



Integration of Team Performance, Emotional Intelligence, and Human Resource Management Practices: A Systematic Review

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ABSTRACT

In this article, we will discuss how to combine team performance with emotional intelligence and use human resource management practices in an increasingly competitive globalization situation. Research data was collected through trusted journal databases such as Scopus and Google Scholar to ensure broad and relevant literature coverage. You can search for literature using Publish or Perish (POP) applications and enter keywords relevant to the research subject. In order to gain a more holistic understanding of the research subject, data collection involved combined methods using quantitative and qualitative analysis. In the current era of globalization, the level of productivity and sustainability of an organization can be improved through teams that work effectively, have good emotional intelligence skills, and implement optimal human resource management practices. The importance of this Research is highly visible in increasing understanding of the relationship between these factors and how they affect business today

INTRODUCTION

Organizational performance is crucial for a company's success and sustainability in the era of globalization and intense competition. According to Alagaraja (2013), human resources in a company manages work and develops employees in various aspects, including team performance and emotional intelligence (Kim & Choi, 2020). An environment conducive to human resource development fosters employee creativity and organizational growth, with team motivation playing a crucial role in fostering this creativity (Mostepaniuk et al 2022). Emotional intelligence (EQ) is a critical skill for organizations, enabling individuals to identify and manage their emotions effectively. According to Gayathri & Vimala (2015), emotional intelligence (EI) involves understanding and managing emotions to relieve stress, communicate, empathize, overcome challenges, and resolve conflicts, enhancing personal and professional relationships and workplace advancement.

Emotional intelligence (EQ) is the capacity to comprehend, manage, and regulate emotions, promote adaptive thinking, and comprehend the meaning and consequences of emotion (Jamshed & Majeed, 2019). Human resource management (HRM) is a crucial aspect of organizational performance. According to Saks (2022), the text emphasizes that human resource development is not just a cost factor but also a valuable asset that can provide competitive advantages. According to Mcewan et al., (2017), effective teams characterized by high performance, problem-solving responsibilities, and decision-making autonomy, enhance productivity and employee satisfaction. Emotional intelligence, encompassing self-awareness, self-regulation, spontaneity, empathy, and social skills, significantly impacts health, relationships, and performance (O'Boyle et al., 2011).

The relationship between organizational innovation, intellectual capital, knowledge management, and sustainable competitive advantage is significant (Hamadamin & Atan, 2019). According to Papa et al. (2020), companies can promote environmental sustainability by providing a clear vision, offering employee training, evaluating performance based on eco-friendly behavior, and implementing a reward system (Gilal et al., 2019).

Previous studies have explored the importance of teamwork, innovation, and effectiveness (Tehrani et al., 2020). Emotional intelligence, team performance, (Jordan & Troth, 2021; Tehrani & Yamini, 2020), intrateam conflict, and team effectiveness (Lee & Wong, 2019; Zhao et al., 2019). This Research aims to identify and develop previous Research using a literature review method, contributing to future research opportunities and contributing to the field of study.

LITERATURE REVIEW

Team Performance

Team performance is crucial in an organizational setting as it aids in achieving shared objectives and contributes to the company's overall success (De Jong et al., 2016). Team performance refers to the collective achievements of a team that surpass individual contributions, emphasizing the significance of synergy and collaboration in achieving organizational objectives, (Jamshed & Majeed, 2019). Team performance improves when members share knowledge and have higher emotional intelligence, influenced by factors like organizational structure, team composition, leadership, and interpersonal relationships. According to Huang et al. (2013), the second-level team performance construct has an external loading of 0.97, with high loadings for its reflective indicator variables (outcome satisfaction, team satisfaction, and outcome quality). According to (Magpili & Pazos, 2018), the Research revealed a dearth of evidence-based strategies to identify and overcome significant obstacles affecting the success of self-management teams.

Previous studies have identified various factors that impact team performance in various organizational settings. For example, a study conducted Saks (2022), the study found that organizational appreciation and consideration can mitigate the negative effects of work-family conflict on performance. According to Alrecht et al. (2015), organizations that foster employee engagement can achieve exceptional performance, emphasizing the need for managers and leaders to understand team performance factors to maximize their people's potential (Salas et al., 2015). The study of team performance necessitates further Research using interdisciplinary methods and advanced techniques for a comprehensive understanding.

