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RESEARCH ARTICLE

Flexing the emotional muscle: Investigating how team reflexibility shapes performance via emotional intelligence

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ABSTRACT

In team settings, the development of reflexibility and emotional intelligence significantly influences performance outcomes. Identifying these relationships is crucial for optimizing team dynamics and achieving superior results. Present research investigates the relationship between team reflexivity and team performance through the mediating role of Emotional Intelligence. Team reflexibility affects team performance positively and developing emotional intelligence skills improves team performance. SPSS and AMOS software was used to analyze the data and the hypothesis was tested using structural equation modeling (SEM) and data obtained from 317 IT company employees in Coimbatore, India. The outcomes of the study provide both practical and theoretical insights for IT company employees to increase team performance through flexible and emotional intelligence skills. Employees with a high level of Intelligence Quotient (IQ) are insufficient for today's business. To be successful, workers must have a certain level of Emotional Intelligence (EI). Employees with a high EI tend to have better relationships and connections, higher performance due to collaboration, and a more positive and peaceful workplace. This research gives managers and leaders an in-depth understanding of highly reflective teams, which will allow them to be more inventive while also altering their emotional abilities to perform better and retain the organization in the long run.

Keywords: Adaptability; Emotional Intelligence; Performance; Team Dynamics; Team Reflexibility

1. Introduction

In the era of economic globalization, communication between nations and regions has intensified, fostering diverse industries, cultures, and values[1] Corporate teams are increasingly diverse, spanning regions and industries, highlighting the critical role of team performance in organizational success[2]. Effective teams, viewed as foundational to businesses, drive competitiveness through structured collaboration, adaptive structures, emotional intelligence, and effective leadership[3,4]. Achieving collective productivity amidst diversity requires strategic team management, enhancing effectiveness, productivity, quality, and satisfaction[5,6].Team performance, crucial for achieving organizational goals, integrates individual efficiency, collaboration, creativity, and goal attainment[7]. Modern workplaces prioritize cooperation, necessitating exploration into environments conducive to enhancing team dynamics. Teams function as adaptable systems

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for problem-solving and information processing, relying on trust, innovation, and emotional regulation for success. Coordination challenges can significantly impact overall employee performance, underscoring the need for robust team management strategies in today's dynamic business environment.

Team reflexivity is the extent to which group members discuss and reflect on their goals, strategies, and procedures to analyze their successes and plan for the future[8]. Through reflection, team members harness diverse perspectives to enhance decision-making quality, thereby elevating performance, especially in information-rich contexts characterized by substantial team diversity (APA 2020, PsycINFO Database Record). Over the past few decades, the integration of work reflexibility has played a pivotal role in industrial sociology and human resource management, emerging as a widely discussed topic across diverse domains[9]. It is increasingly depicted as an essential feature of the contemporary workplace, heralded as a necessity in today's professional landscape[10]. In response to heightened complexity and dynamism in organizational environments, companies are progressively adopting human resource management (HRM) techniques aimed at fostering reflexibility. These methods include the utilization of contingent labor, part-time or temporary employment, and flexible contractual arrangements, reflecting the evolving nature of modern workplaces. In today's dynamic landscape, analyzing new approaches is imperative to enhance team performance and adaptability[11]. Embracing innovative methods ensures teams stay ahead and thrive amidst evolving challenges[12]. Many researchers have investigated the impact of leadership and organizational culture on team performance, but limited studies have examined the versatile concept of team reflexibility. This scarcity underscores the importance of prioritizing team reflexivity, acknowledging its pivotal role in optimizing team performance amidst resource constraints. Emphasizing reflexivity fosters efficient resource utilization and adaptive strategies to navigate scarcity effectively[13]. Team reflexivity significantly enhances team performance by promoting open communication, shared learning, and continuous improvement[14] . To bridge this gap, this study attempts to analyze the role of team reflexivity in enhancing team performance, along with innovative factors that could positively improve team efficiency[15].

