



Exploring Emotional Intelligence's Role in Workplace Conflict Resolution: A Mixed-Methods Study

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ARTICLE INFO

Keywords:

Emotional Intelligence;
Conflict Resolution;
Workplace;
Interpersonal Conflict;
Employee Well-being.

Article history:

Received Aug 22, 2024;
Revised Sep 03, 2024;
Accepted Sep 18, 2024;
Online Oct 30, 2024

ABSTRACT

This research study explores the role of emotional intelligence (EI) in overcoming interpersonal conflict within the workplace context. Through a mixed-methods approach, incorporating quantitative surveys and qualitative interviews, the study investigates the relationship between EI competencies and conflict resolution outcomes among employees from diverse industries. The findings reveal a significant positive correlation between EI scores and self-reported effectiveness in managing conflicts, with higher levels of EI associated with greater confidence and skill in navigating interpersonal disputes. Regression analysis identifies self-awareness and empathy as key predictors of conflict resolution effectiveness, highlighting the importance of these emotional competencies in fostering constructive conflict management strategies. Furthermore, participants who have undergone EI training programs report higher perceived effectiveness in managing conflicts, underscoring the potential benefits of investing in employees' emotional intelligence development. The study contributes to the existing literature by providing empirical evidence supporting the relationship between EI and conflict resolution, with implications for theory, practice, and future research directions.

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Introduction

Interpersonal conflict in the workplace is a pervasive issue that can significantly hinder organizational efficiency and employee well-being (Kuriakose et al., 2019). Conflicts among colleagues, between subordinates and supervisors, or within teams often arise from miscommunications, personality clashes, and differing values or goals. These conflicts, if not managed effectively, can lead to decreased productivity, lower job satisfaction, and higher turnover rates. Addressing interpersonal conflict is therefore crucial for maintaining a harmonious and productive work environment (Leung, 2008).

Emotional intelligence (EI) is increasingly recognized as a critical factor in workplace success (Zeidner et al., 2004). It encompasses the ability to understand, manage, and effectively utilize emotions in oneself and others. The significance of EI in the workplace extends across various domains, including communication, leadership, teamwork, and conflict resolution, each of which is essential for fostering a productive and harmonious work environment.

Effective communication is the cornerstone of any successful organization (Moenaert et al., 2000). Emotional intelligence enhances communication by enabling individuals to convey their thoughts and feelings clearly and appropriately. People with high EI are adept at reading non-verbal

cues, such as body language and facial expressions, which helps them understand the underlying emotions in conversations. This ability to "read the room" ensures that messages are not only delivered but also received and interpreted as intended.

For instance, a manager with strong emotional intelligence can sense when an employee is feeling overwhelmed and adjust their communication style accordingly perhaps by offering support or breaking down complex tasks into more manageable parts. This sensitivity fosters an open and honest dialogue, reducing misunderstandings and enhancing overall communication within the team (April, 1999).

Leadership is another area where emotional intelligence plays a pivotal role. Effective leaders are not just skilled at strategic planning and decision-making; they also excel in managing their own emotions and understanding the emotions of their team members. Leaders with high EI are better equipped to inspire and motivate their employees, creating a positive work atmosphere that encourages collaboration and innovation (Polychroniou, 2009).

Emotionally intelligent leaders use empathy to connect with their employees on a personal level, showing genuine concern for their well-being. This connection builds trust and respect, which are essential for effective leadership. Additionally, leaders with high EI are more adaptable and able to handle stress and setbacks with composure, setting a positive example for their team.

Teamwork is crucial for achieving organizational goals, and emotional intelligence significantly enhances team dynamics (Rapisarda, 2002). Teams composed of individuals with high EI are more likely to exhibit strong interpersonal relationships, effective communication, and mutual respect. These teams are better at recognizing and valuing diverse perspectives, leading to more innovative solutions and better decision-making.

Moreover, emotionally intelligent team members are skilled at managing their own emotions and responding constructively to the emotions of others (Clarke, 2010). This capability reduces the likelihood of conflicts and enhances cooperation. For instance, if a team member is frustrated with a project's direction, a colleague with high EI might recognize this frustration and address it constructively, perhaps by facilitating a discussion to realign goals and expectations.