Emotional Intelligence

Emotional intelligence comprises four primary elements: Emotion Perception, Emotion Understanding, Emotion Regulation, and Emotion Use (Farh et al., 2012). Emotion perception involves recognizing and interpreting emotional expressions, while emotion use involves using emotions as a source of information and enhancing social interactions (Chang et al., 2012).

Mayer and Salovey's updated model identifies four key elements of emotional intelligence: emotion perception, understanding, regulation, and use (Farh et al., 2012). Emotional understanding involves comprehending the causes, consequences, and complexity of emotions, while using them as a source of information and enhancing social interactions (Chang et al., 2012).

Research indicates that individuals with high emotional intelligence are more successful in their careers due to their ability to manage emotions, resolve conflicts, and collaborate effectively (Sholehah et al., 2022). In addition, Research by (Ha et al., 2021), Research indicates that emotional intelligence enhances communication, collaboration, and problem-solving in work teams, thereby enhancing team performance and productivity in organizations.

Human Resource Management Practices

HRM involves systematic and strategic employee management to maximize performance, achieve company goals, and support professional growth and employee welfare through recruitment, selection, training, performance appraisal, compensation, and industry relations (Boon et al., 2018). Over the past decade, HRM's purpose has evolved due to workplace dynamics and increased awareness. Its primary objective is to foster a pleasant work environment, enhance abilities, enhance teamwork, and foster a supportive atmosphere (Paauwe, 2009).

HRM should prioritize team and employee development for organizational dynamics and work results, focusing on continuous training to enhance technical and non-technical skills, collaboration, and adaptability to technological advancements (Jiang et al., 2017). Regular assessments and feedback are crucial in human resource management, enabling managers to identify employee strengths and weaknesses, design tailored development plans, and enhance team performance (DeNisi & Smith, 2014).

Fair compensation policies are crucial for human resource management businesses, as they boost employee satisfaction and reduce turnover by encouraging them to achieve company vision-oriented goals (Trevor & Nyberg, 2008). Occupational health and safety policies enhance employees' physical and mental health, boost productivity, and enhance team performance by providing comprehensive well-being programs, mental health support, sports facilities, and flexibility (Grawitch et al., 2015).

Fair and inclusive HR policies enhance team performance and employee emotional well-being through improved coordination, communication, and collaboration, leading to increased commitment to team and organizational goals (Ha et al., 2021). Research indicates that effective HRM fosters team cohesion, enhancing team performance by fostering collaboration, conflict resolution, and achieving optimal results (Bornay-Barrachina et al., 2023).

HR training and development programs that foster emotional intelligence among employees can significantly improve their emotional well-being, reducing stress, job satisfaction, fatigue, and enabling better emotional management (Jordan & Troth, 2002). Fair and inclusive HRM methods can enhance employees' sense of involvement and ownership in the company.

Employee emotional health and commitment to a company are positively influenced by their perception of the organization as a supporter, leading to increased loyalty and team goal contribution (Maisaroh & Darmawan, 2023). Implementing effective HRM practices prioritizing team growth and employee emotional well-being leads to a productive, harmonious work environment, improving individual and team performance and ensuring long-term company success.