One crucial psychological factor considered in this study as a mediation factor is emotional intelligence. Emotional intelligence contributes by managing employees' emotional awareness and collective talents[16]. Enhancing emotional intelligence skills is indispensable for achieving both personal and professional success, as it can improve relationships, decision-making, mental health, and overall well-being. Effective leadership, solid processes, and excellent team dynamics are critical not just for team performance but also for overall workplace satisfaction. Properly expressing emotions can identify present issues and help teams see what needs improvement for future success[17]. Improving emotional intelligence in work teams is essential for enhancing team performance[18]. Many difficulties in businesses stem from employees' inability to comprehend their own emotions, communicate them to others, and manage them, rather than from a lack of technical expertise or cognitive ability[19]. As a result, high Intelligence Quotient (IQ) alone is insufficient; employees must also possess a certain level of Emotional Intelligence (EQ) to succeed. According to Goleman (1995 & 1998), the popularity of emotional intelligence today stems from the need for individuals to have EQ for happiness and success, in addition to a certain degree of IQ (Aruna Kumari Nuthanapati& Rahul Tej Battini, 2024). Critics often scrutinize the reliance on emotional intelligence within teams as a solution for navigating complex interpersonal issues[20]. Employees with high EQ appear more effective at building relationships and connections, increasing performance through team spirit, and fostering a happier and more peaceful workplace[21]. Employees with high emotional intelligence are often better at controlling their own and their colleagues' emotions, resulting in better work outcomes, such as higher employee performance[22]. From existing research, it is acknowledged that team reflexivity significantly influences team performance, yet little exploration has been conducted on how additional variables interact with this

relationship. Specifically, this study aims to investigate whether the presence of emotional intelligence as a mediating factor, alongside team reflexivity, enhances the strength of association with team performance outcomes. This study was conducted among IT employees for several reasons. Previous research has primarily focused on healthcare and education, with limited studies specifically targeting IT employees.

2. Theoretical Background& Related Literature

The theoretical framework of the research study suggests that reflexibility helps to establish emotional bonds among the team members. Rand Spiro developed the Cognitive Flexibility Theory (CFT). It examines how people acquire, represent, and transfer knowledge in complicated and ill-structured environments. Flexible thinking during learning activities promotes the development of higher-order thinking skills. Cognitive Flexibility Theory aims to facilitate deep learning in unstructured circumstances, flexible thinking, and the application of new knowledge to fresh situations. This theory suggests that team reflexibility and emotional intelligence positively impact team performance. This study applies this theory to determine the relationship between team performance, team reflexibility, and emotional intelligence. Previous research has focused on the factors that contribute to employees' antecedents at work. The team cognitive flexibility theory is generic, with studies examining various facets of team dynamics[23]. Emphasizes the importance of task restrictions in molding team behaviors, whereas Fuster underlines the need to address cognitive load in teams.[24] conducted a complete study of team cognition measurement methodologies, concluding that all current approaches are feasible possibilities.[24] explore the consequences of cognitive and psychological flexibility in the setting of traumatic brain injury, arguing that psychological flexibility may be a more general concept. These studies emphasize the need to take into account a variety of aspects when understanding and fostering team cognitive flexibility, including task restrictions, cognitive load, and measuring methods.

2.1 Team reflexibility and Team performance

Team reflexivity is a crucial factor influencing team performance, characterized by deliberate discussions among team members about objectives, procedures, or outcomes, aimed at enhancing performance[3]. Productivity increases when teams collaboratively assess their operations and work environment, plan adjustments, and implement changes accordingly[25]. Effective group analysis and strategic planning require members capable of reflecting on and articulating the team's goals, methods, and operations, achieving a level of team reflexivity[25]. Team reflexivity facilitates improved intra-team relationships and information exchange, enabling teams to understand and address both inter-team and intra-team dynamics affecting performance, such as challenges, opportunities, or issues [26]. This process involves reflecting on past experiences and forward-thinking to support team objectives and growth [27] by integrating peer feedback, introspection, data verification, and planning, teams refine beliefs and behaviours collectively. Team reflexivity cultivates an environment where members leverage accumulated knowledge to tackle future challenges effectively[28], enhancing team effectiveness through deliberate performance refinement. Empirical research indicates that team reflexivity not only improves team performance but also enhances employee satisfaction, commitment, and creativity[29].

H1: Team reflexibility will positively and significantly influence the team's performance

2.2 Team reflexibility through Emotional Intelligence on team performance

Reflexivity thrives in information-rich environments, particularly within teams characterized by significant diversity. In such contexts, the reflective process empowers team members to leverage diverse perspectives, thereby enhancing decision-making quality and overall performance[30]. According to West,

team reflexivity involves members reflecting on their actions, discussing goals, strategies, and procedures, and adapting them to current or anticipated situations. Researchers posit that this responsiveness contributes to team performance by managing emotions among team members, where emotional intelligence plays a pivotal role in organizational settings. Emotional intelligence is fundamental in the IT sector, akin to physical labor skills in manual labourers . Employees with high emotional intelligence adeptly regulate both their own and others' emotions, fostering positive emotional expressions while mitigating negative ones. Self-awareness, the cornerstone of emotional intelligence, involves introspection and mindfulness, facilitating a deep understanding of emotions, strengths, weaknesses, and personal motivations[31]. Self-regulation, maintaining composure during emotional challenges, is critical for fostering positive workplace environments[32]. Reflective teams continuously assess internal and external conditions, enabling timely adjustments and preparedness in dynamic situations[33]. Research underscores that team success hinges on reflective practices and continuous assessment, enhancing team efficiency, productivity, and overall performance.

