

Impact of Behavioral Correlates on Formulation of Job Satisfaction

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This paper attempts to show the consanguinity among the professional attitude toward team building, socio-economic and cultural intelligence, and coping strategies for job satisfaction. A sample of 314 professionals from different public and private firms was taken and Structural Equation Modeling was employed with Smart Partial Least Square (PLS) 3.3 software. The results show that team building, social intelligence, and coping strategies influence job satisfaction in general. The employees' coping strategies help them come up with different situations that impede them from attaining the task they are performing that adds to their job satisfaction.

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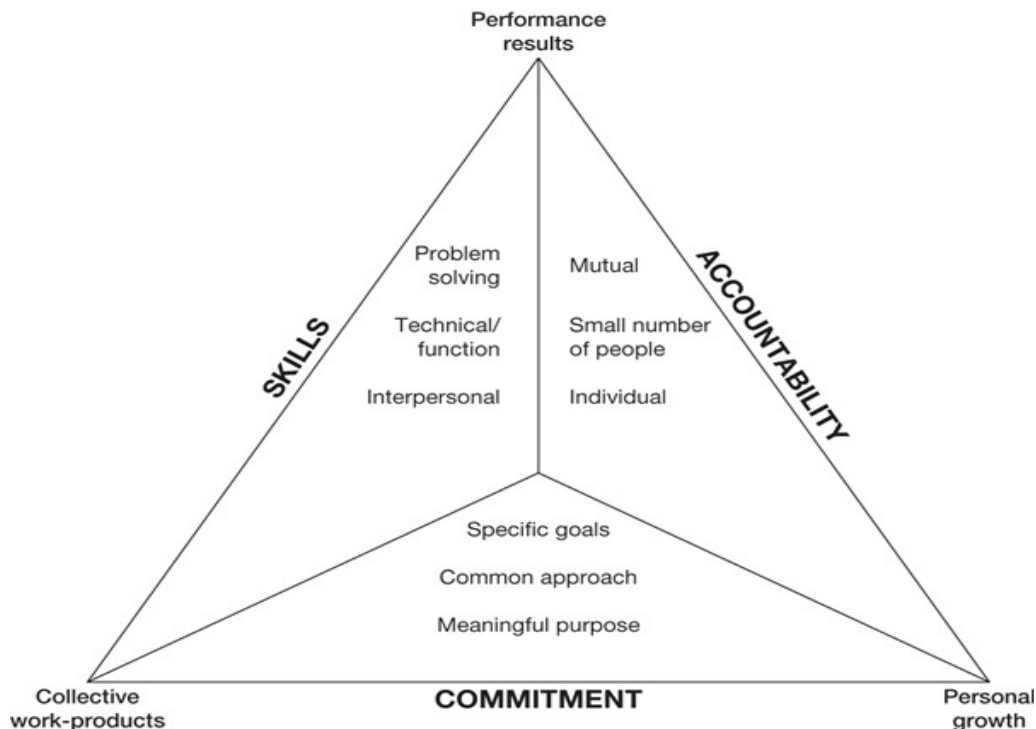
Introduction

Working groups and teams are fundamentally different from one another because teams demand both individual and group accountability. Teams rely on more than only information sharing and best practice performance standards, as well as on group discussion, debate, and decision-making (Abarca et al. 2020). Teams create distinct work products as a result of the individual contributions of each member. Performance levels that are larger than the sum of the individual bests of team members are made attainable by this. A team, in other words, is more than the sum of its parts. The first step in creating a disciplined approach to team management is to stop viewing teams as simply sets of ideal qualities and start seeing them as separate performance units (Brooks et al, 2020; Bing et al, 2022). Teamwork has a better impact on satisfaction and commitment toward their job as compared to conventional work (Khaliq et al., 2020). Team building can be stated as an individual working interdependently to reach a common goal (Abbas, 2021). For the achievement of quality and productivity

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cal background of the study is the Katzenbach and Smith model of 1993, after carefully examining the work of numerous teams; each team strives to produce the following significant deliverables, which are collective work products; performance outcomes, and personal development (Costa 2003).