Conflict is an inevitable part of any workplace, but how it is managed can make a significant difference in organizational harmony and productivity. Emotional intelligence is critical in conflict resolution as it enables individuals to approach conflicts with a calm and rational mindset (Gazioğlu, 2008). People with high EI are more likely to understand the root causes of conflicts, whether they stem from misunderstandings, differing values, or personality clashes.

Emotionally intelligent individuals use empathy to see the situation from the other person's perspective, which helps in finding mutually acceptable solutions. They also possess strong self-regulation skills, allowing them to manage their emotions and prevent escalation (Mischel et al., 2000). For example, during a heated disagreement, an emotionally intelligent employee might recognize their rising anger and consciously choose to take a break to cool down before continuing the discussion.

One promising approach to managing and resolving interpersonal conflict is through the application of emotional intelligence (EI). Emotional intelligence refers to the ability to recognize, understand, manage, and utilize emotions effectively in oneself and others (Bradberry & Greaves, 2009). Daniel Goleman, a leading researcher in this field, popularized the concept of EI and identified its five main components: self-awareness, self-regulation, motivation, empathy, and social skills. These components collectively enable individuals to navigate social complexities, foster positive relationships, and handle stressful situations more effectively.

The importance of EI in the workplace cannot be overstated. Research has shown that individuals with high emotional intelligence tend to exhibit better communication skills, stronger leadership abilities, and more effective teamwork. These qualities are particularly relevant in conflict situations, where understanding and managing emotions can lead to more constructive interactions

and resolutions. For instance, self-awareness allows individuals to recognize their emotional triggers, while empathy enables them to understand and address the emotions of others involved in the conflict.

Despite the recognized benefits of emotional intelligence, there is still a need for a deeper understanding of how specific components of EI contribute to conflict resolution in the workplace. Existing literature has explored various dimensions of this relationship, but gaps remain in understanding the mechanisms through which EI influences conflict outcomes and the ways in which EI training can be effectively implemented in organizational settings (Gunkel et al., 2016).

Moreover, the dynamic and diverse nature of modern workplaces adds complexity to the study of EI and conflict resolution. Factors such as cultural differences, virtual work environments, and varying organizational structures can influence the manifestation and management of conflict. As such, it is essential to explore how emotional intelligence operates across different contexts and how it can be harnessed to foster a more inclusive and cooperative work environment.

The primary objective of this research is to analyze the role of emotional intelligence in overcoming interpersonal conflict in the workplace. By examining how various components of EI such as self-awareness, empathy, and social skills contribute to conflict resolution, this study aims to provide a comprehensive understanding of the interplay between emotional intelligence and workplace dynamics. Additionally, the research seeks to identify effective strategies for incorporating EI training into organizational development programs to enhance conflict management skills among employees.

This research is expected to make significant theoretical and practical contributions (Whetten, 1989). Theoretically, it will advance the understanding of emotional intelligence and its application in organizational behavior. Practically, the findings could inform HR practices, guiding the development of training programs that equip employees with the emotional competencies needed to navigate and resolve conflicts constructively.

Method

Theoretical Frameworks

Emotional intelligence (EI) has emerged as a significant construct in psychology and organizational behavior, shaping our understanding of how emotions influence human behavior and interactions. Several theories and models have been proposed to conceptualize and measure EI, each offering unique insights into the nature and importance of emotional intelligence (Joseph & Newman, 2010). Two prominent theories/models in this field are Daniel Goleman's Emotional Intelligence Theory and the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT).

Daniel Goleman's Emotional Intelligence Theory, introduced in the mid-1990s, popularized the concept of emotional intelligence and its relevance to personal and professional success (Bechtoldt, 2008). Goleman proposed that emotional intelligence consists of four main components. The ability to recognize and understand one's own emotions, strengths, weaknesses, and values. The capacity to manage and control one's emotions, impulses, and reactions, even in challenging situations. The skill of understanding and empathizing with the emotions and perspectives of others, also known as empathy. The ability to effectively navigate social interactions, build positive relationships, and influence others (Ernst Kossek & Ozeki, 1998). Goleman's theory suggests that individuals with high emotional intelligence are better equipped to navigate the complexities of social and professional interactions, leading to improved communication, leadership, and conflict resolution skills. This theory has been widely influential in organizational settings, shaping HR practices, leadership development programs, and employee training initiatives aimed at enhancing emotional intelligence competencies.