H2: Team reflexivity will positively and significantly influence employee emotional intelligence.

H3: Emotional intelligence will positively and significantly influence team performance

H2-3: Emotional intelligence mediates between team reflexivity and team performance

After analyzing past research on study variables, we proposed a research model to test the impact of team reflexivity on team performance, with emotional intelligence acting as a mediating factor (**Figure 1**).

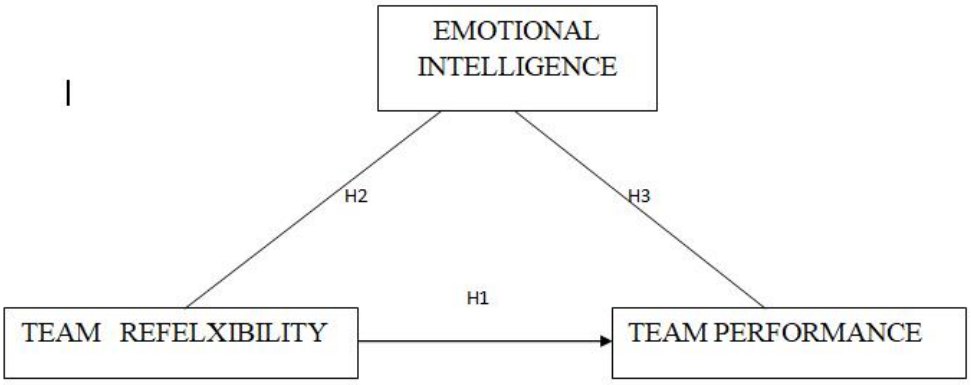

Figure 1. Research Model.

3. Methodology

3.1 Respondents

The study primarily focuses on IT sector employees in Tamil Nadu, examining the development of employee growth and improved team coordination. Team performance is critical in the context of IT employees for several reasons, including its direct impact on individual performance, team efficacy, and organizational success. Key factors highlighting the importance of team performance in IT include task complexity, role interdependence, project completion and timeliness, innovation and problem-solving and quality assurance. Data were collected from IT employees using a non-probability sampling method, specifically the snowball sampling technique. The sample comprised 317 respondents. The snowball approach was employed post-pandemic due to organizational issues affecting team performance. This study aims to identify non-monetary factors influencing worker achievement, focusing on enhancing team performance among IT employees. Structured questionnaires were utilized to gather data, acknowledging the

challenge of direct contact with employees, who were working diligently. To mitigate this, a reference method was used for data collection, circulating 380 questionnaires and receiving 317 valid responses.

The primary objective of this study is to examine the impact of team reflexivity on team performance, with emotional intelligence as a mediating factor. To reduce common method bias, IT employees responded to measures of team reflexivity and emotional intelligence. In total, 48 team leaders participated, with each leader (on average) supervising seven workers. According to the demographic data, 76.1% of respondents are male, with the remaining being female. Respondents' ages range from 30 to 40 years, with the majority having 6 to 10 years of experience.

3.2 Measures

The questionnaires were well-designed and focused on the study's objectives, specifically team reflexivity, team performance, and emotional intelligence. These constructs were measured with appropriate scales. As indicated by[34], structured questionnaires were utilized, and both face validity and content validity tests were conducted. Face validity refers to the researcher's subjective appraisal of the measuring instrument's presentation and relevance, assessing whether the instrument's components are perceived as relevant, reasonable, unambiguous, and clear. To achieve an accurate assessment, we sought the assistance of five reviewers from both industry and academia. Subsequently, the collected data were analyzed using Cohen's Kappa Index (CKI). It is important to note that[35] advised a minimum acceptable kappa value of 0.60, and our achieved value exceeded this threshold.

Content validity was evaluated using Lawshe's CVR technique, and according to[36], if there are three or more panelists, the cutoff value should be 0.78, which we attained. [37] developed an approach that started with confirmatory factor analysis at the item level for each distinct construct. This method was used to detect cross-loadings, items with insufficient factor loadings, and correlation residuals. It also helped to validate the constructs' underlying unidimensionality.