Source: Katzenbach & Smith, 1993

Teams must adopt the following behaviors, according to Katzenbach and Smith, in order to produce those deliverables:

- Accountability as teams should consist of a manageable number of members to allow for both individual and mutual accountability.
- Commitment for teams to be totally dedicated to the job, there must be clear objectives, a feeling of purpose, and a common strategy.
- Teams must be highly skilled in problem-solving, the technical talents required to carry out their jobs, and interpersonal interactions.

- Teams are far more likely to complete the task, achieve the desired outcomes, and advance personally when these are in place.

This is advantageous because it is intuitive, focuses on the outputs and what is required to obtain them, and provides more particular information on each other affecting factors inside the pyramid. Organizational cultures that encourage team-building behaviors benefit from this. Employee job satisfaction has a significant contribution to the quality of life and workplace balance which enhances employee motivation and productivity on the job (Hwang & Park 2022). Social and cultural intelligence traits of the employees show a positive contribution to the five factors of job satisfaction which include the nature of work, supervisors' attitude, relation with colloquies; promotion opportunities for the employees, and working conditions (Lam et al. 2022). Employees commonly report accentuation at work. 35% of employees report that the job they are performing harms their emotional and physical well-being. 42% of the employees feel job pressure that interferes with their family and personal lives. 51% of these employees report that they lost their productivity due to the workloads (Friborg et al., 2006). Employees' interpersonal communication might beget responses from colloquies which might increase their team building and social intelligence traits impacting their job satisfaction (Hwang & Park, 2022).

In these stressful experiences coping would be the reaction used by the employees. Therefore, using adaptive

coping strategies and increasing resources will be useful for stress management and, ultimately, healthier employees. Stressors in the employees' lives affect them physically and mentally. Employees facing life setbacks view that the experience either minimizes or intensifies the stress that is affecting their lives (Andrasik, 2006). Coping strategies such as self-distraction, venting, and denial boost the mood of the employee. The more these coping strategies are employed the more employees feel satisfied with their mood. In the present study, professionals from different firms completed the forms detailing the troubling setbacks they experienced during the job hours and how they coped with the situation with strategies like positive reframing, humor, venting, and acceptance (Warraich et al., 2014).

Team-building strategies mean building an effective work team by strengthening communication and interpersonal relationships so that a cohesive group is maintained between the staff. Staff development consultants helped the managers to become effective team leaders by identifying and coordinating the resources and team-building strategies (Robbins, 2005). A fundamental change is built by the team building that the work is structured in healthcare institutions by changing the attitude of the staff and the work environment (Mohadesi, 2021). Team building benefits the cohesive team by increasing their quality, and productivity, reducing cost and conflict. This also increases the flexibility and adaptability of the managers and the workers (Dey, 2018a). The responsibility of the manager

Cooperation is a powerful predictor of workplace happiness.

is not only to plan and monitor but also to coordinate which conveys a vision and inspiration for team collaboration. Understanding the principles of group dynamics and applying them in team building is the manager's job. The relationship between employee training, employee empowerment, teamwork and job satisfaction suggests that these factors have a very good relationship. Additionally, it is becoming clear that cooperation is a powerful predictor of workplace happiness. The second good indicator of job happiness is employee empowerment (Khaliq et al., 2020). Hence we propose

H1-Team building has a positive impact on job satisfaction.

Social intelligence and the interpersonal skills of the helping staff are essential to building a cohesive team. Social intelligence and the soft skills employed by the workers lead them to possess a positive attitude towards their work which increases their job performance and job satisfaction (Zehir & Karaca, 2019). The current study has therefore examined the role of team building, and social intelligence on job satisfaction. The team-building activities can be studied well by Homan's social system model (Garrett & McDaniel, 2001) which focuses on the relationship among small groups with the attitude and feelings individuals have for each other. This leads to a change in one element which changes the other element. Homan's

