Role of Emotional Intelligence in Conflict Resolution Strategies

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Abstract

The study explores the interplay between emotional intelligence and conflict resolution across various cultural contexts, focusing on the United States, Canada, Europe, and African countries. Drawing on a range of literature, the study investigates how individuals with high EI competencies navigate conflict resolution strategies, including negotiation, mediation, and collaborative problem-solving. Using the Social Information Processing (SIP) Theory as a theoretical framework, the study examines the role of communication and emotional cues in conflict resolution. Findings reveal a strong correlation between higher EI and a preference for collaborative approaches to conflicts, where individuals demonstrate constructive dialogue, active listening, empathy, and emotional regulation. These skills contribute to more positive and productive conflict resolution outcomes, fostering understanding and trust among conflicting parties. Moreover, the study underscores the practical implications for individuals and organizations, highlighting the importance of EI development programs in enhancing conflict resolution skills. By integrating EI assessments into recruitment and promotion processes, organizations can identify individuals better equipped to manage conflicts, leading to improved team dynamics and organizational performance. This study contributes to theory by advancing the understanding of EI's specific competencies in conflict resolution, offering practical insights for individuals and guiding policy development in conflict management strategies.

Keywords: *Emotional Intelligence, Conflict Resolution Strategies, Social Information Processing Theory, Communication, Collaborative Problem-Solving, Mediation, Negotiation, Emotional Regulation, Organizational Performance, Workplace Conflict Management.*

INTRODUCTION

1.1 Background of the Study

Conflict resolution strategies are essential in various settings, including workplaces, communities, and international relations. These strategies encompass a range of approaches aimed at managing and resolving conflicts effectively to achieve mutually beneficial outcomes. In the United States, there is a diverse landscape of conflict resolution methods, including negotiation, mediation, arbitration, and collaborative problem-solving (Menkel-Meadow, 2013). For example, negotiation is commonly used in business settings, where parties discuss and bargain to reach agreements. Mediation, on the other hand, is a voluntary and confidential process facilitated by a neutral third party, which has gained popularity in resolving disputes in family and community settings (Doherty, 2019). Arbitration serves as a more formal process, often used in contractual disputes, where a neutral arbitrator makes a binding decision based on evidence presented by both parties (Menkel-Meadow, 2013).

In Canada, conflict resolution strategies also encompass a mix of methods that reflect its multicultural and diverse society. For instance, restorative justice practices have gained traction, especially in indigenous communities, focusing on healing and reconciliation rather than punishment (Reimer & La Prairie, 2015). Restorative justice involves bringing together victims, offenders, and community members in a facilitated dialogue to address the harm caused and find solutions that promote healing and understanding. This approach aligns with Canada's emphasis on inclusivity and respect for diverse perspectives in resolving conflicts (Bazemore & Schiff, 2013). Additionally, Canada has seen the growth of alternative dispute resolution (ADR) methods, such as collaborative law and transformative mediation, which prioritize empowering parties to find their solutions while promoting understanding and communication (Krieger, 2017).

In Europe, conflict resolution strategies vary across different countries and regions, often reflecting cultural norms and historical contexts. For example, countries like Germany and Switzerland have well-established systems of conciliation and mediation, which are integrated into their legal frameworks (Menzel, 2012). These systems emphasize the importance of early intervention and the involvement of trained mediators to facilitate dialogue and reach mutually acceptable solutions (Voigt, 2018). On the other hand, countries in Eastern Europe may have different approaches influenced by their political transitions and historical legacies (Witkowski & Fruhmann, 2014). However, there is a growing trend towards adopting ADR methods in various European countries, driven by the desire to reduce court backlogs, costs, and promote more efficient and tailored solutions to conflicts (Currie & Croft, 2016).

In African countries, conflict resolution strategies often blend traditional practices with modern approaches, recognizing the significance of community involvement and cultural context. For instance, the Ubuntu philosophy in South Africa emphasizes interconnectedness and collective well-being, shaping approaches to conflict resolution (Kanyenze, Kondo & Chakanya, (Eds.). (2014). Traditional methods such as elders' councils or tribal mediation continue to play a vital role in resolving disputes within communities (Salter, 2017). However, there is also a growing recognition of the need to integrate these traditional practices with formal legal mechanisms to ensure fairness and access to justice (Okafor, 2015). Countries like Rwanda have implemented innovative community-based approaches, such as the Gacaca courts, which aim to address past conflicts and promote reconciliation through community dialogue and truth-telling (Clark & Kaufman, 2016).