Table 1. Confirmatory Factor Analysis Study Construct

Factors with author details	No.of. Items	x2/df	TLI	CFI	SRMR	RMSEA	GFI	AGFI	PCLOSE	NFI	CR	AVE
Team reflexibility (Bart a. de jong tom elfring)	5	2.131	0.961	0.980	0.028	0.041	0.974	0.921	0.027	0.975	0.883	0.604
Team performance	5	2.619	0.946	0.978	0.028	0.033	0.978	0.918	0.071	0.973	0.549	0.857
Emotional intelligence (peter J jordon)	4	2.113	0.891	0.956	0.036	0.040	0.921	0.876	0.127	0.955		

All the values reached their respective cutoff values which confirm the confirmatory factor analysis. Based on these results we preceded with the main analysis of data.

		CR	AVE
EI	OWN AWARE	0.810	0.652
	MANAGE	0.826	0.613

OWN AWARE	0.727	0.701
MANAGE	0.811	0.598
self-awareness, self-management, social awareness, and Relationship management		

4. Results

4.1 Preliminary Analysis

The preliminary data analysis is divided into three parts. The first part examines missing data, the second examines outliers, and the third examines multivariate analysis, which includes tests for normality, homoscedasticity, and multicollinearity. According to[38] the lack of missing data is acknowledged as a significant difficulty in data analysis, possibly compromising the study's conclusions and aims. As a result, the researcher used the "Median of neighboring points" approach to add in missing values for categorical variables. The Mahalanobis D2 approach was used to examine multivariate outliers in the next phase, as described by[39]. The estimation of Mahalanobis D2 was carried out in this work using AMOS version 18.0. Significant outliers were discovered when the p-value was less than 0.05 (one-sided critical value). In these circumstances, the connection between components differed significantly from the rest of the dataset, by the standards established by[40]. In the dataset, eight multivariate outliers were found. However, the researchers chose to keep these outliers in the dataset since their inclusion did not economically skew the total dataset and proved adequate for future studies.Skewness and kurtosis were employed to assess normality, with [41]recommending an acceptable range of less than +/- 2.58. Levene's test of variance was employed to assess homoscedasticity. According to [42], the P-value should be more than 0.05, and this has been demonstrated, as indicated by [35], the final division multicollinearity was assessed using tolerance and variance inflation factor (VIF). According to [43], the tolerance should be more than 0.2 and the VIF should be between 1 and 10. The same cutoff value had been obtained, and the primary analysis had started.

4.2 Common Method Bias

We used particular procedures to reduce the risk of common method bias (CMB) throughout the survey design by the principles presented by [14]. To start with, we used an online questionnaire with a cover letter that expressly provided respondents with the survey's anonymity and the absence of right and incorrect responses, to avoid any biases. Second, on the first page of the questionnaire, we strongly pointed out its academic research nature and ensured that it was not directed at specific units or people, emphasizing the confidentiality of received information. Third, we took care to identify and separate questions on dependent, mediator, and independent variables, minimizing any potential impact from their proximity.

Harman's single-factor test was used to confirm the absence of common method bias (CMB). The data unambiguously demonstrated that a single component could account for just 34.8% of the variation, in striking contrast to the 87% explained by the four separate variables. Two further evaluations were done to address possible complaints stated against Harman's single-factor test, as recommended by [44]. The first test comprised bivariate correlations, which showed a range of 0.45 to 0.68.

Furthermore, all correlations were substantially below the problematic threshold ($r > 0.90$), as stated by [45]. Following the technique provided by [46], a comparison was made between the model fit of the single-factor model and the suggested measurement model. The fit indices for the single-factor model were (x2/pdf =12.161, CFI =0.72, NFI =0.81, GFI =0.81,AGFI =0.79, SRMR =0.126, RMSEA =0.213), whereas the fit indices for the target measurement model were (x2/df =2.113, CFI =0.912, NFI =0.927, GFI =0.911,AGFI=0.89, SRMR =0.031, RMSEA =0.051). Notably, the single-factor model's fit was much worse

than that of the suggested measurement model. The thorough studies performed suggest that common technique bias is not a credible worry in our dataset.

4.3 Non-Response Bias

To tackle the possibility of non-response bias, we used a time-series extension test based on the methods provided by [47] .This included a comparison of the early responses (30% of the sample) with the remaining participants. A T-test revealed no statistically significant changes in the variables included in the model between these two groups ($p > .05$ for all variables).