model incorporates the development of team building which affects job satisfaction. Forming is the initial coming together of the participants and approaching each other cautiously because of the common goals they have. In storming, competitive members have interpersonal conflicts which lead to dissatisfaction. After that members become cohesive overcoming their interpersonal conflicts developing a structured role and maintaining healthy relationships. Performing takes place in which members communicate and accomplish the task. Reforming is the last stage, in which the group dissolves as major changes are taking place results the group having either changed or dissolved. By collaborating to create a compelling purpose, teams gain focus, momentum, and dedication. However, adopting early direction from outside the team is not incompatible with developing ownership and dedication to the organization's goal. The commonly held belief that a team cannot truly "own" its goal unless management gives it space to do so confuses more prospective teams than it helps (Cetin, 2020). Hence, we can say,

H2- Social intelligence has a positive impact on Job Satisfaction.

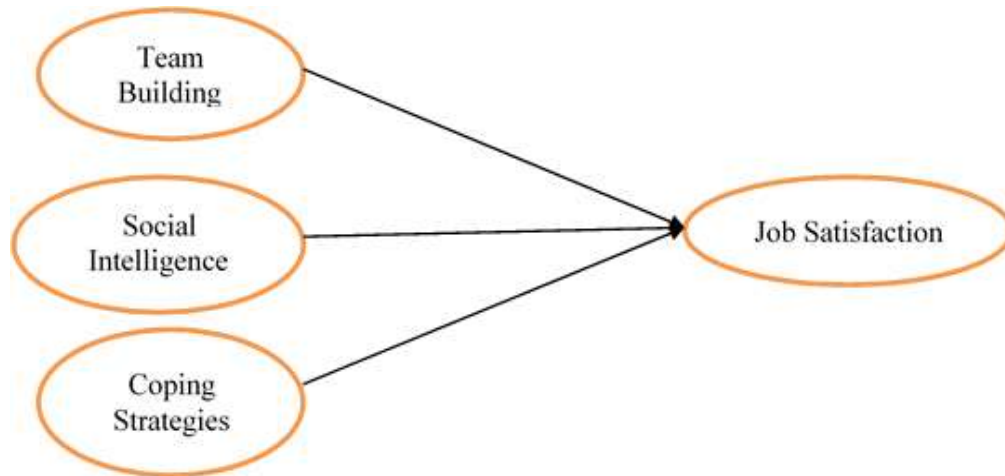
H3- Coping strategies have a positive impact on Job Satisfaction

Most effective teams adapt their goals to fit a demand or opportunity that is placed in their path. This broadens the performance expectations of the organization and aids teams as get going. The team's charter, reasoning, and performance challenge must be made clear by

management, but management must also give the team enough leeway to come up with its interpretation of the purpose, a specific set of goals, timing, and strategy. This can be empirically examined in the current study by seeing the effect of team building, social intelligence, and

coping strategies on job satisfaction in professionals pursuing different jobs. The objective of the study to see the effect of team building, social intelligence, and coping strategies on job satisfaction. To this end, we employ the structural equation model.

Fig. 1 Theoretical Model



Source- Drawn by Authors

Psychological Measures

Measurement dimensions of team building, social intelligence, job satisfaction, and coping strategies were based on standardized tools on a 5-point Likert-type scale. The instruments used are the Leadership behavior scale (LBS); (Asha Hingar,1984), Coping strategies scale (CSS); (A K Srivastava, 2001) and Organization commitment scale,(OCS); (Anukool M. Hyde& Rishu Roy, 2006).

Sample Design & Data Collection

The survey was conducted after face-to-face interaction with the employees of the various public and private sec-

tors. A total of 314 questionnaires were distributed to those who were willing to participate in the survey. The entire dataset contains no missing values. This sample size meets the minimum sample adequacy (Westland, 2010).

Data Analysis

When both the dependent and independent variables are collected by self-reported questionnaires from the same person common method of variance is evident in the data (Hair et al., 2014; Ali et al., 2016). So, smart PLS 3.0 software was used for the analysis. The skewness statistics ranged from -1.76 to -.44 and kurtosis statistics from -0.082 to 1.097

which shows a value less than 2 for skewness and kurtosis value is less than 3. This means that the data is normally distributed (Kline, 2011).