Interaction Between the Three Elements

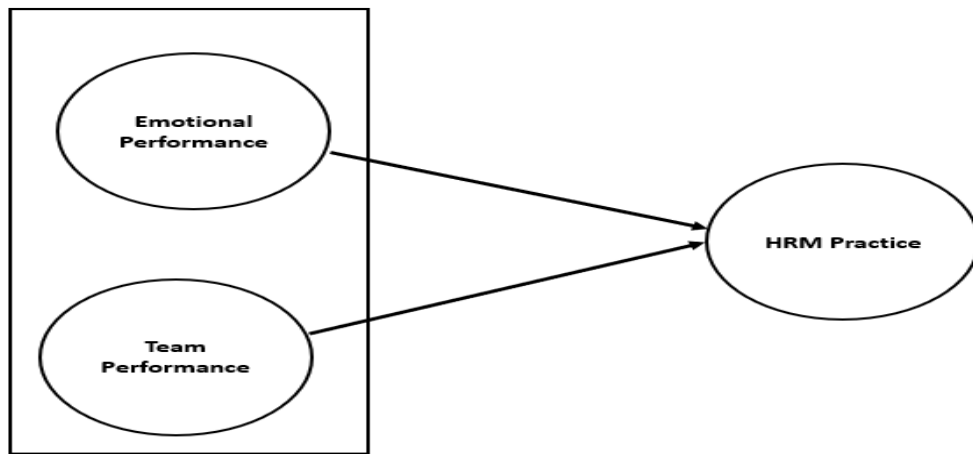


Figure 1. Interaction Between the Three Elements

The study highlights the correlation between contemporary organizations' team performance, emotional intelligence, and human resource practices. For example, Research by Dzage & Szabados, (2024), Research indicates that emotional intelligence significantly impacts team dynamics and leads to improved team performance by Falagas et al., (2019), HRM practices significantly enhance employee emotional intelligence, enhancing team performance. Inclusive leadership, effective communication, and a supportive organizational culture can bridge the gap between individual emotional intelligence and HRM practices (Bornay-Barrachina et al., 2023).

Contingency theory suggests that organizational context and team dynamics influence HRM practices' effectiveness, with individual emotional intelligence acting as a moderating factor (Saks, 2022). Transformational leadership theory emphasizes the significance of integrating emotional intelligence into management strategies and corporate culture for improved team performance, (Mostepaniuk et al., 2022). The "Growth Mindset" model suggests that HRM practices that enhance emotional intelligence can enhance team performance (Tambun & Irawanto, 2023).

METHODOLOGY

Research Design

This study employs systematic reviews, a research method that collects and analyzes relevant scientific literature to answer research questions. It includes a systematic analysis to identify the latest developments in the topic, ensuring a well-founded and reliable review. as submitted by Moher et al., (2009), systematic reviews provide a comprehensive summary of current Research, identify gaps, and outline future Research. The methodology ensures clear, unbiased results. Data was collected through leading databases and keywords to ensure broad coverage and significant studies. The review's results are compiled.

The search strategy includes examining references, gray literature, reports, dissertations, and conferences to reduce bias and ensure all relevant literature is found (Thielmann et al., 2020). Multiple data sources are used to enhance the precision of systematic reviews. After literature search, studies are selected based on inclusion and exclusion criteria, including topic relevance, methodology, study population, and results. This process, typically conducted by multiple researchers, enhances credibility and reduces bias. Reference management programs like Mendeley organize literature and filter collected data. Validated critical appraisal tools like CASP or JBI assist in data synthesis and study quality evaluation, assessing internal and external validity.

Data synthesis can be done using narrative or meta-analysis approaches, combining studies of different design, populations, and outcomes, depending on data quality and homogeneity. As previously stated (Rodgers et al., 2009), this study uses narrative synthesis and meta-analysis to summarize a subject and identify additional research topics comprehensively. The results enhance the quality of the review and ensure reliability and usefulness for the development of science in the relevant field, thereby improving the quality of the review.

Study Selection Criteria

The literature review's credibility and validity are ensured by limiting Research to publications published within the last ten years, providing the analysis includes the most recent, relevant Research to field advances and innovations. Recent Research is more relevant and reflective of current conditions and knowledge than earlier studies (Grant & Booth, 2009). Researchers focus on high-quality Research by focusing on journals indexed by Scopus, which are in the top quartile and top citation index based on factors like factor impact and industry prominence, ensuring greater contribution to the discipline and a more rigorous peer review process (Memon et al., 2021). Quantitative or mixed methods studies offer a robust empirical foundation for analysis and conclusions, ensuring accurate measurement and statistical analysis for high external validity. Mixed methods combine the benefits of both quantitative and qualitative approaches (Alkan et al., 2019).

