

## The Impact of Emotional Intelligence on the Conflict Resolution in Banking Sector

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### ABSTRACT

The study of emotional intelligence in the banking sector serves a crucial purpose in enhancing client relationships, conflict resolution, leadership, and stress management. Adaptation to technological changes, and risk management, as the industry continues to evolve, the ability to understand and manage emotions – both our own and those of others – will only become more essential for success. Developing emotional intelligence is a valuable investment that can lead to improved client satisfaction stronger teams, and a more resilient banking sector overall. This research adopted the conceptual research by using a descriptive research design. Secondary data has been collected and analyzed to find out the factors affecting the Banking sector. This will help them to cope with the work environment and to effectively handle different situations. It could be absorbed that the students with high levels of IQ at school levels were also not able to shine in their profession, just because of lacking a moderate level of EQ. The exploration of Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector, a major finding emerges. A robust correlation exists between high emotional intelligence and enhanced job performance. Employees demonstrating superior emotional intelligence exhibit superior interpersonal skills, adaptability, and stress management, leading to increased productivity and job satisfaction.

**Keywords:** emotional intelligence, banking sector, employees, job performance, work, job stress

### Introduction

In the dynamic landscape of modern workplaces, intention for higher productivity creates conflicts are an inevitable aspect of organizational life . Whether they stem from differences in opinions, competing priorities, or interpersonal tensions, conflicts have the potential to disrupt productivity, damage morale, and strain relationships among employees. However, effectively managing and resolving conflicts is essential for maintaining

a positive work environment and fostering collaboration (Mishra & Aithal, 2023). In this context, the role of emotional intelligence (EI) in conflict resolution has garnered significant attention. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to perceive and influence the emotions of others. It encompasses a range of skills, including self-awareness, self-regulation, empathy, and social skills, all of which are crucial

for navigating interpersonal dynamics, particularly during times of conflict.

The impact of emotional intelligence on conflict resolution in the workplace is multifaceted and encompasses various dimensions. Firstly, individuals with high levels of emotional intelligence are better equipped to manage their own emotions during conflicts. They possess a heightened sense of self-awareness, allowing them to recognize their emotional triggers and regulate their responses effectively. By remaining calm and composed in the face of conflict, these individuals can prevent situations from escalating and approach resolution with a rational mindset.

Furthermore, emotional intelligence influences how individuals perceive and respond to the emotions of others involved in the conflict. Empathy, a core component of EI, enables individuals to understand the perspectives, feelings, and needs of their colleagues, even when they disagree. By demonstrating empathy, individuals can validate others' emotions, foster trust, and create an environment conducive to open dialogue and collaboration. Effective communication is another critical aspect of conflict resolution where emotional intelligence plays a pivotal role. Individuals with high EI possess strong interpersonal skills, enabling them to express themselves articulately, listen actively, and convey their messages with clarity and empathy. By communicating effectively, these individuals can de-escalate tensions, clarify misunderstandings, and facilitate constructive dialogue aimed at finding mutually acceptable solutions to conflicts.

Moreover, emotional intelligence influences problem-solving approaches during conflict resolution. Individuals with high EI are adept at analyzing complex situations objectively, considering multiple perspectives, and generating creative solutions. Rather than allowing emotions to cloud their judgment, these individuals can maintain focus on identifying the root causes of conflicts and exploring win-win outcomes that address the needs of all parties involved. Relationship management is another area where

emotional intelligence exerts a significant impact on conflict resolution. Individuals with high EI excel in building and maintaining positive relationships based on trust, respect, and mutual understanding. During conflicts, they prioritize preserving relationships over winning arguments, seeking collaborative solutions that strengthen interpersonal bonds and foster a sense of unity within teams.

In summary, emotional intelligence plays a crucial role in conflict resolution in the workplace by influencing individuals' ability to manage their own emotions, understand others' perspectives, communicate effectively, solve problems collaboratively, and manage relationships constructively. Recognizing the importance of emotional intelligence in conflict resolution, organizations can invest in training programs and initiatives aimed at developing these skills among their employees. By fostering a culture that values emotional intelligence and promotes healthy conflict resolution strategies, organizations can cultivate a positive work environment where conflicts are viewed as opportunities for growth and collaboration rather than sources of discord and division.