Structural Model

The Structural Model (Bing et al., 2022) can be assessed by looking at its

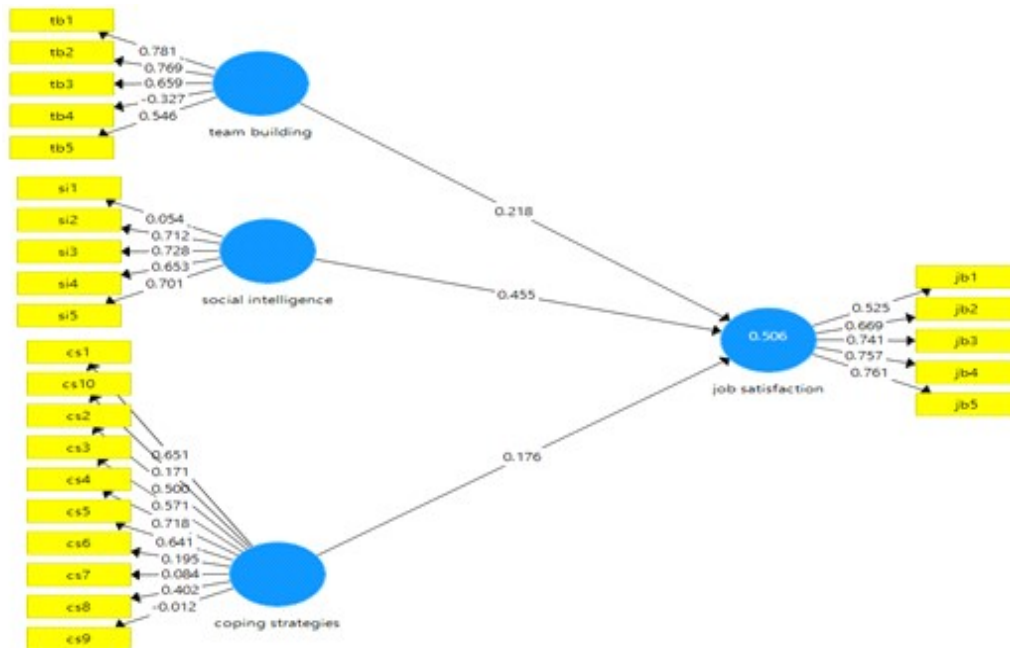
R^2 and beta (β) values (Hair et al., 2013). First, we look at the relationship between the variables. Team building positively affects job satisfaction ($\beta= 0.2180$, $p<0.01$) (Exhibit B). The value of job satisfaction is 0.506 with team building, social intelligence, and job satisfaction and is higher than the 0.26 value which suggests a substantial model (Cohen, 1988; Ali 2016).

Exhibit A – Reliability & Validity of Variables.

Variables	Cronbach's Alpha	Composite Reliability	Discriminant Validity	Average Variance Extracted (AVE)
Team building	0.78	.81	.32	0.13
Social intelligence	0.83	.76	.41	0.15
Coping strategies	0.79	.69	.29	0.28
Job satisfaction	0.73	0.82	.45	0.10