Minimizing English-only studies in the international academic community ensures accessibility and understanding of research results, as English is the lingua franca of academia. This approach reduces misinterpretations and ensures the review's results are useful to a worldwide audience (Drigas & Sideraki, 2021). The researcher focused on studies with real data, ensuring a review based on strong, reliable evidence, as theoretical and

speculative literature reviews lack empirical data, thereby enhancing the quality of the review (Drigas & Sideraki, 2021). This review's inclusion and exclusion criteria enhance the quality and relevance of selected studies, ensuring they contribute to knowledge and practice in the field and allowing researchers to identify trends, gaps, and future research goals more accurately.

Data Collection Procedures

- **Data Source**

This Research uses data from two databases: Scopus, a comprehensive academic database with globally recognized high-standard journals, and Google Scholar, which provides access to a wide range of scientific articles from various disciplines. Both sources ensure relevant, quality, and up-to-date literature, covering a broader field and ensuring the literature is relevant and up-to-date. Both databases are essential for a comprehensive understanding of scientific Research. Writing published by Falagas et al. (2008), Scopus and Google Scholar are crucial databases for scientific literature research due to their extensive coverage and easy access to significant academic publications. According to Ibojo & Akinade (2024), The text emphasizes that integrating multiple database sources enhances the accuracy and completeness of relevant literature data for academic Research.

- **Literature Search Strategy**

This Research utilized the Publish or Perish (POP) application to search for literature reviews with specific keywords and abstracts. The keywords were chosen based on technical terms and previous Research, such as team performance, emotional intelligence, human resource management practices, organizational performance, and team employees. The keywords were also included in the title and abstract to provide a better understanding of the articles' content. This strategy ensures relevant literature in the study.

Human Resource Practices

Table 1. Human Resource Practices

Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher	Type	Citation metrics	Help
476	68.00	1	A. Kianto	Knowledge-based human resour...	2017	Journal of Business Resear...		Article	Publication years: 2014-2023	
474	94.80	2	B.B. Saeed	Promoting employee's proenviro...	2019	Corporate Social Responsi...		Article	Citation years: 10 (2014-2024)	
453	75.50	3	G. Tang	Green human resource managem...	2018	Asia Pacific Journal of Hu...		Article	Papers: 200	
445	74.17	4	A.A. Zaid	The impact of green human reso...	2018	Journal of Cleaner Produc...		Article	Citations: 15988	
433	48.11	5	S.L. Albrecht	Employee engagement, human r...	2015	Journal of Organizational ...		Review	Cites/year: 1598.80	
403	80.60	6	N. Pham	Greening the hospitality industry...	2019	Tourism Management		Article	Cites/paper: 79.94	
353	50.43	7	H.A. Masri	Assessing green human resource...	2017	Journal of Cleaner Produc...		Article	Cites/author: 15988.00	
337	84.25	8	S.K. Mousa	The impact of green human reso...	2020	Journal of Cleaner Produc...		Article	Papers/author: 200.00	
333	37.00	9	S. Ahmad	Green Human Resource Manage...	2015	Cogent Business and Man...		Review	Authors/paper: 1.00	
266	66.50	10	A. Papa	Improving innovation performan...	2020	Journal of Knowledge Ma...		Article	h-index: 70	
210	35.00	11	M. Robinson	Using multi-item psychometric s...	2018	Human Resource Manage...		Article	g-index: 114	
210	21.00	12	I.M. Prieto	Managing innovative work behav...	2014	Personnel Review		Article	hI,norm: 70	
200	40.00	13	F.G. Gilal	Promoting environmental perfor...	2019	Corporate Social Responsi...		Article	hI,annual: 7.00	
198	19.80	14	F.L. Cooke	Talent management in China and...	2014	Journal of World Business		Article	hA-index: 30	
197	24.63	15	L. Zhong	Job engagement, perceived orga...	2016	Journal of Organizational ...		Article	Papers with ACC >= 1,2,5,10,20: 200,200,166,100,49	
196	49.00	16	Y.M. Yusoff	Linking Green Human Resource ...	2020	Global Business Review		Article		
183	61.00	17	Q.A. Nisar	Green human resource managem...	2021	Journal of Cleaner Produc...		Article		