4.4 Descriptive Statistics

Table 2 illustrates the descriptive statistics and intercorrelation among the study variables. The zero-order correlation outcomes consistently aligned with the anticipated direction. The values for all the factors are less than 0.01, $p<0.01$ indicating the preliminary support for the relationship depicted in **Figure 2**.

Table 2. Means, Standard Deviation, and Correlations Variables.

Variables	Mean	SD	TF	TP	EI
Team flexibility	2.88	0.734	1		
Team performance	3.90	0.550	0.321***	1	
Team emotional intelligence	4.00	0.649	0.372***	0.546***	1

Correlation is significant at the 0.01 level (2-tailed).

Note: *TF-Team reflexibility, TP-Team performance,TEI-Team emotional intelligence*

4.5 Assessment of Measurement Model

A factor analysis was performed using the SPSS software to determine the construct validity of the study, applying principal component analysis with varimax rotation as described by [48]. Items with loadings greater than the acceptable criterion of 0.40, as established by previous research, were maintained for additional examination. Items with cross-loadings greater than 0.40 were also rigorously removed. The current study's components all satisfied the stipulated loading requirements. The Kaiser-Meyer-Olkin (KMO) measure (0.923) and the Bartley test value (0.000)[49] were both acquired and fulfilled the required norms, confirming the data's suitability for factor analysis. Furthermore, the values for commonalities exceeded the stated minimal threshold of 0.4 [42] Suggesting an adequate explanation of variance with no worries regarding correlations with other variables. The six found variables explained a considerable percentage of the variation in the dataset, accounting for 67% of the total. It is noted that no single factor accounted for more than 22% of the variation. The reproduced correlation value (20%) fell below the 50% threshold, indicating a good fit for the model[50] We conducted a confirmatory factor analysis on 3 components using IBM SPSS AMOS 23.0, as shown in **Table no 3**.

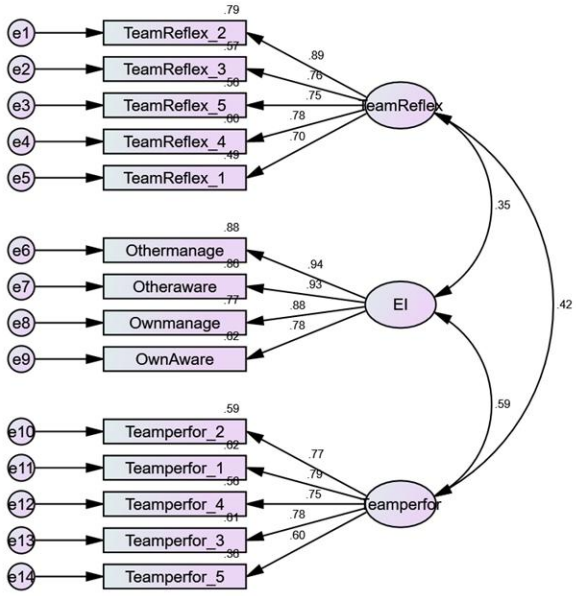

Figure 3. Confirmatory analysis of the proposed conceptual model.

Table 3. Confirmatory factor analysis.

MODEL	X2/df	GFI	AGFI	CFI	TLI	RFI	NFI	RMSEA	SRMR	Pclose
Model 1: TF; TP; EI	2.434	.920	.887	0.962	.953	.923	.937	.068	.021	.010
Model 2: TR; TP+EI	9.560	.652	.519	.766	.720	.697	.747	.166	.077	.000
Model 3: TR:TP+EI	7.615	.731	.629	.819	.783	.798	.798	.146	.055	.000
Model 4:TR+EI,TP	11.636	.637	.498	.709	.652	.631	.692	.185	.127	.000

Table 4. Measurement instrument assessment: factor loading, validity, and reliability

Factors	Items	Loadings	CR	AVE	MSV	Max(RH)
Team reflexibility	TF2	0.886	0.884	0.604	0.175	0.898
	TF3	0.758				
	TF5	0.751				
	TF4	0.778				
	TF 1	0.702				
Emotional intelligence	Other manage	0.940	0.934	0.782	0.348	0.898
	other aware	0.925				
	own manage	0.879				
	own aware	0.784				
Team performance	TP2	0.769	0.858	0.549	0.348	0.867

Factors	Items	Loadings	CR	AVE	MSV	Max(RH)
	TP1	0.789				
	TP4	0.750				
	TP3	0.782				
	TP5	0.599				