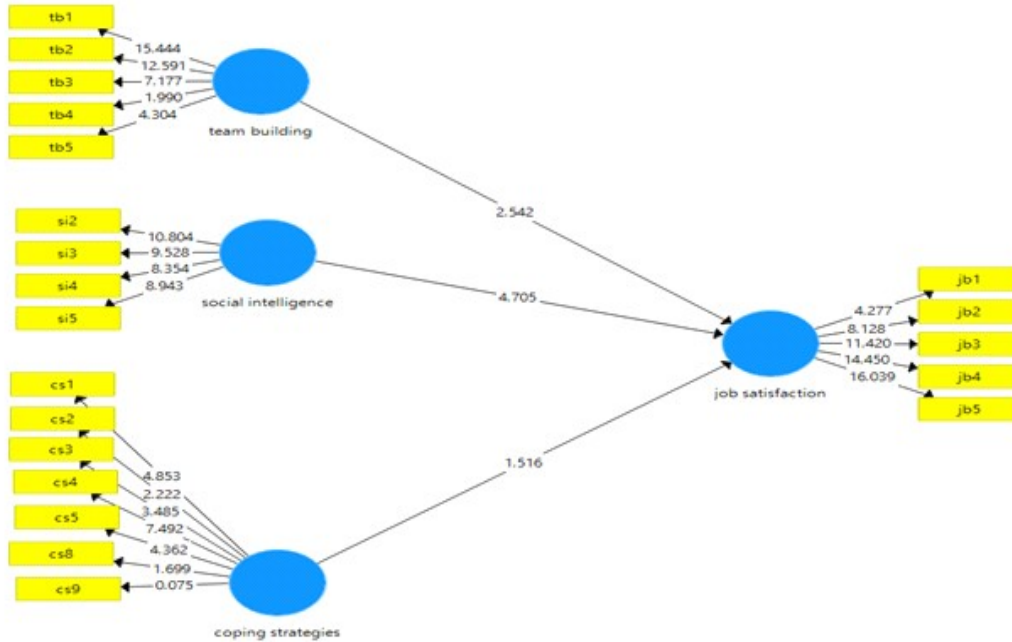
Source: Data Proceeded

Exhibit B -Model Showing the Relationship Between Coping Strategies, Team Building, Social Intelligence on Job Satisfaction



Source: Data Proceeded

Exhibit C- Bootstrapping Model



Source: Data Proceeded

Exhibit D: Significance Testing Results of the Path Coefficients

Hypothesis	Path	Path Coefficient	t-value	p-value	Hypothesis
H1	Team building→Job satisfaction	2.542	7.23	0.00	Accepted
H2	Social intelligence→Job satisfaction	4.705	9.95	0.00	Accepted
H3	Coping Strategies→Job satisfaction	1.516	6.54	0.00	Accepted

Source: Data Proceeded

Exhibit A shows the value of Cronbach’s alpha and composite reliability which has a value of 0.78, 0.83, and 0.79; .81, .76(,) and .69 respectively. The item loadings exceeding the value of 0.6 are justifiable (Henseler et al, 2016). Composite reliability values indicate the recommended value of 0.7 (Hair et al, 2014). The average variance extracted (AVE) calculated for all the constructs are 0.13, 0.15, 0.28, and 0.10 for team building, social intelligence, coping strategies, and job satisfaction respectively.

The bootstrapped model explained the repercussion of team building, social intelligence, and coping strategies on job satisfaction as can be seen from Exhibit C. The model is studied for 1500 cases to test the hypothesis of the study. F square values are assessed to measure the effect sizes. Effect sizes below 0.02 depict small effects, the medium effect size is between the value of 0.02 to 0.15 and larger effects are seen between the value of 0.15 to 0.35 (Cohen, 2007). F square value between team building and

job satisfaction is 3.386 which depicts a large effect size (Exhibit C). The value of the F square between social intelligence and job satisfaction is 4.586 depicting a large effect size. The F square value between coping strategies and job satisfaction is 2.876 depicting a large effect size. The substantive significance has been reported for better comprehension of statistical figures and to study of the absolute size effect. This accepts the hypotheses H1, H2, and H3 of this study. (Exhibit D).

Discussions and Managerial Implications

A collaborative understanding of the effort needed to accomplish the goals should also exist. The strategy's expectations of the team members must be constant, allowing for adaptation and advancement through time. This study contributes to the knowledge by its empirical support for the contribution of team building, social intelligence, and coping strategies. The contemporary research in the field has focused on the need to study the effect of team building, social intelligence, and coping strategies on the job satisfaction of professionals. These variables have an impact on the job satisfaction of professionals. Professionals often face setbacks in life; those experiences either minimize or intensify the stress affecting work-life balance (Cetin 2020).