Emotional Intelligence

Table 2. Emotional Intelligence

	Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher		Citation metrics	Help
h	725	80.56	1	A. Van Deursen	Modeling habitual and addictive ...	2015	Computers in Human Be...			Publication years:	2015-2022
h	659	82.38	2	J.D. Mayer	The Ability Model of Emotional In...	2016	Emotion Review			Citation years:	9 (2015-2024)
h	374	74.80	3	C. MacCann	Emotional Intelligence Predicts A...	2019	Psychological Bulletin			Papers:	200
h	340	42.50	4	K.W. Petrides	Developments in Trait Emotional I...	2016	Emotion Review			Citations:	18490
h	328	41.00	5	N. Sánchez-Álvarez	The relation between emotional i...	2016	Journal of Positive Psycho...			Cites/year:	2054.44
h	290	32.22	6	A. Peña-Sarrionan...	Integrating emotion regulation a...	2015	Frontiers in Psychology			Cites/paper:	92.45
h	259	28.78	7	D.L. Joseph	Why does self-reported emotio...	2015	Journal of Applied Psycho...			Cites/author:	18490.00
h	210	30.00	8	C. Miao	A meta-analysis of emotional int...	2017	Journal of Occupational a...			Papers/author:	200.00
h	204	40.80	9	P.J. O'Connor	The measurement of emotional i...	2019	Frontiers in Psychology			Authors/paper:	1.00
h	200	40.00	10	V. Mattingly	Can emotional intelligence be tra...	2019	Human Resource Manage...			h-index:	79
h	187	46.75	11	C. Li	A Positive Psychology perspecti...	2020	Journal of Multilingual an...			g-index:	117
h	180	30.00	12	S. Hodzic	How Efficient Are Emotional Intel...	2018	Emotion Review			hI,norm:	79
h	180	22.50	13	A. Rezvani	Manager emotional intelligence a...	2016	International Journal of Pr...			hI,annual:	8.78
h	171	21.38	14	S. Laborde	Emotional intelligence in sport an...	2016	Scandinavian Journal of ...			hA-index:	24
h	166	23.71	15	D. van der Linden	Overlap between the general fact...	2017	Psychological Bulletin			Papers with ACC >= 1,2,5,10,20:	200,200,200,132,36
h	160	22.86	16	S. Mérida-López	Emotional intelligence and teach...	2017	International Journal of E...				
h	155	22.14	17	R. Maqbool	The Impact of Emotional Intellige...	2017	Project Management Jour...				

Team Performance

Table 3. Team Performance

	Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher		Citation metrics	Help
h	366	45.75	1	B.A. De Jong	Trust and team performance: A m...	2016	Journal of Applied Psycho...			Publication years:	2014-2021
h	361	45.13	2	L. D'Innocenzo	A Meta-Analysis of Different For...	2016	Journal of Management			Citation years:	10 (2014-2024)
h	340	42.50	3	B.P. Owens	How does leader humility influen...	2016	Academy of Managemen...			Papers:	200
h	237	79.00	4	G. Bansal	Does the whole exceed its parts? ...	2021	Conference on Human Fa...			Citations:	19812
h	230	38.33	5	I. Mujika	An integrated, multifactorial appr...	2018	International Journal of S...			Cites/year:	1981.20
h	229	32.71	6	L. Jin	Entrepreneurial Team Compositio...	2017	Entrepreneurship: Theory ...			Cites/paper:	99.06
h	227	28.38	7	C.Y.C. Chiu	Initiating and utilizing shared lea...	2016	Journal of Applied Psycho...			Cites/author:	19812.00
h	219	43.80	8	G. Bansal	Beyond Accuracy: The Role of Me...	2019	Proceedings of the AAAI ...			Papers/author:	200.00
h	217	24.11	9	A. Riskin	The impact of rudeness on medic...	2015	Pediatrics			Authors/paper:	1.00
h	208	23.11	10	J.E. Mathieu	Modeling reciprocal team cohesi...	2015	Journal of Applied Psycho...			h-index:	86
h	196	39.20	11	J.B. Schmutz	How effective is teamwork really?...	2019	BMJ Open			g-index:	121
h	194	19.40	12	H. Wagner	Individual and team performance...	2014	Journal of Sports Science ...			hI,norm:	86
h	190	31.67	13	S. Marlow	Does team communication repre...	2018	Organizational Behavior a...			hI,annual:	8.60
h	184	26.29	14	D. Mcewan	The effectiveness of teamwork tra...	2017	PLoS ONE			hA-index:	23
h	177	22.13	15	D. Paul	Agility in Team Sports: Testing, Tr...	2016	Sports Medicine			Papers with ACC >= 1,2,5,10,20:	200,200,200,121,34
h	176	17.60	16	F. Visintin	Founding team composition and ...	2014	Technovation				
h	174	29.00	17	R.L. Helmreich	Team performance in the operati...	2018	Human Error in Medicine				

