at the various factors on team performance and generate conclusions that encompass all these metrics. Because of lack of time, this survey took just three Hazara division cities and all respondents were linked to the same field. In future, new sectors may be adopted that work in teams with large sample data.

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