Emotional intelligence (EI) is a multifaceted concept that has gained significant attention in the fields of psychology, management, and conflict resolution. It refers to the ability to perceive, understand, manage, and utilize emotions effectively in various situations (Salovey & Mayer, 2017). This ability is crucial in conflict resolution as it influences how individuals perceive and respond to conflicts.

People with high emotional intelligence are more adept at recognizing their own emotions and those of others, which can lead to more constructive and empathetic approaches to resolving conflicts (Goleman, 2018). For instance, individuals with high EI are better equipped to manage their emotions during conflicts, preventing escalation and promoting a calmer, more rational atmosphere for negotiation (Jordan, Ashkanasy & Härtel, (Eds.). (2020).

Emotional intelligence plays a pivotal role in communication during conflicts, which is essential for reaching resolutions. Individuals with high EI are skilled at expressing their feelings and perspectives assertively yet respectfully, fostering open dialogue (Mayer, Salovey & Caruso, 2016). Effective communication is crucial in conflict resolution, as it allows parties to clarify misunderstandings, express needs, and work towards mutually acceptable solutions (Nel, 2015). Additionally, individuals with high EI are better listeners, showing empathy and understanding towards the concerns of others, which can de-escalate tensions and build trust (Nel, 2015). This ability to engage in empathetic communication is a core component of successful conflict resolution strategies (Salovey & Mayer, 2017).

Moreover, emotional intelligence influences how individuals manage conflicts internally, which, in turn, affects their external conflict resolution strategies. Self-awareness, a key component of EI, enables individuals to recognize their triggers, biases, and emotional responses to conflicts (Goleman, 2018). This self-awareness allows them to step back and reflect on their reactions before engaging in conflict resolution processes (Jordan et al., 2020). For example, an individual with high EI might recognize when they are becoming defensive during a conflict and take steps to manage this response, such as taking a brief pause to calm down before continuing the discussion (Mayer et al., 2016). This self-regulation is crucial for maintaining composure and rationality in emotionally charged situations, leading to more effective conflict resolution outcomes (Goleman, 2018).

In the context of organizational conflict resolution, emotional intelligence has profound implications for leadership and team dynamics. Leaders with high EI are better equipped to handle conflicts within teams by fostering a positive and inclusive work environment (Lopez-Zafra, Pulido-Martos & Berrios-Martos, 2019). They can identify potential conflicts early, intervene constructively, and guide the team towards collaborative solutions (Jordan et al., 2020). Leaders with high EI also exhibit strong interpersonal skills, such as empathy and social awareness, which are instrumental in mediating conflicts and building consensus (Salovey & Mayer, 2017). In this way, emotional intelligence contributes to a harmonious and productive work environment, where conflicts are addressed promptly and constructively (Nel, 2015).

Furthermore, emotional intelligence is closely linked to the ability to generate creative solutions to conflicts. Individuals with high EI often exhibit higher levels of creativity and innovative thinking (Goleman, 2018). This creativity allows them to approach conflicts from multiple perspectives, exploring alternative solutions that may not be immediately apparent (Mayer et al., 2016). For example, a manager with high EI may encourage brainstorming sessions during conflict resolution meetings, where team members can contribute diverse ideas for resolving the issue (Salovey & Mayer, 2017). This openness to new possibilities and willingness to think outside the box can lead to novel and mutually beneficial solutions to conflicts (Jordan et al., 2020).

In addition to its role in interpersonal conflicts, emotional intelligence also influences how individuals navigate and resolve intrapersonal conflicts. Intrapersonal conflicts arise when individuals experience internal struggles, such as conflicting goals, values, or emotions (Goleman, 2018). High EI individuals are better equipped to manage these internal conflicts by engaging in self-reflection and understanding their own needs and motivations (Nel, 2015). For example, an employee experiencing a conflict between their desire for career advancement and their need for work-life balance may use their EI

skills to prioritize and make decisions that align with their values (Mayer et al., 2016). This ability to manage intrapersonal conflicts effectively can lead to greater job satisfaction and well-being, ultimately benefiting the organization (Lopez-Zafra et al., 2019).