Table 5. Discriminant validity

	Emotional Intelligence	Team reflexibility	Team performance
Emotional Intelligence	0.884		
Team reflexibility	0.347	0.777	
Team performance	0.590	0.418	0.741

The fit of the hypothetical four-factor model was judged good, as demonstrated by an X2/df ratio of 2.434, a GFI (Goodness of Fit Index) of 0.920, a CFI (Comparative Fit Index) of 0.962, an NFI (Normed Fit Index) of 0.937, and an RMSEA (Root Mean Square Error of Approximation) of 0.010. All of these values met the statistical requirements for a robust fit, with X2/df lying between 1 and 5, and CFI, GFI, AGFI, TLI, RFI, and NFI above 0.9, while RMSEA stayed below 0.08 and P close less than 0.05, confirming the model's adequacy[51] .All of these values met the statistical requirements for a reliable fit: X2/df was between 1 and 5, CFI, GFI, AGFI, TLI, RFI, and NFI were all around 0.9, RMSEA was under 0.08, and P close was more than 0.05, indicating that the model was adequate[52].Conversely, the poor fit indices for the other models that were examined are shown in Table 3. The result of the model fitness aids the researchers in moving forward with the path coefficients. To further assess convergent and discriminant validity, we simultaneously generated the estimates for Composite Reliability (CR) and Average Variance Extracted (AVE). The CR estimates for Team reflexibility, team performance, and emotional intelligence range from 0.934 to 0.858 respectively, surpassing the recommended threshold of 0.7. Similarly, the AVE estimates for Team reflexibility, team performance, and emotional intelligence range from 0.549 to 0.782 respectively, exceeding the recommended value of 0.5. In Table 4 we showed the factor loading value for all items, MSV, AVE, and CR. While discriminant validity using is summarized in Table 5. The summarized values show that all the diagonal values are above their horizontal and vertical values respectively. Hence all the variables are close to 1.0, the results were valid and reliable for all the variables[53]. These results highlight how admirably convergent and discriminant validity was demonstrated by all constructs.

4.6 Findings from Structural Equation Modelling (SEM) and Hypothesis Testing

4.6.1 To check for the mediation process

Table 6. Hypotheses Tests (H1, H2, H3, H4).

Hypothesis	Effects	Standardized Regression Weights	P	Result
H1	TR - TOP	0.418	***	Accepted
H2	TR - EI	0.347	***	Accepted
H3	EI - TP	0.506	***	Accepted

Note: *TR– TEAM REFLEXIBILITY, EI - EMOTIONAL INTELLIGENCE TP- TEAM PERFORMANCE*

P < 0.001 (***), P < 0.01 (**), P < 0.10 (*)

Table no 6 result depicts the standardized direct effect of team reflexibility on team performance (β = 0.418, p = 0.000), team reflexivity on emotional intelligence (β = 0.347, p = 0.000), and emotional intelligence on team performance (β = 0.506, p = 0.000) is positive and significant. The hypotheses H1, H2, and H3 are significant and accepted. Thus the factors have a direct impact on team performance. So we can proceed with the mediation model.