Research Results at POP

Table 4. Research Result Pop

Search terms	Source	Papers	Cites	Cites/y...	h	g	hI,no...	hI,ann...	hA	acc...	Search date	Cache date	Las...
Human resource Practice [title]...	SC Scopus	200	15988	1598.80	70	114	70	7.00	30	100	7/13/2024	7/13/2024	0
Team performance [title], Team...	SC Scopus	200	19812	1981.20	86	121	86	8.60	23	121	7/13/2024	7/13/2024	0
emotional Intelligence [title], e...	SC Scopus	200	18490	2054.44	79	117	79	8.78	24	132	7/9/2024	7/9/2024	0

This Research uses keywords to search for articles from the last ten years, covering topics like HR practices, emotional intelligence, and team performance. The data is then downloaded in CSV Excel, a common PoP export format, which can be opened using Vos Viewer. The study aims to study each keyword further and download the data for further analysis (Jacsó, 2009). The researcher sent the data to Vosviewer after saving the Excel CSV file.

The researcher will enter the research into Vosviewer software, filtering out reviews, proceeding, and non-relevant articles with keywords or abstracts to focus on relevant journals, ensuring the selection of relevant articles for the study. research, As mentioned by (De Jong et al., 2016), the use of suitable keywords in a literature search aids researchers in identifying the most pertinent articles and avoiding irrelevant ones. According to (Falagas et al., 2019), the Research emphasizes the significance of abstracts in the literature search process, clearly summarizing a study's aims, methods, and results. It combines title searches and other search techniques to identify relevant literature, ensuring each article is highly relevant and contributes significantly to the research topic.

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- **Data analysis**

Methods Used to Analyze Data from Selected Studies

This Research employs a mixed-methods approach, combining quantitative and qualitative analysis, to understand the subject. Quantitative data is analyzed using descriptive statistics, while qualitative data is analyzed using thematic analysis. Thematic analysis involves systematic coding to identify patterns and themes, with Vos viewer software aiding in data management. This method helps researchers understand the experiences, perspectives, and deep meaning of research subjects, reducing bias and strengthening the validity and reliability of research results. This approach provides multiple perspectives and reduces bias, enhancing the validity and reliability of the research findings.

Techniques to Ensure the Validity and Reliability of the Analysis

The validity and reliability of scientific Research are crucial for accurate and reliable findings. The use of validated measurement tools ensures the validity of quantitative data. Cronbach's Alpha coefficient evaluates reliability, ensuring alignment of rating scales. A value above 0.7 is considered adequate reliability, ranging from 0 to 1 (DeNisi & Smith, 2014). Researchers employ various methods to guarantee the validity and reliability of qualitative data analysis. These include data triangulation, member checking, peer debriefing, and audit trails. These methods ensure the use of multiple data sources,

participant verification, and increased transparency, allowing other researchers to verify the analysis process.

Double coding is a method used in qualitative analysis where multiple researchers code the same data separately, ensuring consistency and reliability by identifying and resolving interpretation errors (Creswell, 2007). The reliability of an analysis can be enhanced by effective data management and comprehensive documentation of each step.