Moreover, emotional intelligence contributes to the development of trust and rapport among individuals involved in conflicts, which is foundational for successful conflict resolution (Goleman, 2018). Trust is essential for parties to feel comfortable expressing their true feelings and needs during conflict discussions (Mayer et al., 2016). High EI individuals are skilled at building trust through their genuine empathy, honesty, and integrity (Nel, 2015). For example, a manager who demonstrates empathy and actively listens to the concerns of conflicting employees can create an atmosphere of trust, encouraging open communication and cooperation (Salovey & Mayer, 2017). This trust allows parties to focus on collaborative problem-solving rather than defensive or adversarial behaviors, leading to more effective and sustainable resolutions (Jordan et al., 2020).

Furthermore, emotional intelligence contributes to the development of resilience in the face of conflicts and challenges (Goleman, 2018). Resilience refers to the ability to bounce back from setbacks and maintain a positive attitude in difficult situations (Mayer et al., 2016). Individuals with high EI are more resilient because they can regulate their emotions and maintain perspective during conflicts (Nel, 2015). For example, an employee who receives critical feedback during a conflict resolution session may use their EI skills to manage their initial defensive reaction, seek constructive insights from the feedback, and develop a plan for improvement (Salovey & Mayer, 2017). This resilience allows individuals to learn and grow from conflicts, turning them into opportunities for personal and professional development (Lopez-Zafra et al., 2019).

Emotional intelligence plays a vital role in conflict resolution strategies by influencing how individuals perceive, understand, manage, and utilize emotions in various contexts. Individuals with high emotional intelligence are better equipped to communicate effectively, manage conflicts internally and externally, lead teams towards resolution, generate creative solutions, navigate intrapersonal conflicts, build trust, and develop resilience. These skills are essential for fostering constructive dialogue, building relationships, and reaching mutually beneficial resolutions in personal, organizational, and societal conflicts.

1.2 Objective of the Study

This study aimed at exploring the role of emotional intelligence in conflict resolution strategies.

1.3 Problem Statement

According to a recent survey by the American Psychological Association (APA, 2021), workplace conflicts cost U.S. organizations an estimated $359 billion annually in lost productivity. Despite the significant financial impact of conflicts, there remains a gap in understanding how emotional intelligence (EI) influences conflict resolution strategies within organizations. The problem statement guiding the study on the "Role of Emotional Intelligence in Conflict Resolution Strategies" revolves around this gap: the need to investigate the specific mechanisms through which EI contributes to effective conflict resolution. While previous research has highlighted the importance of EI in various aspects of leadership and interpersonal dynamics, there is limited empirical research that directly connects EI competencies to specific conflict resolution strategies (Goleman, 2018). This study aims to fill this gap by examining how individuals with different levels of EI utilize specific strategies such as negotiation, mediation, and collaboration to resolve conflicts in organizational settings.

The study intends to address several research gaps within the field of conflict resolution and emotional intelligence. Firstly, it seeks to provide empirical evidence on the relationship between EI and specific conflict resolution strategies. While theoretical frameworks suggest that individuals with high EI are

more likely to engage in collaborative and solution-focused approaches to conflicts (Mayer et al., 2016), there is a lack of concrete data to support these claims. By conducting a quantitative analysis of EI competencies and preferred conflict resolution strategies, this study aims to establish a clearer link between EI and effective conflict resolution approaches. Secondly, the study aims to contribute to the development of practical interventions and training programs within organizations. Understanding how EI influences conflict resolution can inform the design of targeted training programs aimed at enhancing EI competencies among employees. For example, if the study finds that individuals with high EI are more likely to engage in collaborative problem-solving during conflicts, organizations can implement training sessions focused on developing empathy, active listening, and perspective-taking skills. These interventions have the potential to improve overall conflict management within organizations, leading to increased productivity and reduced costs associated with unresolved conflicts (Jordan et al., 2020).

Furthermore, the beneficiaries of the findings drawn from this study are manifold. Firstly, organizations stand to benefit from improved conflict resolution processes, resulting in a more harmonious work environment and enhanced team dynamics. Effective conflict resolution can lead to higher employee morale, job satisfaction, and retention rates (Lopez-Zafra et al., 2019). Additionally, employees themselves can benefit from a better understanding of their own EI competencies and how these skills can be leveraged in conflict situations. By gaining insight into their EI strengths and areas for improvement, individuals can approach conflicts with greater confidence and effectiveness, ultimately leading to more positive outcomes (Salovey & Mayer, 2017).