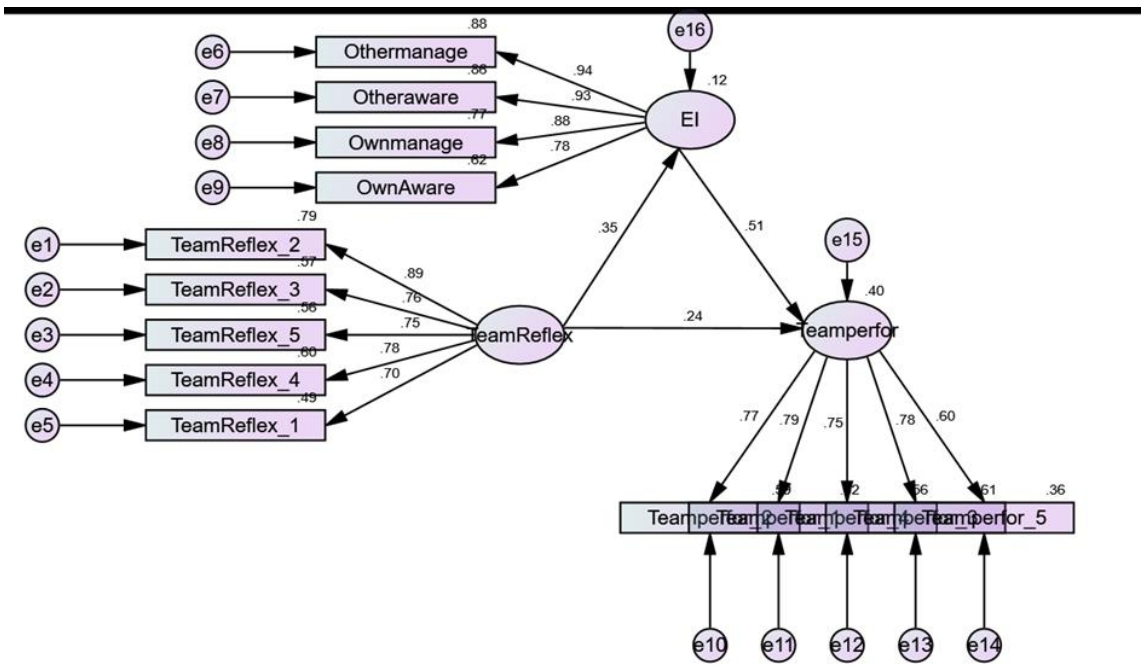

Figure3. Structural Equation Modelling (SEM)

4.6.2 Test for Mediation

In our study, we investigated how emotional intelligence acts as a mediator in the link between team reflexivity and team performance. Using a bootstrapping method with 5000 random samples and a 95% confidence level, we analyzed our sample data according to the guidelines set forth by[54].

Initially, we examined the direct impact of team reflexivity on team performance. Our analysis revealed beta values of 0.418 for team performance which showed significant effects with p-values less than 0.001. Subsequently, we introduced emotional intelligence as a mediator into our model, as depicted in Figure 3. Upon inclusion of the mediator, we observed a reduction in the beta value for team reflexivity's direct effect on team performance (from 0.418 to 0.242). This reduction confirms our hypothesis that emotional intelligence mediates the relationship between team reflexivity and team performance. We then computed the total indirect effect of mindfulness on resilience and productivity through the mediator, which amounted to 0.116. However, to gain a more nuanced understanding, we need to ascertain the significance of individual indirect effects and whether they fall within the 95% confidence interval generated by our bootstrap analysis.

The results revealed a significant indirect effect of the impact of team reflexivity on team performance (b= 0.161, p = 0.000), supporting hypothesis H1. Furthermore, the direct effect of team reflexivity on team performance in the presence of the mediator's emotional intelligence was found to be still significant (b= 0.242, p = 0.000). Hence, emotional intelligence partially mediates the relationship between team reflexivity and team performance. The mediation analysis summary is presented in **Table no 7**.

Table 7. Mediation Analysis

Relationship	**Direct Effect**	**Indirect Effect**	**Confidence Interval**		**P-Value**	**Conclusion**
			Lower Bound	**Upper Bound**		
Mind-AL-Resilience	0.161(0.000)	0.242	0.074	0.177	0.000	Partial Mediation

5. Discussions

This study explores the relationship between team reflexibility emotional intelligence on team performance. This study finding shows that teams that flex their emotional muscle through reflexibility exhibit higher emotional intelligence leading to enhanced team performance and also collecting the data from IT employees. This study examines how team reflexibility serves as a pivotal contextual factor influencing team performance in the IT sector, with emotional intelligence playing a mediating role[55]. The study discovered that team reflexivity had a strong favorable impact on team performance among IT employees. Recognizing the influence of team emotional intelligence on team dynamics and performance, along with the importance of team reflexivity in fostering collaboration, there is a notable gap in research regarding the limits of team reflexivity[56]. Given that reflexivity functions as a renewable resource within teams, it becomes crucial to identify the circumstances under which reflexivity yields optimal cost-effectiveness. Team reflexivity enables the team to recognize ,manage their emotions, motivate social skills and develop empathy also emotional intelligence boosts collaboration, communication and conflict resolution [18]. Our findings develop on past research highlighting the role of emotional intelligence in teams. Previous research has indicated that emotional intelligence enhances team cohesiveness, improves communication, and increases team performance. This study extends these findings by exploring the role of team flexibility in developing emotional intelligence. The researcher found that teams that engage in regular flexibility exhibit higher emotional intelligence which turn in enhances the team's performance. This supports the assertion that team flexibility is a critical factor in developing emotional intelligence. Our findings align with the recent research by Lee et al 2024 who found that team emotional intelligence is a critical predictor of team performance. This study demonstrates that team reflexivity is a key antecedent of team emotional intelligence which enhances team performance. This study results also build upon the work of [57] who highlighted the importance of team reflexibility in developing emotional intelligence.