### **Theoretical Framework of the Study**

The theoretical framework of a study on the impact of emotional intelligence (EI) on conflict resolution in the workplace draws upon several theoretical perspectives to understand the underlying mechanisms and processes involved in this phenomenon. Here are some key theoretical frameworks that can inform such a study:

**Emotional Intelligence Theory.** The foundational theoretical framework for understanding the impact of EI on conflict resolution is the EI theory itself. Proposed by psychologists Peter Salovey and John Mayer and popularized by Daniel Goleman, EI theory posits that emotional intelligence comprises four core components: self-awareness, self-regulation, social awareness (empathy), and relationship management. This framework provides a basis for examining how

these components influence individuals' ability to manage emotions and navigate conflicts effectively in the workplace.

**Social Cognitive Theory.** Social cognitive theory, proposed by Albert Bandura, emphasizes the role of cognitive processes in understanding human behavior. In the context of conflict resolution, this theory suggests that individuals learn and develop their emotional intelligence skills through observation, imitation, and social reinforcement. Through modeling and vicarious learning, employees acquire strategies for managing emotions and resolving conflicts by observing the behaviors of others in their social environment, including leaders, colleagues, and mentors.

**Communication Theory.** Communication theory provides insights into the role of effective communication in conflict resolution processes. Theories such as the Communication Accommodation Theory and the Cooperative Principle shed light on how individuals use verbal and nonverbal communication cues to convey emotions, express needs, and negotiate resolutions during conflicts. Understanding communication patterns and styles can help elucidate how emotional intelligence influences communication effectiveness and ultimately impacts conflict outcomes in the workplace.

**Relationship Management Theories.** Theories of interpersonal relationships, such as Social Exchange Theory and Relational Dialectics Theory, offer perspectives on how individuals navigate and manage relationships during conflicts. These theories highlight the importance of trust, reciprocity, and mutual understanding in fostering healthy relationships and resolving interpersonal conflicts. Emotional intelligence, particularly the component of relationship management, is instrumental in building and sustaining positive relationships, which are essential for effective conflict resolution in the workplace.

**Conflict Resolution Models.** Various models of conflict resolution, such as the Thomas-Kilmann Conflict Mode Instrument (TKI), the Dual

Concern Model, and the Interest-Based Relational Approach, provide frameworks for understanding different strategies and approaches to managing conflicts. These models classify conflict resolution styles along dimensions of assertiveness and cooperativeness and offer guidance on selecting appropriate strategies based on situational factors and individual preferences. Emotional intelligence influences individuals' ability to adapt their conflict resolution styles, negotiate effectively, and reach mutually satisfactory outcomes.

By integrating these theoretical frameworks, researchers can develop a comprehensive understanding of how emotional intelligence influences conflict resolution processes in the workplace. This interdisciplinary approach allows for a nuanced analysis of the cognitive, emotional, interpersonal, and communicative aspects involved, thereby contributing to theoretical advancement and practical insights for enhancing organizational effectiveness and employee well-being.

### **Problem Statement**

This study investigates the impact of emotional intelligence (EI) on conflict resolution in the workplace. Despite the acknowledged significance of EI in interpersonal interactions, its specific influence on conflict resolution processes remains inadequately understood. The problem centers on exploring how individuals' EI levels affect their ability to recognize, regulate, and empathize with emotions during conflicts. Additionally, it seeks to understand how EI contributes to effective communication, problem-solving, and relationship management within conflict scenarios. By addressing these aspects, the study aims to delineate the mechanisms through which EI influences conflict resolution outcomes in organizational settings, providing insights that can inform strategies for enhancing workplace dynamics and promoting more constructive conflict resolution approaches.

### **Research Objective**

To examine the relationship between emotional intelligence (EI) and conflict resolution strategies in the workplace, with the aim of

understanding how organizations can leverage emotional intelligence to foster a culture of constructive conflict resolution. It involves examining the impact of EI on team dynamics, employee satisfaction, organizational culture, and overall performance. Additionally, this objective explores strategies for promoting the development of EI skills among employees to improve conflict management and create a positive work environment.

### **Historical Background**

The exploration of emotional intelligence (EI) and its impact on conflict resolution in the workplace finds its roots in several historical developments spanning psychology, organizational behavior, and management theory.

