



Strategic Management

NAME: ISHA SONI
STUDENT ID: 2315396

PART 2: INDIVIDUAL WORK,
PART 1 – PRECIS, SUMMARY, PRESENTATION SLIDES

The Emergence of “Virtual Organizations”

In this day and age, new organizational structures in businesses are a result of the rapid growth of technology. Networking and virtual ones are the two main types of new organizational structures of a firm. Businesses that have grown more interconnected and globally oriented have begun to conduct all organizational functions—including human resources, marketing, finance, production, R&D, and public relations—virtually. A significant change in the economic landscape has been the emergence of virtual businesses, primarily as a result of advancements in technology and evolving attitudes on remote work after the pandemic. Within virtual businesses, which are characterized by a dispersed workforce and a reliance on digital tools for communication and cooperation, strategic management faces both, opportunities and challenges.

The establishment of virtual organizations is inevitable due to factors such as the growing usage of the internet, networking, and mutual commitment, the requirement for flexibility, the introduction of marketable virtual knowledge-based products and services, the worldwide integration of markets and resources, and shifting competitive conditions.

(Zehra Alakoç Burma, 2017)

Now, let's discuss the opportunities and challenges or strategic issues the virtual organizations might face or have faced and possible solutions starting by understanding the meaning of virtual organization.

What is a Virtual organization?- A group of individuals or stakeholders working together remotely, sometimes across time zones, on a shared project and heavily relying on information and communication technologies (ICTs) for co-creation is referred to as a virtual team. Virtuality, which denotes a common goal and temporal and physical distance between members, is evidently one of its primary qualities (Ebrahim et al., 2009).

Also known as strategic web (Lorenzoni and Baden-Fuller 1993), network organization (Powell 1990) and strategic cooperative alliances (Holm et al 1996). The term 'virtual organization' is often used interchangeably with traditional organizational terms like hierarchy and market. However, recent attention has shifted to intermediate forms of economic organization, such as hybrid organizations, which fall between market and hierarchy. Most businesses are in the middle, neither market nor hierarchy, and the term 'virtual' has been used without a

recognized IT component. Virtual Teams, Workspaces, and Employees (VOs) collaborate to investigate business prospects and complete client assignments virtually. Over time, the idea has changed as research efforts in Europe, Japan, the USA, Australia, and Mexico have shown how important it is to enhancing distributed processing. Benefits of VOs include time savings, shorter development cycles, and higher quality standards. They additionally provided access to markets, consumers, funds, and new technologies. Comprehending the rationale for establishing a virtual business may assist companies in optimizing its advantages and enhancing their capacity for collaboration. Organizations that function in a virtual environment and concentrate on conditions and environment, product and service, and effective operation characteristics are known as virtual organizations (VOs). Delocalization, individualization, dematerialization, transitory, and permanent qualities can all be included in this list. Different definitions and characteristics of virtual objects (VOs) have been proposed by researchers; shared qualities include transitory, delocalization, and dematerialization. Understanding the fundamentals of business collaboration, such as readiness, VBE, VO planning, and VO lifespan, is the major goal of a VO. For the effective generation of dynamic VOs, the Virtual Organization Breeding Environment (VBE) is essential. VBEs help member organizations become better equipped to create VOs quickly and effectively by establishing shared knowledge, harmonizing procedures, and identifying core competencies. (Holland, 2016)

Planning and Designing: (Garro-Abarca, Palos-Sanchez and Aguayo-Camacho, 2021)

Kotter's model, based on people's perception of change, consists of eight steps: creating urgency, guiding coalition, vision, strategy, communication, empowerment, short-term wins, consolidation, and anchoring change into culture. This model is relevant for creating and deploying an innovative corporate culture in the 21st century. However, change is not one-size-fits-all and can be too complicated to manage in steps. Virtual teams were initially created for global or regional experts who couldn't travel for specialized tasks. Today, online collaboration is common for national and multinational companies, involving teams working from different physical locations using collaborative ICTs.