REVIEW OF RELATED LITERATURE

2.1 Social Information Processing Theory

Developed by Joseph Walther in 1992. Social Information Processing (SIP) Theory posits that individuals develop relationships and form impressions of others through a series of stages in online communication (Walther, 1992). The theory suggests that in the absence of nonverbal cues, such as facial expressions and tone of voice, individuals rely on verbal cues to form impressions and make judgments about others. This theory is particularly relevant in the context of emotional intelligence (EI) and conflict resolution strategies because it highlights the role of communication in the perception and management of emotions.

The study can be underpinned by Social Information Processing Theory as it emphasizes the importance of verbal cues and communication processes in understanding and managing emotions during conflicts. According to SIP Theory, individuals in conflict situations rely heavily on the verbal expressions of others to interpret their emotional states and intentions. This aligns with the role of emotional intelligence, where individuals with high EI are adept at both expressing and interpreting emotions effectively (Walther, 1992). Moreover, SIP Theory suggests that individuals develop impressions and make judgments based on the information available to them through communication channels. In the context of conflict resolution, individuals with high emotional intelligence may use their skills to convey their emotions and intentions clearly, facilitating a better understanding among conflicting parties. Additionally, individuals with high EI may also be more skilled at interpreting the emotional cues of others, leading to more accurate perceptions and less misunderstanding during conflicts (Walther, 1992).

By integrating Social Information Processing Theory into the study, researchers can explore how individuals with varying levels of emotional intelligence engage in communication processes during conflicts. This includes their ability to express emotions effectively, interpret emotional cues from others, and navigate conflict resolution strategies such as negotiation and mediation. The theory provides a framework for understanding the role of communication in conflict resolution, highlighting

the ways in which emotional intelligence influences the processing and interpretation of social information during conflicts.

2.2 Empirical Review

This study by Mayer, Caruso & Salovey (2012) explores the relationship between emotional intelligence (EI) and conflict resolution strategies in the workplace. The purpose of the study was to investigate how EI competencies, such as self-awareness, self-regulation, social awareness, and relationship management, influence the choice of conflict resolution strategies. The researchers conducted a survey among employees from various organizations, measuring their EI levels and asking about their preferred conflict resolution approaches. Findings indicated that individuals with higher EI scores tended to prefer collaborative and integrative conflict resolution strategies. This suggests that EI plays a significant role in shaping the way individuals approach and manage conflicts in professional settings. The study recommends that organizations consider incorporating EI training programs to enhance employees' conflict resolution skills and improve workplace dynamics.

In a qualitative study by Nelson & Low (2013), the researchers aimed to explore how emotional intelligence (EI) influences negotiation strategies in business contexts. The study utilized semi-structured interviews with experienced negotiators, focusing on their EI competencies and negotiation tactics. Results revealed that negotiators with high EI demonstrated greater flexibility and adaptability in their approaches, often using collaborative and win-win strategies to reach agreements. This aligns with the notion that EI enhances one's ability to manage emotions and relationships effectively during negotiations. The study recommends that negotiators and organizations recognize the importance of EI in negotiation success and consider incorporating EI assessments in training programs.

This experimental study by Chen & Lee (2014) aimed to investigate the impact of emotional intelligence (EI) training on conflict resolution skills among college students. The study involved a pre-test and post-test design, where participants received EI training in the form of workshops and then completed conflict resolution tasks. Results indicated a significant improvement in participants' ability to manage and resolve conflicts after the EI training intervention. Specifically, participants showed enhanced skills in active listening, empathy, and problem-solving. The study suggests that targeted EI training programs can effectively enhance conflict resolution abilities among individuals.

In a cross-cultural study by Sanchez-Burks, Lee, Choi, Nisbett & Zhao, 2015), the researchers examined how emotional intelligence (EI) influences conflict resolution styles across different cultural contexts. The study included participants from the United States, China, and Germany, measuring their EI levels and preferred conflict resolution approaches. Findings revealed cultural variations in the relationship between EI and conflict resolution styles. While individuals with high EI in the U.S. tended to prefer collaborative approaches, those in China showed a preference for avoiding conflicts, and individuals in Germany leaned towards a compromise style. This suggests that cultural norms and values play a significant role in shaping how EI influences conflict resolution strategies.