**Emergence of Emotional Intelligence:** The concept of emotional intelligence traces back to the early works of psychologists such as Howard Gardner and Peter Salovey, who proposed theories highlighting the importance of understanding and managing emotions in human behavior. However, it was Daniel Goleman's bestselling book "Emotional Intelligence: Why It Can Matter More Than IQ" in 1995 that brought widespread attention to the concept. Goleman popularized the idea that emotional competencies, such as self-awareness, self-regulation, empathy, and social skills, are critical for personal and professional success.

**Integration into Organizational Context:** As scholars and practitioners recognized the relevance of emotional intelligence in workplace settings, research began to explore its implications for organizational behavior and management. Studies in the late 1990s and early 2000s investigated how emotional intelligence influences leadership effectiveness, team dynamics, and employee performance. Researchers sought to understand how EI contributes to various organizational outcomes, including job satisfaction, employee engagement, and organizational commitment.

**Relationship with Conflict Resolution:** The connection between emotional intelligence and conflict resolution emerged as a natural extension of research on interpersonal skills and organizational

effectiveness. Scholars began to examine how individuals' emotional competencies influence their approach to managing conflicts in the workplace. Studies explored how high EI enables individuals to navigate interpersonal tensions, communicate effectively, and collaborate with others to resolve conflicts constructively. Theoretical frameworks from fields such as communication theory, social psychology, and organizational behavior provided insights into the mechanisms through which EI impacts conflict resolution processes.

**Practical Implications and Application:** Over time, organizations started recognizing the practical significance of emotional intelligence in improving workplace dynamics and promoting effective conflict resolution. Employers began incorporating EI assessments into hiring and promotion processes, seeking employees who demonstrated strong emotional competencies. Training programs and interventions focused on developing EI skills became increasingly common, aiming to equip employees and leaders with the tools needed to manage conflicts productively and foster positive relationships in the workplace.

The historical background of the impact of emotional intelligence on conflict resolution in the workplace reflects a journey of theoretical development, empirical research, and practical application. From its conceptual origins to its integration into organizational practices, emotional intelligence has emerged as a valuable framework for understanding and improving interpersonal interactions and conflict resolution processes in modern workplaces.

### **Literature Review**

Goleman's (1995) seminal work on emotional intelligence provides a foundational understanding of how emotional competencies influence various aspects of life, including interpersonal interactions and workplace dynamics. The book presents a compelling argument for the significance of emotional intelligence in navigating conflicts and fostering collaboration within organizations.

Jordan & Troth (2004) explores the implications of emotional intelligence for conflict

resolution in the workplace from a human resource development perspective. Jordan and Troth examine the relationship between EI and conflict resolution strategies, highlighting the importance of emotional competencies in fostering effective communication, problem-solving, and relationship management.

Carmeli and Josman (2006) investigate the relationship between emotional intelligence, task performance, and organizational citizenship behaviors. The study provides insights into how emotional intelligence contributes to proactive behaviors, such as helping others and resolving conflicts, which are essential for organizational effectiveness and employee engagement.

Mayer and Salovey's (1997) seminal article on emotional intelligence offers a comprehensive overview of the concept, its theoretical foundations, and its implications for education and interpersonal relationships. The authors delineate the components of emotional intelligence and discuss their relevance for understanding and managing emotions in various contexts, including conflict resolution in the workplace.

Brackett and Katulak's (2006) chapter provides insights into the application of emotional intelligence training in educational settings. While not directly focused on workplace conflict resolution, the principles discussed are relevant for understanding how emotional intelligence skills can be cultivated and applied to interpersonal interactions, including conflict resolution, in professional contexts.

### **Research Gap**

While existing literature has extensively explored the relationship between emotional intelligence (EI) and conflict resolution in the workplace, there are notable research gaps that warrant further investigation. One such gap lies in the need for more longitudinal studies to assess the long-term impact of emotional intelligence development interventions on conflict resolution outcomes. While many studies have examined the

concurrent associations between EI and conflict resolution, few have tracked individuals' EI development over time to determine its sustained effects on their conflict management abilities. Furthermore, there is a lack of research exploring the moderating effects of contextual factors, such as organizational culture, leadership styles, and team dynamics, on the relationship between emotional intelligence and conflict resolution. Understanding how these contextual variables interact with emotional intelligence to influence conflict resolution processes can provide valuable insights for organizational leaders seeking to create supportive work environments conducive to effective conflict resolution.