RESULT

Team Performance

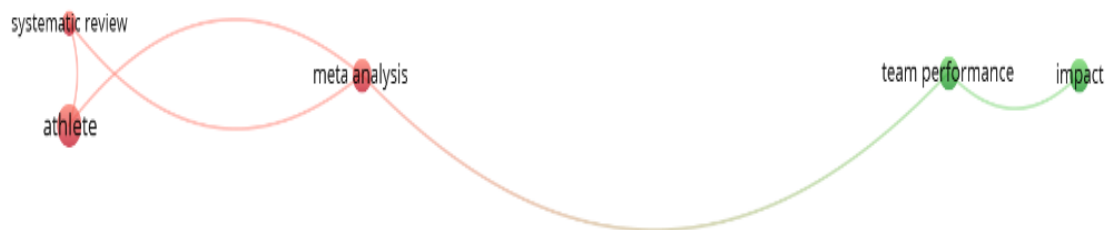


Figure 2. Image of Research Results

The Research underscores the significance of meta-analysis and systematic reviews in comprehending team performance, particularly in team performance. Meta-analysis by Raharjo et al. (2018) found that trust between team members, communication, and leadership are critical components for improving team performance. thorough analysis carried out by Saks et al. (2019), also states that team achievement can be significantly affected by interventions intended to improve these elements. In addition, Mostepaniuk et al. (2022) research shows that social and emotional skills development programs improve overall individual and team performance. This study confirms that an evidence-based approach is essential in creating strategies to enhance team performance, especially in competitive work environments.

Emotional Intelligence

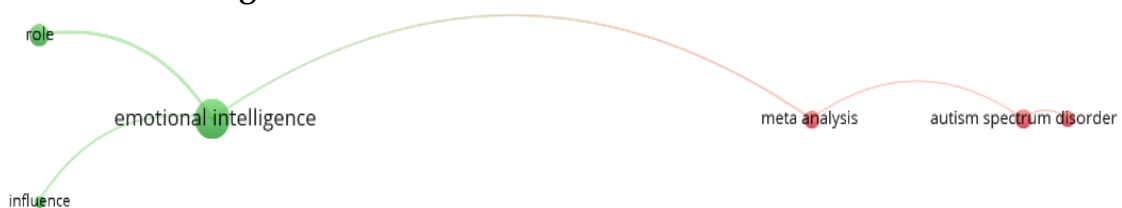


Figure 3. Image of Research Results

The study underscores the significance of emotional intelligence in various situations, particularly its influence on individuals with autism spectrum disorder (ASD). A meta-analysis by (De Jong et al., 2016), Research indicates that individuals with high emotional intelligence excel in managing social interactions, particularly those with Autism Spectrum Disorder (ASD), and exhibit enhanced social skills. According to Saks et al. (2019), emotional intelligence significantly reduces symptoms of spectral autism (ASD) through

intervention programs that enhance social and emotional performance. Effective communication and inclusive leadership can improve team performance, highlighting the importance of emotional intelligence in ASD treatment (Memon et al., 2021). The study reveals that emotional intelligence is crucial for personal growth and fostering a harmonious and productive work environment.

Human Resource Management Practices



Figure 4. Image of Research Results

The study emphasizes the significant role of human resource management (HRM) in enhancing organizational performance. Thorough study by Huang et al. (2013), the study indicates that effective HRM practices enhance employee performance, which in turn positively impacts the overall performance of the organization. Study conducted by Gupta et al. (2022), the text emphasizes the importance of a comprehensive HRM approach, which includes ongoing training, fair performance evaluation, and career development, to boost employee motivation and engagement. Meta-analysis conducted by Salas et al. (2015) the study demonstrates that human resource development practices that focus on enhancing employees' emotional and social competencies can enhance team collaboration and work productivity, and that investing in such development not only enhances employee performance but also fosters a more harmonious and productive organizational culture.