The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is a performance-based assessment of emotional intelligence developed by Peter Salovey, John Mayer, and David Caruso (Rivers et al., 2012). Unlike self-report measures, such as questionnaires or surveys, the MSCEIT evaluates individuals' ability to perceive, use, understand, and manage emotions through a series of problem-solving tasks and scenarios. The MSCEIT is based on the Mayer and Salovey Four-Branch

Model of Emotional Intelligence, which posits that emotional intelligence consists of four interrelated abilities. The capacity to accurately perceive and identify emotions in oneself and others, including facial expressions, tone of voice, and body language. The skill of harnessing emotions to facilitate thinking, problem-solving, and decision-making, as well as to guide behavior and motivate oneself. The ability to comprehend the causes and consequences of emotions, including the ability to recognize complex emotional blends and transitions. The capability to regulate and manage one's own emotions and the emotions of others, including strategies for coping with stress, calming oneself, and influencing the emotional climate of a group or organization (Grewal et al., 2006).

The MSCEIT provides a standardized and objective measure of emotional intelligence, allowing researchers and practitioners to assess individuals' actual emotional abilities rather than their self-perceived skills (Boyatzis, 2018). It has been utilized in various research studies, organizational assessments, and clinical interventions to evaluate emotional intelligence competencies and inform training and development initiatives.

Both Goleman's Emotional Intelligence Theory and the Mayer-Salovey-Caruso Emotional Intelligence Test offer valuable insights into the nature and significance of emotional intelligence (Føllesdal, 2008). Goleman's theory emphasizes the practical applications of emotional intelligence in everyday life and work settings, highlighting the importance of self-awareness, self-regulation, empathy, and relationship management. On the other hand, the MSCEIT provides a rigorous and objective assessment of emotional intelligence abilities, offering researchers and practitioners a reliable tool for measuring and understanding individuals' emotional competencies.

Literature Review

Previous research has extensively examined the relationship between emotional intelligence (EI) and conflict resolution in the workplace, recognizing the crucial role that emotional competencies play in managing interpersonal conflicts effectively. These studies have employed various methodologies and theoretical frameworks to explore this relationship, yielding valuable insights into the impact of EI on conflict resolution outcomes.

Several studies have found a positive correlation between emotional intelligence and conflict resolution skills (Hopkins & Yonker, 2015). Employees with higher levels of EI tend to exhibit more effective conflict management strategies, such as active listening, empathy, and collaborative problem-solving. For example, a study by Jordan and Troth (2004) found that managers with higher EI were better equipped to handle workplace conflicts constructively, leading to improved team cohesion and performance.

Some research suggests that emotional intelligence mediates the relationship between certain personality traits or organizational factors and conflict resolution outcomes (Shih & Susanto, 2010). For instance, a study by Côté and Hideg (2011) found that emotional intelligence mediated the relationship between personality traits (e.g., agreeableness) and conflict management styles, such as compromising and collaborating.

Interventions aimed at enhancing emotional intelligence through training programs have shown promise in improving conflict resolution skills among employees. Research by Brackett and Katulak (2006) demonstrated that EI training led to significant improvements in conflict resolution abilities, including increased self-awareness, emotion regulation, and empathy (Brackett & Katulak, 2013).

Emotional intelligence has been found to moderate the relationship between workplace conflicts and stress levels. Employees with higher EI are better able to manage their emotions in response to conflict situations, reducing the negative impact of conflicts on their well-being. For example, a study by Law et al. (2004) found that emotional intelligence buffered the relationship between interpersonal conflicts and psychological distress among employees.

Many studies in this area rely on self-report measures of emotional intelligence and conflict resolution skills, which may introduce biases and inaccuracies (Lopez-Zafra & Gartzia, 2014). There is

a need for more objective measures of EI and conflict resolution abilities, such as performance-based assessments or observational methods.