Additionally, there is a paucity of cross-cultural research examining how cultural differences may influence the manifestation and effectiveness of emotional intelligence in conflict resolution. Given the increasing globalization of workplaces, understanding cultural variations in the interpretation and expression of emotions is crucial for developing culturally sensitive conflict resolution strategies. Addressing these research gaps can contribute to a more nuanced understanding of the role of emotional intelligence in conflict resolution and inform evidence-based practices for enhancing workplace dynamics.

### **Research Design**

This study employs a mixed-methods research design to investigate the impact of emotional intelligence (EI) on conflict resolution in the workplace comprehensively. The research design incorporates both quantitative and qualitative approaches to provide a holistic understanding of the phenomenon.

**Quantitative Component:** The quantitative component involves surveying a sample of employees from various organizations to assess their levels of emotional intelligence and their experiences with conflict resolution in the workplace. The survey instrument includes validated measures of emotional intelligence, such as the Emotional Quotient Inventory (EQ-i), and standardized scales for assessing conflict resolution

strategies and outcomes. Participants will be asked to rate their agreement with statements related to emotional awareness, self-regulation, empathy, communication effectiveness, problem-solving skills, and relationship management in conflict situations.

**Qualitative Component:** The qualitative component comprises in-depth interviews with a subset of survey participants to explore their perspectives, experiences, and perceptions regarding the role of emotional intelligence in conflict resolution. Semi-structured interviews will be conducted to elicit rich qualitative data on participants' personal experiences with conflicts, their strategies for managing emotions during conflicts, and their reflections on the impact of emotional intelligence on conflict resolution outcomes. The qualitative data will provide deeper insights into the underlying mechanisms and contextual factors influencing the relationship between emotional intelligence and conflict resolution.

**Sampling Strategy:** The study will use purposive sampling to recruit participants from diverse organizational settings, including various industries, hierarchical levels, and job roles. The sample will aim to capture a broad range of perspectives and experiences related to emotional intelligence and conflict resolution in

the workplace. Survey respondents will be selected based on their willingness to participate and their availability, while interview participants will be chosen based on their survey responses to ensure diversity in perspectives and experiences.

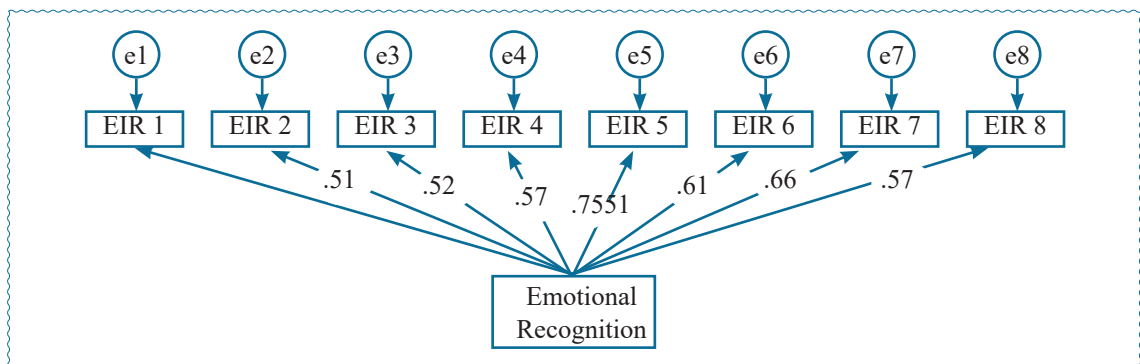
## Discussion

### CFA for the Study Variables

Confirmatory factor analysis is done to validate all the study variables i.e., Emotional intelligence: emotional recognition. Emotion control, emotion direct cognition, understanding others emotion and emotion of others, job performance and job stress. Since all the variables and instruments are taken from the prior studies it is important to provide the evidence. Therefore, the loaded items of the factors are finalized and confirmed with same factors by using confirmatory factor analysis. According to Hair et al. (2010) the recommended value of the model fit indices is considered throughout the study. From the present study it contains five sub factors in emotional intelligence i.e., Emotional recognition and expression, Emotional control, Emotion direct cognition, understanding others emotion and Emotional management of oneself and others which were all together considered as independent variables as well job performance and job stress is considered as dependent variables. The main aim of the present study is to find the relationship of all the study variables and its items.