We will take PUMA as an example of mix of Traditional and Virtual organization for better understanding-

Adaptability and Scaling: Virtual businesses offer unparalleled flexibility in staff management and scalability. Planning in these kinds of organizations includes utilizing these advantages to quickly adapt to changing market dynamics and opportunities. Like-

Specialization and Expertise: Puma's hierarchical structure facilitates functional departments' specialization, which boosts efficiency and expertise in particular operational domains. Processes can be streamlined and high-quality outputs can be achieved with this specialty.

Strategic Control: Puma's corporate structure permits centralized management from the corporate office, allowing for uniform strategic management choices throughout the company. This centralized strategy can assist in coordinating company aims and objectives with business operations.

Competitive Advantage: Puma is able to concentrate on innovation and distinction within its footwear, apparel, and accessory areas by utilizing product-based divisions. This focus on distinctiveness and product quality helps the business maintain a competitive edge in the international athletic goods industry. (Sherman, 2019)

Organizational Structure: Traditional hierarchical structures must be reexamined in order to establish a virtual organization. Organizational models such as matrix and flat hierarchy often function better in distributed settings.

Communication Channels: To guarantee that information moves freely throughout the company, good design necessitates the creation of distinct channels for communication. Project management software, online collaborative areas, and frequent virtual meetings are a few examples of this.

Personnel Management: Establishing virtual businesses requires concentrating on personnel management tactics that highlight accountability, self-motivation, and autonomous working abilities. It is necessary to modify hiring and onboarding procedures to find applicants who do well in remote work settings.

Technology Infrastructure: Planning must focus on building a solid technology infrastructure to facilitate seamless communication and collaboration amongst distant workers. Investing in trustworthy web applications and instruments is required for this.

(Lamba, 2021) The multinational shoe company PUMA, based in India, and used a variety of technological platforms. The company's overall performance was negatively impacted by juggling the ERP, OMS, and WMS systems at the same time, juggling between multiple systems, creating problems like inaccurate stock flow, so they recently started using Increff which gave them a unified inventory view and scalable multi-system integration capabilities by integrating WMS and OMS with their current ERP. Even during periods of high sales, the live inventory-order sync capability assisted in providing improved stock management with real-time (less than 30 second) inventory updates. Now with this, they can do multiple tasks with one tech system like Inventory Serialization, Scan-based Operations, and Single Interface for End-to-End Operations, Insightful and Actionable Reports, Uninterrupted Cycle Counting, Manpower Management.

Cultural Aspects: When making plans, it is important to consider how a virtual workforce may affect culture. To be successful, virtual organizations must foster a sense of belonging and promote cross-border collaboration.

Puma's most of work environment consist of virtual teams, it does have co-alliance system meaning HQ can have work from office days because of possible challenges we will talk about after this and it has already established initiatives like child-friendly environment, finance, flexibility, facilities like excess to gym, open office format. Recognition to all ethnicity and gender type, special training on dealing with discrimination and justice, equal opportunity employer.

Sense of Belonging: Encouraging a sense of belonging is essential to ensuring employee engagement and productivity in a virtual workplace. To foster a strong sense of belonging among its remote staff, Puma can put in place initiatives like regular check-ins, virtual team-building exercises, and recognition programs. Puma may build a strong online community where staff members feel bonded while living far away by highlighting a common corporate culture and set of values. Inter-Border Cooperation: Puma's virtual workforce offers a platform for varied viewpoints and experience to facilitate cross-border collaboration, given the company's operations throughout multiple areas. Puma can use project management software, virtual meeting platforms, and employee cultural sensitivity training to promote productive collaboration. Establishing clear expectations for collaboration and promoting open lines of communication can improve collaboration and cross-border creativity.

Cultural Integration: To encourage inclusivity and harmony, Puma can proactively address cultural variations within its remote workforce. This can be accomplished by encouraging cultural exchange initiatives, providing training in cultural

awareness, and cultivating an environment that values variety and respects it. Puma can establish an inclusive virtual environment where employees from varied origins feel respected and empowered to share their unique insights by recognizing cultural differences as assets rather than limitations.