Through empirical analysis, we observed a clear link between team reflexibility and improved performance, mediated by the development of emotional intelligence among team members. These insights shed light on the critical dynamics at play within teams, highlighting the importance of fostering reflexibility to bolster emotional capabilities and, ultimately, achieve superior performance outcomes. Our study contributes valuable insights for organizations seeking to optimize team dynamics and effectiveness in today's dynamic work environments[58]. Emotionally competent team members can regulate their emotions to function under a variety of circumstances. The current study's conclusions stated that EI promotes a good work environment that motivates staff to successfully and efficiently accomplish their duties.

6. Theoretical Implications

The theoretical implications of this research go further just investigating the interaction of team dynamics. Our research enhances our understanding of how teams may strategically use reflexivity and emotional intelligence to improve performance. The current study provides scholars, practitioners, and organization managers with a potential new avenue of investigation. Our findings support the notion that team reflexibility is an alternate paradigm that enhances team performance. IT employees may find the researcher's fresh insights into innovation methods useful because they contain relevant facts and explanations. On the other hand, preliminary findings from our research indicate that team reflexibility and emotional intelligence can boost worker team performance. The effect of team reflexibility on team performance has a significant impact on a company's overall success.

7. Practical Implications

Organizations may use these theoretical insights to develop specific strategies that promote team reflexivity and emotional intelligence practically. Managers and leaders with a better knowledge of these dynamics can improve a team performance that values continual learning, effective communication, emotional intelligence, and adaptive problem-solving. Our research outcomes offer valuable guidance for managers aiming to leverage team reflexivity as a strategic instrument for enhancing team performance. However, it is crucial for practitioners to acknowledge that team reflexivity's efficacy may vary across different team contexts. Therefore, managers must carefully assess their team's specific circumstances before implementing reflexivity initiatives. It is essential to monitor the availability of informational resources within the team, as this can significantly influence the effectiveness of reflexivity processes in informing decision-making and improving overall team performance. When promoting team reflexivity, investigators should prioritize assessing the depth and quality of discussions and reflections to gauge the potential impact on team performance. Managers are advised to foster an environment where individuals feel empowered to voice their opinions and share their unique experiences, rather than solely relying on pre-existing knowledge or seeking immediate consensus. This approach encourages diverse perspectives and fosters a culture of open communication, ultimately contributing to more effective team reflexivity and improved overall performance.

8. Conclusion

Over the last decade, team research has evolved substantially, offering explanations for why certain teams outperform others. With this study, we go a step further and uncover ways to influence, better build, grow, and manage productive teams Better control of emotions leads to higher performance profitability. Overall, our findings confirm the value of providing correct and timely feedback in teams, but only if we try to foster active involvement and reflective conversations. This study gives some evidence that there is a link between how individuals and teams perceive emotions and how circumstances may influence team

performance. The importance of this link depends on who is carrying out the performance evaluation, what aspects of performance are analyzed, and what component EI is assessed. When the employee has a high level of emotional intelligence, it's pleasant to work in teams. Teamwork is essential in many aspects of human activity, and errors may be expensive or even dangerous. Reflexivity may be a strong tool for addressing the challenges inherent in team-based knowledge production. The human ability to reflect is a significant and frequently underutilized resource. Improving group information processing can boost team productivity, innovation, and effectiveness. We hope that this paper serves as a call to investigate the deliberate use of reflexivity in situations where individuals are working towards common goals.

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Conceptualization, Dr. S. Lara Priyadharshini and Ms. P. Saranya Boopathi; Methodology, Dr. S. Lara Priyadharshini; Software, Dr. S. Lara Priyadharshini; Validation, Dr. S. Lara Priyadharshini, Ms. P. Saranya Boopathi, and Ms. K. Ranchana; Formal analysis, Dr. S. Lara Priyadharshini; Investigation, Dr. S. Lara Priyadharshini; Resources, Dr. S. Lara Priyadharshini; Mr. G. Ravikumar, Ms. Sathya R, and Mr. A. P. Rajesh. Data curation, Dr. S. Lara Priyadharshini; Writing—original draft preparation, Dr. S. Lara Priyadharshini; Writing—review and editing, Dr. S. Lara Priyadharshini; Mr. G. Ravikumar, Ms. Sathya R, and Mr. A. P. Rajesh.Visualization, Dr. S. Lara Priyadharshini; Mr. G. Ravikumar, Ms. Sathya R, and Mr. A. P. Rajesh.Supervision, Dr. S. Lara Priyadharshini; Project administration, Dr. K. C. Arunadevi;

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Conflict of interest

"The authors declare no conflict of interest."

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