- **Organizational Performance**

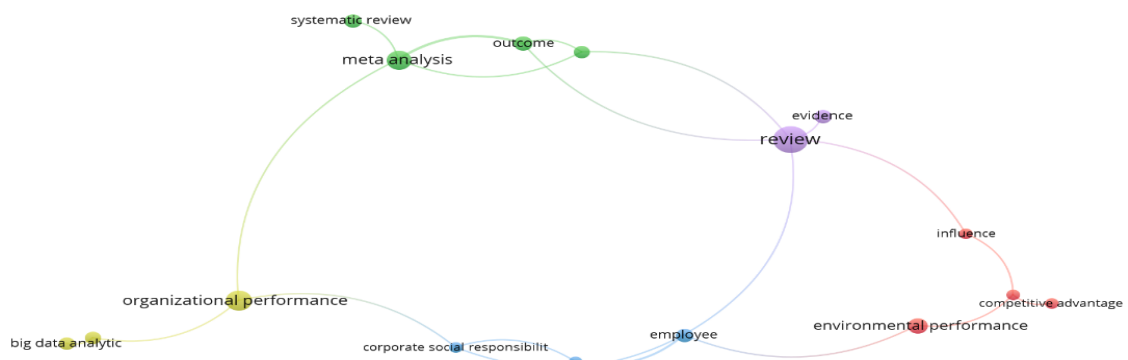


Figure 5. Image of Research Results

The Research indicates that meta-analyses and systematic reviews are crucial for comprehending the relationship between organizational performance, environmental performance, and competitive advantage. According to J. Kim & Choi, (2020), the study demonstrates that the implementation of big data analytics can significantly enhance organizational performance by enhancing the efficiency of strategic and operational decision-making processes. A thorough review conducted by Shenoy et al., (2022), the study highlights the importance of employee engagement and corporate social responsibility in enhancing an organization's environmental performance, citing scientific evidence supporting the positive correlation between sustainable human resource management practices and improved organizational performance. In addition, Research by Vafaei-Zadeh et al., (2020), the study reveals that corporate social responsibility initiatives enhance a company's reputation, enhance environmental performance, and boost its competitive edge.

DISCUSSION

Interpretation of Findings

- **In-Depth Interpretation of Research Results**

The study emphasizes the importance of meta-analyses and systematic reviews in comprehending various team and organizational performance aspects. Meta-analysis created by (2022) reveals that enhancing team performance is significantly influenced by trust, communication, and leadership among team members. Additionally, a thorough review by Anwar & Abdullah, (2021), the text emphasizes the significance of actions aimed at enhancing productivity and team dynamics. At the organizational level, meta-analysis was carried out by J. Kim & Choi, (2020), the study reveals that big data analytics enhances strategic and operational decision-making efficiency, significantly enhancing organizational performance. It also highlights the importance of employee engagement and corporate social responsibility in enhancing an organization's environmental performance.

Theoretical Implications of Research Findings

The study's findings support management and leadership theories that emphasize effective communication, team trust, and transformational leadership. Big data analytics aids organizations in decision-making, confirming the importance of information technology in business strategy. The study also highlights the role of corporate social responsibility and employee engagement in improving an organization's environmental performance. These findings support stakeholder and sustainability theories, as businesses that adopt sustainable practices and involve employees in the process can achieve better economic and environmental performance. Thus, the study provides empirical support for modern management theories emphasizing the importance of information technology in business strategy.

CONCLUSION AND RECOMMENDATION

HRD plays a crucial role in organizational conflict management by improving communication and conflict resolution skills, reducing conflicts and intensity. It also fosters a positive teamwork environment. Effective leadership, particularly transformational leadership, is essential for improving team performance, especially in conflict situations. Encouraging open communication, collaboration, and empathy can help teams better deal with conflicts.

Emotional intelligence (EQ) is crucial for effective conflict management in the workplace. Employees with high EQ can recognize and manage their own emotions and those of others, enhancing communication, collaboration, and problem-solving. Organizations should enhance their HRD training programs, focusing on communication skills, emotional intelligence, and conflict management.

Integrating HRD strategy, transformational leadership development, and emotional intelligence development into a company's strategy can enhance conflict handling, team performance, and overall productivity. This approach focuses on improving communication, team interaction, and motivation, while increasing awareness of emotional intelligence through training, workshops, and mentoring. Companies can create a harmonious and productive work environment by implementing these strategies.

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