Leadership and Communication: Guiding and coordinating a remote workforce toward shared objectives requires effective leadership and communication. Leaders at Puma may create a great virtual culture by setting a good example, keeping lines of communication open, and giving remote staff regular feedback and encouragement. By placing an emphasis on effective communication, being approachable and transparent, Puma can foster cooperation and trust among its remote workers, which will promote organizational success in a distant work environment.

Adaptability and Flexibility: To overcome obstacles and take advantage of possibilities, Puma's virtual workforce needs to be both flexible and adaptive in a business environment that is changing quickly. By supporting creativity, welcoming change, and offering tools for ongoing education and growth, Puma can foster an environment that is resilient and agile. Puma can enable its remote personnel to flourish in changing circumstances and promote long-term success by cultivating a culture of adaptability. (Johnson, 2020) (Handy, 1995)

Leading:

(Johnson, 2020) (Handy, 1995) Remote Leadership: Unlike typical leadership roles, managing virtual team's calls for a different set of skills. For remote leaders, having strong communication, empathy, and team-building abilities is crucial. Effective leadership requires the implementation of robust performance management techniques that monitor outcomes rather than inputs. For this, it's essential to set clear goals and targets and provide regular support and feedback to remote workers.

Crisis Management: Virtual businesses face unique challenges when it comes to cybersecurity threats or changes to digital infrastructure. Leaders must develop resilience strategies and backup plans in order to lower these risks. Techniques for Creating Inclusive Virtual Environments: Developing psychological safety via compassionate leadership and transparent communication is essential for fostering inclusion and trust in virtual teams. All views can be heard and collaboration can be improved by using inclusive practices in virtual meetings, such as equal participation and making use of technological tools. Promoting transparency and genuineness

while honoring personal space can help create an environment where staff members feel appreciated and welcomed for who they are. (Johnson, 2020)

Challenges:

(Johnson, 2020) (Handy, 1995) Challenges of Virtual Work: Although remote work can lessen feelings of being excluded, it can also make employees feel alone, especially those who are social butterflies. This emphasizes how crucial it is to attend to social and emotional requirements when interacting virtually. Concerns involving privacy and authenticity are brought up by the blending of personal and professional spheres in virtual environments. Employees' sense of belonging and psychological safety may be impacted if they are reluctant to reveal personal information. In virtual contacts, biases and macroaggressions can still appear, therefore it's important to take proactive steps to reduce and effectively address them. Communication obstacles like time zone differences, cultural differences, and language limitations can be detrimental to enterprises.

Trust and responsibility: Building trust and responsibility in remote teams can be challenging. Leaders must figure out how to create a culture of trust in addition to ensuring that remote workers feel valued and supported.

Work-Life Balance: When working remotely, it can be easy for personal and professional spheres to overlap, which can lead to burnout and decreased productivity. Work-life balance policies and employee well-being should be the top priorities for virtual businesses. Finally, whereas virtual businesses have many benefits in terms of flexibility, potential for expansion, and management challenges, they also present strategic management challenges related to planning, establishing, and overseeing such organizations and give access to talent across the globe. What sets apart successful virtual businesses is their capacity to manage these problems and capitalize on the advantages of a distributed workforce.

Management must encourage change-fostering activities within the confines of a few stringent guidelines. Emerging events will be used to determine the change's specifics. All parties involved in such a corporation must have access to real-time, fact-based communication. They propose that in order to do this, the few crucial rules of: establish deadlines, responsibilities, and priorities; and aim for real-time tracking of progress made toward the specified objectives.

Possibilities of Virtual Work for diversity, equity, and inclusion DEI: As Forbes article correctly points out how remote work can help diversify the workforce by making it possible to find talent outside of geographical borders. This can introduce a variety of viewpoints and improve representation. Virtual spaces have the power to strengthen underrepresented voices and undermine established hierarchies, promoting an inclusive and equitable culture. Meeting a range of needs, including those of people with disabilities or those who are responsible for providing care for others, demonstrates respect and value for each and every employee.