Reinforcement in the form of team building, social intelligence, and coping strategies contributes to and helps professionals to lead healthy professional

relationships. In an organization, the satisfaction of the job depends upon the contentedness of the individual's job. Job satisfaction can be measured through affective, behavioral and cognitive facets (Mount et al., 2006). An emotional or affective job reflects the pleasure or happiness they get in a positive job (Hulin et al., 2003). Cognitive job satisfaction is more objective and comprises one facet such as salary. It gauges the facets that how a job holder judges his job in comparison with other jobs.

Employee quality of working life can also be understood by some key factors like stress at work, homework balance, working conditions, and general well-being. In research, job satisfaction is correlated with life satisfaction. Flex Jobs survey in 2016 found that 87% of the employees believe that job satisfaction lowers stress, 97% revealed that flexibility at the job has a significant positive contribution to their lives and 79% think that a flexible job helps them to sustain a healthy life (Reynolds, 2016).

In an important finding, organizations noted a positive correlation between job satisfaction and productivity of the job (Rode, 2004). Job satisfaction often includes multiple psychological impacts on the employee's job behavior (Hulin & Judge, 2003). A meta-analysis found that the relationship between job satisfaction and job performance can be mediated by the complexity of the job (Judge et al., 2003). In a longitudinal study, it is stated that among the work attitude traits, job satisfaction is the strongest and that a vital increase in organizational commit-

ment and job satisfaction reduces turnover intentions (Cohen & Golan, 2007).

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The strategies in the form of team-building exercises in an organization build and positively contribute to effective teamwork and strengthen communication. This always boosts interpersonal communication and helps in maintaining cohesive groups in the staff which ultimately helps in increasing the productivity of the professionals. Team building strategies helped managers in different fields become effective team leaders as they can coordinate and identify the resources that increase the performance of the professionals. Productivity at work and its relation with job satisfaction are not that straightforward as they are influenced by various factors. Employees' personality traits and their cognitive and behavioral facets add up to the performance in the organization (Bowling, 2017).

This study contributes to examining, the behavior of professionals from different working firms and highlights their experiences during job hours and how they cope with the situations. Professionals working in a stressful environment should know how to cope with the situations by using different strategies like acceptance, venting, humor, and positive reframing (Warraich, 2014). If the individual possesses the qualities of a team leader and is socially intelligent, he possesses a positive attitude towards his work which tends to increase job performance and job satisfaction (Posselt,

2018). Professionals having a high team-building attitude and socially intelligent traits possess interpersonal skills that help in forming a cohesive team and which ultimately affect job satisfaction. In the case of the stressors in professional life which tend to have a negative sign on job satisfaction and employee productivity, the professional can use coping strategies and skills to improve his job productivity (Rose, 2019).

An organization's stressor or negative attitude can lead to difficulty which affects job performance, motivation towards work, interpersonal skills, socially intelligent traits, and proficiency of the employees. Stress is a burning issue that organizations and employees have to cope with so that employees can have high productivity and job satisfaction. The employee in the organization can have overload or unburdened communication which affects his team building and ultimately his job satisfaction. Social intelligence at work is related to job satisfaction (Sanwal & Sareen, 2022). Positive and negative emotions at work can relate to job satisfaction with a frequency of experiencing a net positive emotion that is a better predictor of job satisfaction (Fisher, 2002). Coping strategies used by the professional in case of stressors can bond to have a positive and optimistic approach which helps the individual personally and his organization (Halpern, 2005).

Emotional management as a socially intelligent individual helps an employee to emotional states that ultimately affect job satisfaction. Employees with social

intelligent traits are associated with low organizational teamwork, interpersonal communication, low organizational commitment, and high emotional exhaustion which results in low job satisfaction. If the productivity of the employees is hampered due to stressors the human resource expert of the organization can help in discovering the coping attitude which helps the employee to regress towards normalcy and improves his job quality (Cote, 2020). Teams also need to identify the proper mix of abilities, or all of the complementary skills required to complete the team's tasks, in addition to the right size. Although it seems obvious, it is a common mistake among potential teams.