**Figure 1**

*Confirmatory Factor Analysis of Emotional Recognition*



**Note.** Chi-square = 4.14, p value = 0.000, RMSEA = 0.17

The result from the CFA model for emotional recognition and the model fitness are listed below:

**Table 1**

*Model Fitness for Emotional Recognition*

Model	GFI	AGFI	NFI	CFI	RMSEA	p- value	Chi- square/df
Calculated value	.918	.903	.889	.917	0.17	.000	4.14
Recommend value	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	< 0.08	< 0.05	Less than 5

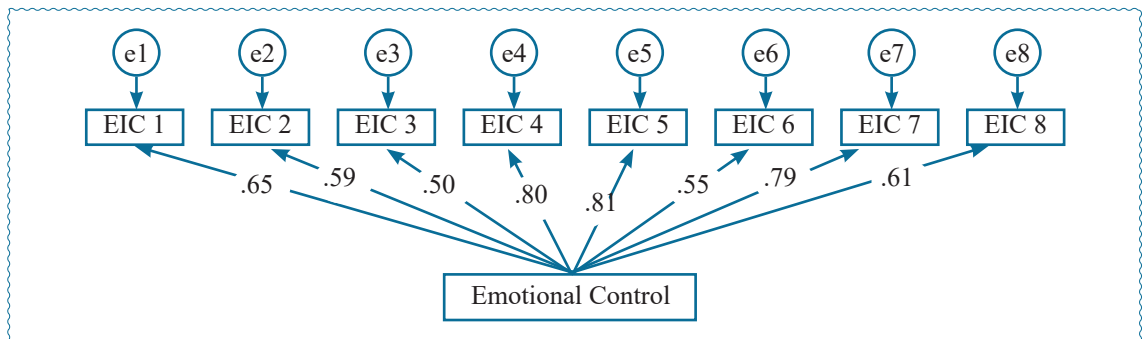
**Note:** primary data (Note: \*Significant at 0.05 level, \*\*significant at 0.01 level, \*\*\*significant at 0.001 level)

In the above table it represents about emotional recognition and its loaded items. To ensure the emotional recognition as one of the sub factors in emotional intelligence and it contains eight items were taken to measure the emotional recognition as sub factor. The result reveal from the confirmatory factor analysis of emotional recognition and the values are Chi-square/df =

4.14, GFI=0.918, AGFI= 0.903, NFI = 0.889, CFI = .917 and RMSEA=0.17. Therefore, it is satisfied all the recommended values it is fulfilled that all the recommended values and p value is less than 0.000. The CFA measurement model is statistically significant and all loaded items are greater than 0.50. Hence all the eight items were confirmed for emotional recognition.

**Figure 2**

*Confirmatory Factor Analysis of Emotional Control*



**Note.** Chi-square = 4.09, p value = 0.000, RMSEA = 0.07

The result from the CFA model for emotion control and the model fitness are listed below:

**Table 2**

*Model Fitness for Emotional Recognition*

Model	GFI	AGFI	NFI	CFI	RMSEA	p- value	Chi- square/df
Calculated value	.943	.913	.923	.936	0.07	.000	4.09
Recommend value	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	< 0.08	< 0.05	Less than 5

**Note:** primary data (Note: \*Significant at 0.05 level, \*\*significant at 0.01 level, \*\*\*significant at 0.001 level)

In the above table it represents about emotion control and its loaded items. To ensure the emotional control as one of the sub factors in emotional intelligence and it contains eight items were taken to measure the emotional control as sub factor. The