(Johnson, 2020)

Virtual organizational design is increasingly being adopted by companies, including Fortune 500s, due to its numerous advantages. However, startups and smaller companies often make the decision to hire a remote workforce without considering the disadvantages and issues that can arise from this decision.

Advantages of virtual organization design include lower overhead costs, improved employee satisfaction, increased efficiency, scalability and growth potential, a larger talent pool, improved employee retention, and access to new markets. However, many startups overlook the downsides of choosing a virtual organizational design. Disadvantages of a virtual organizational design include difficulties in installing a company culture, lack of camaraderie, increased focus on communication, reputational risks, and security and compliance issues. Remote teams often choose their own work hours, leading to a fragmented company culture and difficulty in making necessary changes.

To ensure the right decision for your startup, it is crucial to understand how the disadvantages of virtual hiring can offset some of the advantages.

We conclude by highlighting the significance of making inclusion a top priority and taking advantage of the special opportunities presented by remote work in order to establish a more equal and empowered work environment for all employees. It emphasizes how important it is for leaders to take the initiative and use thoughtful approaches to handle the problems that arise when virtual work and people come together. There are advantages of forming a virtual organization more than disadvantages and if we keep in mind the current mindset of people and social and personal responsibility, it could be a fully successful and functional virtual organization

Reference list

BLACK, J.A. and EDWARDS, S., 2000. Emergence of virtual or network organizations: Fad or feature. *Journal of Organizational Change Management*, 13(6), pp. 567-576.

Ebrahim, N. A., Ahmed, S., and Taha, Z. (2009). Virtual teams: a literature review. *Aust. J. Basic Appl. Sci.* 3, 2653–2669.

Garro-Abarca, V., Palos-Sanchez, P. and Aguayo-Camacho, M. (2021). Virtual Teams in Times of Pandemic: Factors That Influence Performance. *Frontiers in Psychology*, 12(2021). doi:<https://doi.org/10.3389/fpsyg.2021.624637>.

Handy, C. (1995). *Trust and the Virtual Organization*. [online] Harvard Business Review. Available at: <https://hbr.org/1995/05/trust-and-the-virtual-organization>.

Holland, C. (2016). *Business Trust and the Formation of Virtual Organizations*.

Johnson, J.L. and A. (2020). *Are Virtual Teams Good Or Bad For Diversity And Inclusion?* [online] Forbes. Available at: <https://www.forbes.com/sites/amberjohnson-jimludema/2020/09/25/are-virtual-teams-good-or-bad-for-diversity-and-inclusion/?sh=11739ee062f3> [Accessed 27 Apr. 2024].

Kotter, J. P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press.

Lamba, C. (2021). *How PUMA Is Re-organizing Its Warehouse Management for Higher Efficiency*. [online] Indian Retailer. Available at: <https://www.indianretailer.com/article/technology/innovation/how-puma-is-re-organizing-its-warehouse-management-for-higher-efficiency.a7025>.

PUMA (2018). *Working at PUMA*. [online] PUMA SE. Available at: <https://about.puma.com/en/careers/working-at-puma>.

Sherman, M. (2019). *Puma's Organizational Structure & Its Characteristics (An Analysis)*. [online] Panmore Institute. Available at: <https://panmore.com/puma-organizational-structure-characteristics-analysis>.

Voss, H. (1996) 'Virtual organizations: the future is now', *Strategy & Leadership*, 24(4), 12+, available: <https://link.gale.com/apps/doc/A18607257/AONE?u=anon~4a3629a5&sid=googleScholar&xid=cbe162f6> [accessed 17 Apr 2024].

Zehra Alakoç Burma (2017). *New Organization Structures: Virtual Organizations*. [online] International Journal of Business and Management Review (IJBMR). Available at: <https://eajournals.org/ijbmr/vol-5-issue-2-march-2017/new-organization-structures-virtual-organizations/>.