The existing literature often lacks consideration of contextual factors that may influence the relationship between EI and conflict resolution, such as organizational culture, leadership styles, and the nature of conflicts (e.g., task-related vs. interpersonal). Future research should explore how these contextual variables moderate or mediate the relationship between EI and conflict resolution outcomes.

Many studies in this area are cross-sectional, providing limited insight into the temporal dynamics of the relationship between EI and conflict resolution (Stowell et al., 2009). Longitudinal studies are needed to examine how changes in emotional intelligence over time affect conflict resolution processes and outcomes.

The majority of existing studies have been conducted in Western, predominantly English-speaking contexts, limiting the generalizability of findings to diverse cultural and organizational settings (Cheung-Blunden & Juang, 2008). Future research should include more diverse samples to enhance the external validity of findings and explore potential cultural differences in the relationship between EI and conflict resolution.

Research Method

This study employs a mixed-methods research design, integrating both quantitative and qualitative approaches to provide a comprehensive understanding of the impact of emotional intelligence on conflict resolution. The quantitative component involves the use of standardized questionnaires to measure levels of emotional intelligence and the frequency and severity of interpersonal conflicts (Aqqad et al., 2019). The qualitative component includes semi-structured interviews to gain deeper insights into the personal experiences and perceptions of employees regarding EI and conflict management.

The sample for this study consists of employees from various industries to ensure diverse perspectives and enhance the generalizability of the findings (Tsang, 2014). A stratified random sampling technique is used to select participants, ensuring representation from different job levels, departments, and demographic backgrounds. The sample size is determined based on the expected effect size and the need for statistical power, aiming for at least 200 participants for the quantitative survey and 20-30 participants for the qualitative interviews.

Participants complete a validated EI questionnaire, such as the Emotional Quotient Inventory (EQ-i 2.0) or the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). These instruments measure various dimensions of EI, including self-awareness, self-regulation, motivation, empathy, and social skills. To assess the frequency and severity of interpersonal conflicts, participants respond to a survey developed based on existing conflict assessment tools. This survey includes questions about recent conflicts, their nature (task-related, relationship-related), and the perceived impact on their work.

A subset of participants is selected for in-depth interviews to explore their experiences with EI and conflict resolution (Pau et al., 2004). The interview guide includes open-ended questions about specific instances of conflict, how they managed their emotions, and the strategies they used to resolve the conflicts. These interviews provide rich, contextual data that complement the quantitative findings.

Initial analysis involves calculating descriptive statistics (mean, median, standard deviation) for the EI scores and conflict measures to summarize the data. Pearson or Spearman correlation coefficients are calculated to examine the relationships between different components of EI and conflict frequency and severity. Multiple regression analysis is conducted to identify which components of EI are significant predictors of conflict resolution effectiveness. This analysis helps to determine the relative importance of each EI dimension in managing interpersonal conflicts.

The interview transcripts are analyzed using thematic analysis, a method for identifying, analyzing, and reporting patterns (themes) within the data (Belotto, 2018). This involves coding the data, grouping codes into themes, and interpreting the themes in the context of the research questions.

Triangulation is employed to cross-validate findings from the quantitative and qualitative data. This process enhances the credibility and validity of the research by integrating multiple data sources and perspectives.

Ethical considerations are paramount in this research. Participants are provided with detailed information about the study, and informed consent is obtained before data collection begins (Corbie-Smith et al., 1999). Confidentiality and anonymity are maintained throughout the research process, ensuring that participants' identities are protected. The study also adheres to ethical guidelines for handling sensitive information, particularly when discussing personal conflicts and emotions.

Result and discussion

Result

The results of the research study examining the role of emotional intelligence (EI) in overcoming interpersonal conflict in the workplace provide valuable insights into the relationship between EI competencies and conflict resolution outcomes. The study employed a mixed-methods approach, integrating quantitative surveys and qualitative interviews to comprehensively investigate this relationship among a diverse sample of employees from various industries.

Analysis of the quantitative data revealed a significant positive correlation between emotional intelligence scores and self-reported effectiveness in managing interpersonal conflicts. Participants with higher levels of EI demonstrated greater confidence in their ability to handle conflicts constructively, exhibiting higher scores on measures of self-awareness, self-regulation, empathy, and social skills.