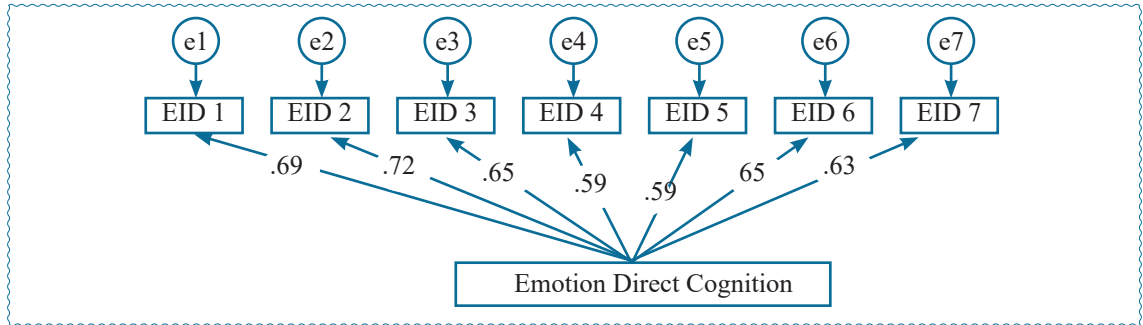
result reveal from the confirmatory factor analysis of emotional control and the values are Chi-square/df = 4.09, GFI=0.943, AGFI= 0.913, NFI = 0.923, CFI = .936 and RMSEA=0.07. Therefore, it is satisfied all the recommended values it is fulfilled

that all the recommended values and p value is less than 0.000. The CFA measurement model is statistically significant and all loaded items are

greater than 0.50. Hence all the eight items were confirmed for emotional control.

**Figure 3**

*Confirmatory Factor Analysis of Emotion Direct Cognition*



**Note.** Chi-square = 3.23, p value = 0.000, RMSEA = 0.34

The result from the CFA model for emotion direct cognition and the model fitness are listed below:

**Table 3**

*Model Fitness for Emotional Recognition*

Model	GFI	AGFI	NFI	CFI	RMSEA	p- value	Chi-square/df
Calculated value	.963	.926	.907	.954	.034	0.000	3.23
Recommend value	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	< 0.08	< 0.05	Less than 5

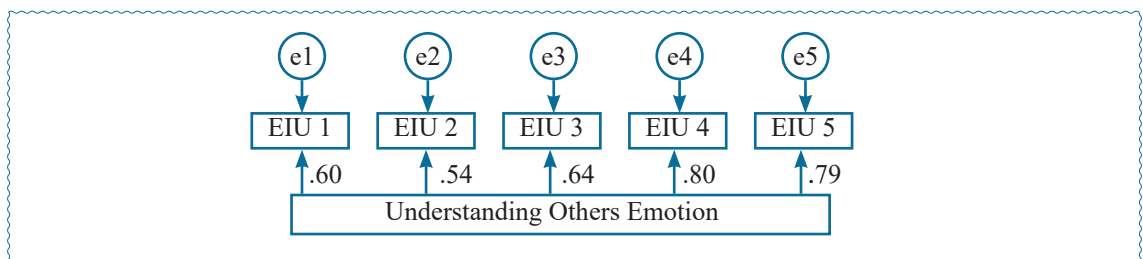
**Note:** Primary data (Note: \*Significant at 0.05 level, \*\*significant at 0.01 level, \*\*\*significant at 0.001 level)

In the above table it represents about emotion direct cognition and its loaded items. To ensure the emotion direct cognition as one of the sub factors in emotional intelligence and it contains seven items were taken to measure the emotion direct cognition as sub factor. The result reveal from the confirmatory factor analysis of emotion direct cognition and the values are Chi-square/df =

3.23, GFI=0.963, AGFI= 0.926, NFI = 0.907, CFI = .954 and RMSEA=0.34. Therefore, it is satisfied all the recommended values it is fulfilled that all the recommended values and p value is less than 0.000. The CFA measurement model is statistically significant and all loaded items are greater than 0.50. Hence all the seven items were confirmed for emotion direct cognition.

**Figure 4**

*Confirmatory Factor Analysis of Emotion Direct Cognition*



**Note.** Chi-square = 4.69, p value = 0.000, RMSEA = .012

The result from the CFA model for understanding others emotion and the model fitness are listed below:



**Table 4***Model Fitness for Understanding others Emotion*

Model	GFI	AGFI	NFI	CFI	RMSEA	p- value	Chi- square/df
Calculated value	.965	.901	.940	.950	.012	0.000	4.69
Recommend value	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	< 0.08	< 0.05	Less than 5

**Note:** Primary data (Note: \*Significant at 0.05 level, \*\*significant at 0.01 level, \*\*\*significant at 0.001 level)

In the above table it represents about understanding others emotion and its loaded items. To ensure the understanding others emotion as one of the sub factors in emotional intelligence and it contains five items were taken to measure the understanding others emotion as sub factor. The result reveal from the confirmatory factor analysis of understanding others emotion and the values are Chi-square/df = 4.69, GFI=0.965, AGFI=0.901, NFI = 0.940, CFI = .950 and RMSEA=0.12. Therefore it is satisfied all the recommended values it is fulfilled that all the recommended values and p value is less than 0.000. The CFA measurement model is statistically significant and all loaded items are greater than 0.50. Hence all the five items were confirmed for understanding others emotion.