Conclusion

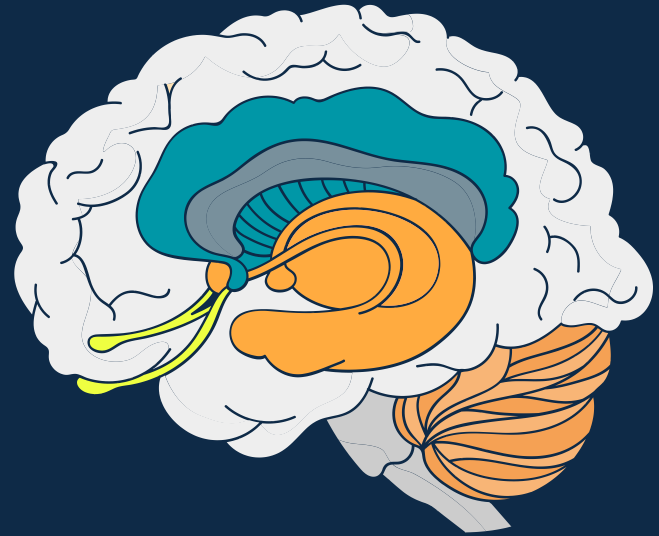
Research question: Does emotional intelligence account for increases in individual cognitive-based performance over and above the level attributable to general intelligence?

Results:

- Overall EI – Positive (Contributes to increases in individual cognitive-based performance over and above the level attributable to general intelligence)
- Enhanced performance in stressful situations
- MEIS is an important instrument for measuring EI

As key indicators:

- Perceiving emotions- Positive
- Understanding Emotions- Negative (Did not supported the Hypothesis)
- Regulating Emotions- Positive



Limitations:

- Pen-Paper based reasoning problems.
- Individuals have limited emotional control due to stronger connections between emotional and cognitive systems than those between cognitive to emotional systems.
- The sample was a relatively homogeneous group of participants
- Difference in emotional expression means difference in EI in different demographic.

Authors missed:

- Panel study to examine changes in performance overtime.
- Broader or workplace demographic.
- The study lacks explicit ethical considerations regarding research design, participant recruitment, and data collection procedures, which should be integral to human participant research.

Proposed next steps and Do we agree?

- The refinement of the MEIS could provide a more comprehensive understanding of emotional intelligence and its relationship to performance.
- Future research could explore gender differences in emotional intelligence components and overall, and how these differences affect individual and team performance.

☐ **Yes.** We agree with the proposed steps as well think to include missed points for future research.



Paper- Is Emotional Intelligence an Advantage? An exploration of the impact of Emotional and General Intelligence on Individual performance- by Laura Thi Lam, Susan L Kirby

- In order to ascertain if emotional intelligence (EI) enhances performance above and beyond general intelligence, the study investigates the relationship between EI and individual cognitive-based performance. There is a dearth of scientific investigation despite the widespread belief and testimonies that success and emotional intelligence are positively correlated. The research postulates that emotional intelligence (EI) in general and its constituent parts—perceiving, comprehending, and regulating emotions—have a beneficial effect on cognitive performance. The idea of emotional intelligence has grown in acceptance among a number of audiences, including academics, managers, business consultants, and members of the general public. Sensing, comprehending, and controlling emotions are three different emotional reasoning skills that are used to form emotional intelligence.
- This paper examines the impact of emotional intelligence (EI) on individual cognitive-based performance, addressing the gap in empirical research despite widespread beliefs in their positive correlation. It investigates whether EI, including its components of perceiving, comprehending, and regulating emotions, enhances performance beyond general intelligence.
- 304 undergraduate students completed measures of general intelligence and EI using the Multifactor Emotional Intelligence Scale (MEIS). The study aims to elucidate the relationship between EI and personal performance.
- The findings corroborated Hypothesis 1: Individual cognitive performance was positively correlated with overall emotional intelligence, surpassing the level due to general intelligence. The study did not support Hypothesis 3, but it did support Hypothesis 2: Individual cognitive-based performance was enhanced by the perception of emotions beyond what can be explained by general intelligence. The research implies that rather than the presence of emotions, issues with task performance may arise from specific emotions experienced and their interpretation and management.
- High emotional intelligence people are able to control their emotions in a way that minimizes negative effects and increases motivation and output. While emotions may initially get in the way of tasks, the study reveals that those with developed emotional intelligence (EI) can control their emotions to maximize performance. Higher emotional intelligence people can lessen the harmful impacts of fear, negative emotions, and anxiety by internalizing and separating their emotions using buffering techniques. On the other hand, they can harness happy feelings to maximize productivity and personal engagement. Future studies may examine the connections between emotional intelligence and other facets of life, like organizational commitment, job satisfaction, and task-interdependent activities.
- One of the limitations is the use of cognitive reasoning exercises, which may restrict generalizability to other activities. More research is necessary to address reliability concerns with the MEIS, particularly with regard to the comprehension component. The homogenous undergraduate sample might make it harder to extrapolate the findings to different groups and environments.
- Future directions for research include examining tasks other than cognitive-based ones and examining how Emotional Intelligence (EI) affects task-interdependent behaviors, organizational commitment, and job satisfaction. It is also worthwhile to investigate how gender variations in emotional expression relate to performance and emotional intelligence. Finally, the study sheds light on the relationship between EI and cognitive function as a whole, EI. And all of its elements, including feeling and controlling emotions, improve performance. The MEIS's flexibility in evaluating total emotional intelligence as well as its constituent parts highlights its usefulness in studies. More investigation into diverse tasks, demographics, and gender disparities should yield insightful information about the function of emotional intelligence in performance enhancement.