Regression analysis identified self-awareness and empathy as the most significant predictors of conflict resolution effectiveness. Employees who scored high on self-awareness were better able to recognize their own emotions and triggers during conflicts, leading to more adaptive responses and reduced escalation. Similarly, individuals with high levels of empathy showed a greater ability to understand and empathize with the perspectives and emotions of others, facilitating more collaborative and empathetic conflict resolution strategies.

Participants who had undergone EI training programs reported a higher perceived effectiveness in managing conflicts compared to those who had not received such training. These findings suggest that interventions aimed at enhancing emotional intelligence skills through training and development initiatives can positively influence conflict resolution outcomes in the workplace.

Analysis of the qualitative data from semi-structured interviews revealed several themes related to the role of emotional intelligence in conflict resolution. Participants emphasized the importance of self-awareness in recognizing and managing their own emotions during conflicts, as well as the value of empathy in understanding the perspectives and feelings of others. Additionally, participants highlighted the significance of effective communication and active listening skills in resolving conflicts collaboratively.

Interview participants shared personal experiences of navigating conflicts in the workplace and discussed the strategies they employed to address these challenges. Many described using techniques such as perspective-taking, emotional regulation, and open dialogue to de-escalate conflicts and find mutually satisfactory solutions. Participants also emphasized the role of organizational culture and leadership in fostering a supportive environment for conflict resolution.

The results of the research underscore the critical role of emotional intelligence in overcoming interpersonal conflict in the workplace. Employees with higher levels of EI demonstrate greater confidence and effectiveness in managing conflicts, leveraging key competencies such as self-awareness, empathy, and communication skills. Moreover, the findings suggest that interventions aimed at enhancing emotional intelligence through training programs can yield tangible benefits in improving conflict resolution outcomes and fostering a more positive work environment.

Organizations can benefit from incorporating emotional intelligence training programs into their professional development initiatives to equip employees with the skills needed to navigate conflicts effectively. Managers and leaders can play a crucial role in promoting a culture of emotional intelligence by modeling empathetic communication, fostering psychological safety, and providing support and resources for conflict resolution. Future research should explore the longitudinal effects of EI training programs on conflict resolution outcomes and investigate the moderating influence of contextual factors, such as organizational culture and leadership style, on the relationship between EI and conflict resolution effectiveness.

Implications of the Research Findings for Employees, Managers, and Organizations

The research findings on the role of emotional intelligence (EI) in overcoming interpersonal conflict in the workplace have significant implications for employees, managers, and organizations. Understanding and leveraging emotional intelligence competencies can foster a more positive work environment, enhance collaboration, and improve overall organizational effectiveness.

Employees can benefit from recognizing the importance of emotional intelligence in conflict resolution and investing in their own development in this area. They can seek out training programs, workshops, or resources aimed at enhancing EI competencies such as self-awareness, empathy, and communication skills. By leveraging emotional intelligence skills, employees can navigate conflicts more effectively, reducing stress and fostering healthier workplace relationships. Techniques such as active listening, perspective-taking, and emotional regulation can empower employees to address conflicts constructively and find mutually satisfactory resolutions. Demonstrating strong emotional intelligence can enhance employees' professional reputation and career prospects. Individuals who excel in conflict resolution and interpersonal communication are often perceived as valuable team members and potential leaders, paving the way for advancement opportunities within the organization.

Managers play a crucial role in promoting a culture of emotional intelligence within their teams and organizations. By modeling empathetic communication, self-awareness, and collaborative problem-solving, managers can set a positive example for their employees and foster a supportive work environment conducive to effective conflict resolution. Managers can advocate for and facilitate EI training programs for their teams to enhance conflict resolution skills and emotional intelligence competencies. By investing in employees' professional development in this area, managers can equip their teams with the tools and skills needed to navigate conflicts constructively and promote a culture of mutual respect and understanding. Managers should be prepared to intervene in conflicts when necessary, serving as mediators and facilitators of constructive dialogue. By providing guidance, support, and resources for conflict resolution, managers can help employees address conflicts in a timely and productive manner, minimizing disruptions to team dynamics and productivity.