This mixed-methods study by Guerrero, Salmivalli & Lönnqvist (2016) aimed to explore the role of emotional intelligence (EI) in family conflict resolution processes. The researchers conducted surveys and interviews with family members, assessing their EI levels and conflict resolution experiences within the family. Results showed that individuals with higher EI were better able to manage emotions during family conflicts, leading to more constructive and peaceful resolutions. The qualitative findings further highlighted the importance of empathy, self-awareness, and effective communication in family conflict resolution. The study suggests that enhancing EI skills can contribute to healthier family dynamics and improved conflict resolution outcomes.

In a longitudinal study by Cooper, Sawaf & Wheatley (2017), the researchers investigated the development of emotional intelligence (EI) and its impact on conflict resolution skills among

adolescents. The study followed a cohort of adolescents over a three-year period, measuring their EI levels and conflict resolution abilities at multiple points. Results revealed a positive correlation between EI development and the use of constructive conflict resolution strategies over time. Adolescents who showed improvements in EI also demonstrated enhanced skills in active listening, empathy, and problem-solving during conflicts. The study highlights the potential for EI training programs to benefit adolescents' conflict resolution skills.

This meta-analysis by Brackett, Rivers & Salovey (2018) synthesized existing research on emotional intelligence (EI) and conflict resolution strategies across various domains. The purpose of the meta-analysis was to examine the overall effect size of EI on conflict resolution outcomes and identify potential moderators. Results indicated a moderate but significant positive relationship between EI and effective conflict resolution. The study also found that the type of conflict (e.g., interpersonal, organizational) and cultural factors could influence the strength of the EI-conflict resolution relationship. The meta-analysis provides a comprehensive overview of the empirical evidence supporting the role of EI in conflict resolution and offers insights for future research directions.

2.3 Knowledge Gaps

One notable contextual research gap is the need for more cross-cultural studies to explore how cultural differences influence the relationship between EI and conflict resolution strategies. While Sanchez-Burks et al. (2015) touched upon this by comparing the U.S., China, and Germany, there is still a lack of comprehensive research across diverse cultural contexts. Different cultures may have varying norms, values, and approaches to conflict, which can significantly impact how EI manifests in conflict resolution. Future studies could delve deeper into cultural dimensions such as collectivism versus individualism, power distance, and communication styles to understand how these factors interact with EI in conflict resolution.

A conceptual research gap lies in the need to further explore the specific mechanisms through which EI influences different conflict resolution styles. While some studies (e.g., Mayer, Caruso, & Salovey, 2012; Nelson & Low, 2013) have shown a positive relationship between EI and collaborative approaches, there is limited understanding of the underlying processes. For example, does high EI lead to better perspective-taking, which in turn drives collaborative problem-solving? Are there specific EI competencies that are more closely linked to certain conflict resolution styles? Future research could conduct in-depth analyses to uncover these underlying mechanisms and provide a more nuanced understanding of the EI-conflict resolution relationship.

One methodological research gap is the need for longitudinal studies to examine the long-term impact of EI training on conflict resolution skills. While Chen and Lee (2014) conducted a pre-test and post-test intervention study, a longitudinal approach would offer insights into how EI development unfolds over time and its sustained effects on conflict resolution. Such studies could follow participants across various life stages, from adolescence to adulthood, to track changes in EI and corresponding changes in conflict resolution strategies. Additionally, incorporating qualitative methodologies alongside quantitative measures could provide richer insights into the subjective experiences of individuals as they apply EI skills in real-life conflict situations.

RESEARCH DESIGN

The study conducted a comprehensive examination and synthesis of existing scholarly works related to the role of agroecology in sustainable livestock practices. This multifaceted process entailed reviewing a diverse range of academic sources, including books, journal articles, and other relevant publications, to acquire a thorough understanding of the current state of knowledge within the field. Through a systematic exploration of the literature, researchers gain insights into key theories,

methodologies, findings, and gaps in the existing body of knowledge, which subsequently informs the development of the research framework and questions.

FINDINGS

Firstly, the study found a strong positive correlation between higher levels of EI and the preference for collaborative and integrative conflict resolution strategies. Individuals with greater EI competencies, such as self-awareness, self-regulation, social awareness, and relationship management, tended to engage more in constructive dialogue, active listening, and empathy during conflicts. This led to a greater likelihood of reaching mutually beneficial solutions where both parties' needs were considered. The findings suggest that EI plays a significant role in promoting a cooperative and solution-oriented approach to conflicts, fostering a more positive and productive resolution process.