Teams must be able to recognize the opportunities and issues they are faced with, assess the options available to them for moving forward, and then make the required trade-offs and judgments regarding how to proceed. Even though many people learn these abilities best on the job, most teams need at least one member who possesses them. Without clear communication and healthy conflict, which in turn depends on interpersonal skills, common understanding, and purpose this cannot be achieved (James, 2019). Risk-taking, constructive criticism, objectivity, active listening, extending the benefit of doubt, and acknowledging the interests and accomplishments of others are a few of these. Teams have outlined to go even further in organizational culture. Most teams fall into one of three categories: teams that make or do things, teams that recommend things, and teams that manage things. According to obser-

vations, each kind encounters a unique set of difficulties. These teams may be task forces, project teams, audit, quality, or safety groups tasked with researching and resolving specific issues which could be studied in behavior (Yahyazadeh & Lotfi-Goodarzi, 2012). Teams that provide recommendations nearly always have deadlines set for completion. Getting off to a quick and productive start and coping with the final handoff necessary to get recommendations implemented are two crucial difficulties that are specific and systematically help in understanding the importance of team building and the socially intelligent approach of the employees which tends to increase job satisfaction (Tan et al., 2016).

Conclusions

The real team's job satisfaction has an ongoing impact. In some circumstances, it makes sense to strive for a high-performing team whose members have invested in one another's success and personal growth. This team has potential, as the name would imply. Although it has not yet achieved collective accountability, it is headed in the right way. The team will require additional clarity on its purpose, objectives, work products, and working methodology. In terms of performance, a potential team is improving and moving up the axis, but according to Katzenbach and Smith (1993), "We believe the sharpest performance gain comes between a potential team and an actual team." This study implies the field of team-building, social intelligence, and coping styles on job satisfaction in the

sphere of occupations. When a professional is completing a task in a way that complements his preferred way it contributes to his career development. Teams must meet regularly and with ease to communicate. They ought to engage in candid and lively conversation. Sub-teams could be regarded as an alternative to making the team too large if additional persons are required to do the task. As team building, social intelligence, and job satisfaction are showing consanguinity this would help in the preferred selection of jobs and help him to cope where the stressors are interfering (Zuniga Ramirez et al., 2016). This shows that the team-building and social intelligence characteristics of leadership behavior show a relationship with traits like organizational commitments which are reflected in employees' job satisfaction. The performance of the employee is reflected in the specificity of the work and the techniques he is following to complete a task.

Team-building and social intelligence characteristics of leadership behavior show a relationship with traits like organizational commitments which are reflected in employees' job satisfaction.

This shows an impact on the employee's commitment to the organization which boosts and escalates his motivation and satisfaction level. When the leadership qualities and the organizational commitment of the employees are met this would result in avoiding exhaustion and burnout by applying the coping strat-

egies which help in reducing the stressors faced by the employees. So, it would be fair to conclude that the performance of the employees often conjuncts with team building and social intelligence abilities. Coping strategies play their role in coping with the job strain the employees are facing escalating performance and job satisfaction (Dey, 2018b).

Thus, we can conclude that organizations that wish to foster a productive corporate culture where workers love going to work, trust one another, and communicate effortlessly should use team building as a strategy. Employing skillful and considerate workers is only one aspect of building a strong team. Once employees have been hired, it can be beneficial to consider the next step of concentrating on how to bring them together and turn them into a successful team. When employees collaborate, they strategize the ideal way to manage duties and produce top-notch outcomes. They can divide work into smaller groups, collaborate on projects, and finish jobs quickly. Employees who are properly communicated with understand their responsibilities and those of their co-workers. This boosts collaboration, encourages employees to help one another achieve their goals, and increases participation in how others are doing.

Limitations & Future Research Suggestions

As with any research, this study has limitation that give scope for further research. The sample size and the sampling technique are the obvious limitations. In

this study, convenient sampling is used and data is selected from particular employees. Further research may consider professionals from various work cultures to study their impact cautiously generalized on the broad population to study the impact of team building, social intelligence, and coping strategies on job satisfaction.

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