Analysis of the Conclusion- Summery

The study's authors analyze the implications, constraints, and possible future directions after interpreting the data in relation to the research question.

It is often accepted that emotional intelligence promotes both professional and personal success. Its effects on job quality and career advancement are only two examples of how emotional intelligence affects human performance. The majority of people's knowledge of this association is derived from anecdotal sources, while there hasn't been a comprehensive study of it. The purpose of this research is to determine whether emotional intelligence may explain cognitively-based performance gains above those attributed to general intelligence. Based on the idea that individuals have a fixed potential for intelligence, general intelligence is a commonly recognized indicator of intellectual capacity. It can be assessed through the use of analogies, pattern identification, and number series completion. According to Gottfredson, IQ tests are the best indicators of an individual's performance. A multifaceted notion that emotional intelligence includes the ability to recognize, comprehend, and control one's emotions. It entails having the capacity to keep an eye on, distinguish between, and utilize one's own and other people's sentiments and emotions as a guide for thought and behavior. To look into the connection between emotional intelligence and personal performance, the Multifactor Emotional Intelligence Scale (MEIS) was created.

The purpose of the study is to determine whether emotional intelligence as a whole and its unique emotional reasoning skills favorably impact an individual's ability to perform cognitively. Among the theories are those that state that total emotional intelligence raises an individual's cognitive-based performance above that which can be attributed to general intelligence, that emotional intelligence is influenced by perception, understanding, and regulation, and that emotional intelligence is influenced by perception. 304 undergraduate students from a western US university, ages 18 to 33,

participated in the study. They filled out a demographic questionnaire, the Shipley Institute of Living IQ Scale, the brief MEIS, and a paper-and-pencil test measuring individual cognitive function. The three stages of emotional reasoning ability—perceiving, comprehending, and regulating emotions—are represented by the eight tasks that comprise the MEIS. The expert scoring method is used to determine the score for the MEIS short version, which takes about 40 minutes to complete. General intelligence is measured using the Shipley Institute of Living IQ Scale, which has a 0.85 correlation with the WAIS-R. Eight logical thinking problems chosen from Burney's (1974) collection were used to evaluate the dependent variable, individual cognitive-based performance. Each task took one minute to solve for the participants, and their performance was determined by the proportion of problems correctly answered. In order to guarantee high levels of motivation throughout the activity, the participant who scored the highest or tied for the highest score got \$25.