### Scope for Further Research

#### *Longitudinal Studies*

Conduct longitudinal studies to assess the sustained impact of emotional intelligence development interventions on conflict resolution outcomes over an extended period. Long-term follow-up assessments would provide valuable insights into the durability and effectiveness of EI training programs in enhancing conflict management skills in the workplace.

**Contextual Factors.** Investigate the moderating effects of contextual factors, such as organizational culture, leadership styles, team dynamics, and industry-specific characteristics, on the relationship between emotional intelligence and conflict resolution. Understanding how these contextual variables interact with emotional intelligence can help tailor interventions and strategies to different organizational contexts.

**Cross-Cultural Research.** Conduct cross-cultural research to explore cultural variations in the manifestation and effectiveness of emotional intelligence in conflict resolution. Comparative studies across diverse cultural contexts would shed light on how cultural norms, values, and communication styles influence the interpretation and expression of emotions in conflict situations, informing culturally sensitive conflict resolution strategies.

**Intervention Studies.** Implement experimental or quasi-experimental intervention studies to evaluate the effectiveness of specific emotional intelligence development programs or interventions in improving conflict resolution outcomes. By systematically manipulating EI training variables and measuring their impact on conflict management skills, researchers can identify best practices and evidence-based approaches for enhancing workplace dynamics.

**Leadership and Team Dynamics.** Investigate the role of emotional intelligence in leadership effectiveness and team dynamics related to conflict resolution. Research could focus on how leaders' emotional intelligence influences team cohesion, collaboration, and conflict management strategies, as well as how team members' collective emotional intelligence impacts group conflict dynamics and performance outcomes.

**Technology and Conflict Resolution.** Explore the role of technology-mediated communication in conflict resolution and its interaction with emotional intelligence. With the increasing prevalence of remote work and digital communication platforms, understanding how emotional intelligence influences virtual conflict resolution processes and the effectiveness of technology-enabled interventions is crucial.

**Organizational Outcomes.** Examine the organizational outcomes associated with effective conflict resolution mediated by emotional intelligence. Research could investigate the impact of improved conflict management skills on employee engagement, job satisfaction, turnover rates, organizational culture, and overall performance metrics, providing insights into the broader implications of emotional intelligence for organizational effectiveness.

By addressing these areas for further research, scholars can deepen our understanding of the complex interplay between emotional intelligence and conflict resolution in the workplace, ultimately contributing to the development of evidence-based practices and interventions for fostering healthy work environments and enhancing organizational performance. The study should be enhanced in the area for promoting project based learning for future academic operation also to build human capital (Mishra.2023 a& b; Mishra, 2024) in context of Nepal.

### Conclusion

In conclusion, the impact of emotional intelligence (EI) on conflict resolution in the workplace is undeniable. Extensive research has shown that individuals with higher levels of emotional intelligence are better equipped to navigate conflicts effectively, leading to more positive outcomes for both individuals and organizations. Through a combination of self-awareness, self-regulation, empathy, and social skills, individuals with high EI can manage their own emotions, understand the perspectives of others, communicate effectively, and collaborate to find mutually beneficial solutions. Furthermore, organizational leaders are increasingly recognizing the importance of emotional intelligence in fostering a culture of constructive conflict resolution. By investing in EI development programs and creating environments that value emotional intelligence, organizations can empower their employees to handle conflicts in a productive and respectful manner. This, in turn, leads to improved teamwork, employee satisfaction, and overall organizational performance.

In essence, emotional intelligence serves as a crucial determinant of interpersonal effectiveness and organizational success. As workplaces continue to evolve and face new challenges, understanding and leveraging the impact of emotional intelligence on conflict resolution will remain essential for creating harmonious, productive, and resilient work environments.

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