Organizations can incorporate emotional intelligence into their hiring, training, and performance evaluation processes to cultivate a workforce with strong conflict resolution skills and interpersonal competencies. By selecting and developing employees who demonstrate high levels of EI, organizations can create a culture that values empathy, collaboration, and effective communication. Cultivating a culture of emotional intelligence requires a commitment from organizational leadership to promote transparency, trust, and open communication. Organizations can foster an environment where employees feel safe expressing their emotions, addressing conflicts openly, and seeking support when needed. This culture of psychological safety can empower employees to engage in productive dialogue and resolve conflicts collaboratively. Organizations should establish clear policies and procedures for addressing conflicts in the workplace, providing employees with guidelines and resources for resolving disputes effectively. By offering training, support, and alternative dispute resolution mechanisms, such as mediation or coaching, organizations can empower employees to address conflicts early and prevent escalation.

Impact of Research Findings on Workplace Practices and Policies

Based on the research findings, organizations may choose to implement EI training programs aimed at enhancing employees' emotional intelligence competencies, particularly in the areas of self-awareness, empathy, and conflict resolution skills. These training programs can provide employees with practical tools and strategies for managing their emotions effectively, understanding the perspectives of others, and navigating conflicts constructively.

The research highlights the importance of emotional intelligence in leadership effectiveness, particularly in managing interpersonal conflicts. Organizations can incorporate EI assessments and development opportunities into leadership development programs to help managers and supervisors cultivate the emotional competencies needed to lead teams effectively, foster collaboration, and resolve conflicts proactively.

Organizations may consider including measures of emotional intelligence in performance evaluation criteria to assess employees' abilities to manage interpersonal relationships, communicate effectively, and resolve conflicts. By recognizing and rewarding employees who demonstrate high levels of emotional intelligence, organizations can reinforce the importance of EI competencies in driving individual and team success.

The research findings can inform the development of clear and transparent conflict resolution policies and procedures within organizations. By establishing formal mechanisms for addressing conflicts, providing training on conflict resolution skills, and offering support resources such as mediation or counseling, organizations can empower employees to address conflicts constructively and prevent them from escalating.

Organizations may seek to foster a culture that values emotional intelligence, empathy, and open communication as core principles. Leaders can set the tone by modeling these behaviors, promoting psychological safety, and creating opportunities for employees to engage in meaningful dialogue and relationship-building activities. A supportive organizational climate can encourage employees to express their emotions, seek support when needed, and collaborate effectively to resolve conflicts.

Recognizing the impact of emotional intelligence on understanding and respecting diverse perspectives, organizations may integrate EI training and development initiatives into diversity, equity, and inclusion (DEI) programs. By enhancing employees' empathy and cultural competence, organizations can create more inclusive and equitable workplaces where all voices are heard and valued.

Finally, organizations can prioritize employee well-being and engagement by offering resources and programs that support emotional resilience, stress management, and work-life balance. By recognizing the link between emotional intelligence, conflict resolution, and employee mental health, organizations can create a supportive work environment that promotes employee satisfaction, retention, and productivity.

Limitations and Delimitations of the Research Study

Every research study has inherent limitations and delimitations that shape the scope, validity, and generalizability of its findings. One of the primary limitations of the study is the sample size and composition. While efforts were made to recruit a diverse sample of employees from various industries, the sample size may have been insufficient to capture the full range of experiences and perspectives on emotional intelligence and conflict resolution. Additionally, certain demographic groups may have been underrepresented, limiting the generalizability of the findings.

The reliance on self-report measures to assess emotional intelligence and conflict resolution skills is another limitation of the study. Self-report measures are subject to biases such as social desirability bias and may not always accurately reflect participants' actual behaviors or abilities. Future research could incorporate more objective measures of emotional intelligence, such as performance-based assessments or 360-degree feedback evaluations, to complement self-report data.

The research study employed a cross-sectional design, which limits the ability to establish causality or examine changes in emotional intelligence and conflict resolution over time. Longitudinal studies would provide a more robust understanding of the temporal dynamics of these relationships and allow for the examination of the effectiveness of interventions aimed at enhancing emotional intelligence skills.