Low alpha coefficients prompted the study to rerun reliability tests and examine the validity of the MEIS emotional intelligence measures. The redesigned emotional intelligence scale included more than 75% of the initial items. The study also evaluated the general-intelligence measure's validity by looking at the relationship between participants' SAT and IQ scores. The findings demonstrated a positive correlation between total emotional intelligence and each person's cognitively-based performance. The hypothesis that individual cognitive-based performance was positively correlated with emotion perception was also supported by the study. The theories that comprehension of emotions had no bearing on an individual's ability to perform cognitively, however, were refuted by the findings. Beyond what may be attributed to general emotional regulation, the study found that emotional regulation improved cognitive function.

The study looks into how an individual's capacity to recognize, comprehend, and control their emotions affects how well they function. It looks at the usefulness of the MEIS (Meanings, Understanding, and Managing Emotions) paradigm and addresses the shortcomings in the body of current research.

According to the study, general intelligence played a major role in predicting how well each participant would perform on a cognitive task. Understanding emotions, however, did not account for the variation in a person's cognitively-based performance above what can be explained by general intelligence.

Emotional intelligence, which includes effectively identifying one's own and other people's moods, feelings, and other mental states, most certainly includes the ability to perceive and regulate emotions. Comprehending emotions does not enhance cognitive abilities beyond what can be attributed to general intelligence. Recognizing feelings is the capacity to express the Probability of feelings in a specific social context. The ability to prevent distracting emotions and develop positive emotions is one of the performance implications of emotional intelligence. This ability improves both individual task performance and team performance. Depending on whether emotions are viewed as enhancing or distracting, two opposing emotional regulation mechanisms—buffering and personal engagement—come into play. Buffering is a strategy used by people with high emotional intelligence to internalize and separate emotions so they don't get in the way of completing tasks. To conclude in short, Firstly, they stress that emotional intelligence (EI), which is linked to improved scores on cognitive tasks, has a substantial impact on performance. This bolsters the study's main goal, which was to find out if emotional intelligence (EI) has a greater impact on performance on an individual basis than general intelligence. They establish a positive correlation between their results and the previously proposed theories, demonstrating that both general emotional intelligence and specific elements, like the ability to recognize and control emotions, enhance cognitive performance. They do, however, point out that comprehension of emotions did not demonstrate a noteworthy contribution, underscoring the complexity of emotional intelligence and its implications for Performance.

Although the use of cognitive thinking tests may have limited, the ability to extrapolate study's findings to other sorts of activities, the authors acknowledge these limitations. The Multifactor Emotional Intelligence Scale (MEIS) reliability is also addressed, with a particular focus on the understanding component. Additional scale refining is recommended. They

also acknowledge that the homogeneity of their freshman sample limits, the generalizability of their discoveries and recommend that future studies examine emotional intelligence in various demographic and environmental contexts.

The study's limitations include the use of cognitive reasoning exercises for individual performance tasks, concerns with the MEIS's dependability, and the small sample size of undergraduate students. The study focuses on group projects and problem-solving to examine the connection between emotional intelligence and individual cognitive performance. It also looks at how other aspects of life, like organizational commitment, work satisfaction, and task-interdependent activities, are impacted by emotional intelligence. The study also shows how gender influences how people communicate their emotions, which raises the possibility of further research into how gender affects both overall performance and other aspects of emotional intelligence. According to the study, improved cognitive performance was linked to higher levels of emotional intelligence. Examining emotional intelligence was made easier with the help of the MEIS, which offers both overall and subscale scores.

Regarding future directions, the writers suggest a number of ways to carry out additional research. They advise investigating various problem-solving activities, such as cooperative ones, in order to increase knowledge of how EI affects effectiveness. Additionally, they support researching how task-interdependent endeavors, commitment among organizations, and job satisfaction are affected by emotional intelligence. They also stress the significance of examining how gender variations in emotional expression affect emotional intelligence and performance.

Relating the study's results back to the study's primary question and hypotheses, the conclusion offers a thorough examination of the data while also pointing out its limitations and suggesting directions for further investigation. Their recommendations for more research points to a clear

direction for future investigation are in line with the need to gain a deeper knowledge of the role that emotional intelligence plays in a variety of settings and demographics.