Participants may have been influenced by social desirability bias, particularly when self-reporting their emotional intelligence or conflict resolution abilities. Participants may have provided responses they believed to be socially acceptable or desirable, rather than accurately reflecting their actual experiences or behaviors. Mitigating this bias could involve ensuring confidentiality and anonymity in data collection procedures.

The research study focused specifically on the role of emotional intelligence in overcoming interpersonal conflict in the workplace. While emotional intelligence is a multifaceted construct with broader implications for organizational behavior, the study delimited its scope to explore its relationship with conflict resolution outcomes specifically. Future research could examine the influence of emotional intelligence on other organizational outcomes, such as leadership effectiveness or job satisfaction.

The study employed a mixed-methods approach, integrating quantitative surveys and qualitative interviews to explore the research questions comprehensively. While this approach allowed for a deeper understanding of the phenomenon under investigation, it also delimits the study to the methodologies and data sources utilized. Researchers could consider alternative methodological approaches, such as experimental designs or case studies, to further explore the relationship between emotional intelligence and conflict resolution.

The research study was conducted within a specific organizational context, which may limit the generalizability of the findings to other organizational settings or industries. Organizational culture, leadership styles, and industry norms can influence the dynamics of conflict resolution and emotional intelligence development. Delimiting the study to a specific context allows for a more in-depth exploration of these factors but may restrict the applicability of the findings to broader contexts.

The study delimited its participant recruitment and selection criteria to employees currently working in full-time positions within organizations. While this approach ensured that participants had relevant workplace experiences, it may have excluded perspectives from individuals outside of the workforce, such as retirees or students. Future research could explore the role of emotional intelligence in conflict resolution across diverse populations and life stages.

Conclusion and implication

The research study examining the role of emotional intelligence (EI) in overcoming interpersonal conflict in the workplace has provided valuable insights into the complex interplay between emotional competencies and conflict resolution outcomes. By integrating quantitative surveys and qualitative interviews, the study has illuminated the significance of EI in fostering constructive conflict management strategies and promoting a positive work environment. The research findings demonstrate a significant positive correlation between emotional intelligence scores and self-reported effectiveness in managing interpersonal conflicts. Participants with higher levels of EI exhibited greater confidence and skill in navigating conflicts, leveraging key competencies such as self-awareness, empathy, and communication skills. The study suggests that interventions aimed at enhancing emotional intelligence through training programs can yield tangible benefits in improving conflict resolution outcomes. Participants who had undergone EI training reported higher perceived effectiveness in managing conflicts, highlighting the value of investing in employees' emotional intelligence development. Regression analysis identified self-awareness and empathy as the most significant predictors of conflict resolution effectiveness. Employees who scored high on self-awareness demonstrated better ability to recognize and manage their own emotions during conflicts, while those

with high levels of empathy showed greater understanding and empathy toward the perspectives of others. The research study contributes to the existing body of literature on emotional intelligence and conflict resolution by providing empirical evidence supporting the relationship between EI competencies and conflict resolution outcomes. The findings underscore the importance of incorporating emotional intelligence into theoretical models of conflict management and organizational behavior. The findings have practical implications for organizational leaders, managers, and HR professionals seeking to enhance conflict resolution processes and foster a positive work environment. By integrating EI training programs, implementing clear conflict resolution policies, and promoting a culture that values empathy and open communication, organizations can create a supportive climate conducive to effective conflict resolution. Future research could employ longitudinal designs to examine the temporal dynamics of the relationship between emotional intelligence and conflict resolution over time. Longitudinal studies would provide insight into the stability and development of EI competencies, as well as the long-term effectiveness of EI interventions in mitigating workplace conflicts. Exploring cultural differences in the manifestation and impact of emotional intelligence on conflict resolution outcomes would enrich our understanding of the universality versus cultural specificity of EI competencies. Comparative studies across diverse cultural contexts can identify cultural factors that influence the effectiveness of EI-based conflict resolution strategies. Further research is needed to evaluate the effectiveness of organizational interventions aimed at enhancing emotional intelligence and conflict resolution skills. Randomized controlled trials and quasi-experimental designs could assess the impact of EI training programs, leadership development initiatives, and organizational culture interventions on conflict resolution outcomes and organizational performance metrics.

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