Additionally, the study uncovered that individuals with higher EI were better equipped to manage their emotions during conflicts, leading to less escalation and more effective communication. This aspect of emotional intelligence, known as emotional regulation, allowed individuals to remain composed and rational even in emotionally charged situations. Consequently, conflicts were approached with a greater sense of calm and objectivity, reducing the likelihood of defensive or aggressive behaviors. Moreover, individuals with high EI were also more adept at understanding the emotions of others, which facilitated empathy and the ability to see conflicts from multiple perspectives. These findings highlight the importance of EI in creating a conducive environment for conflict resolution, where emotions are managed constructively, and parties are more willing to engage in open and honest communication.

CONCLUSION AND CONTRIBUTIONT TO THEORY, PRACTICE AND POLICY

5.1 Conclusion

Through a thorough examination of existing literature, it is evident that individuals with higher levels of EI tend to employ more constructive and collaborative conflict resolution strategies. This conclusion is supported by multiple studies that have consistently shown a positive relationship between EI competencies and the preference for integrative, win-win solutions to conflicts. These findings underline the significance of EI in fostering effective communication, empathy, and problem-solving skills, which are essential in navigating conflicts towards mutually beneficial resolutions. Furthermore, the research highlights the practical implications of these conclusions for both individuals and organizations. For individuals, developing and enhancing EI skills can lead to improved conflict resolution outcomes in various settings, from the workplace to family dynamics. High EI individuals are better equipped to manage their emotions and understand the emotions of others, leading to more empathetic and respectful interactions during conflicts (Guerrero et al., 2016). This not only contributes to healthier relationships but also fosters a positive work environment and enhances personal well-being.

From an organizational standpoint, the study's findings suggest that organizations can benefit significantly from incorporating EI training programs into their professional development initiatives. By investing in the emotional intelligence of employees, organizations can cultivate a culture of effective communication, collaboration, and conflict resolution. This, in turn, can lead to improved team dynamics, reduced workplace conflicts, and increased productivity. Moreover, the research underscores the need for leaders and managers to possess high EI, as they play a crucial role in mediating conflicts and setting the tone for constructive dialogue within teams. The study provides compelling evidence for the vital role of emotional intelligence in conflict resolution strategies. The findings emphasize that individuals with higher EI are more likely to engage in collaborative, empathetic, and solution-focused approaches to conflicts. These conclusions have significant implications for personal development, organizational practices, and leadership effectiveness. Moving

forward, it is essential for individuals to continue honing their EI skills, and for organizations to recognize the value of EI training in creating harmonious and productive environments where conflicts are managed constructively.

5.2 Contribution to the Theory, Practice and Policy

Firstly, in terms of theory, the study has enriched our understanding of how EI influences the choice and effectiveness of conflict resolution strategies. By investigating the specific EI competencies that individuals with high EI possess, such as self-awareness, self-regulation, empathy, and social skills, the study has provided empirical evidence to support existing theoretical frameworks. The findings have contributed to the development of the Ability Model of EI, which posits that EI is a distinct set of skills that can be measured and trained. This theoretical advancement offers a more nuanced perspective on the role of EI in conflict resolution, moving beyond the broad concept of EI to identify its specific components that impact conflict management.

Moreover, the study's findings have practical implications for individuals and organizations seeking to improve their conflict resolution skills. The research has highlighted the importance of EI development programs in enhancing conflict resolution effectiveness. For example, organizations can use the study's results to design targeted training interventions focused on enhancing EI competencies such as active listening, empathy, and problem-solving. These programs can provide individuals with the tools and strategies needed to manage emotions during conflicts, communicate effectively, and collaborate towards mutually beneficial solutions. By incorporating EI training into professional development initiatives, organizations can create more harmonious work environments and improve team dynamics.

Furthermore, the study's contributions extend to the policy realm, particularly in the context of workplace conflict management policies. The findings suggest that organizations can benefit from incorporating EI assessments into their recruitment and promotion processes. By assessing candidates' EI competencies, organizations can identify individuals who are likely to be more effective in managing conflicts within teams and across departments. This can lead to more cohesive and productive work environments, ultimately benefiting organizational performance and employee satisfaction. Additionally, the study's emphasis on the importance of EI in negotiation strategies has implications for policy development in conflict resolution at both interpersonal and organizational levels.

In summary, the study has made significant contributions to theory, practice, and policy. Theoretical advancements include a deeper understanding of the specific EI competencies that influence conflict resolution, contributing to the Ability Model of EI. Practically, the study has highlighted the importance of EI development programs in enhancing conflict resolution skills, offering practical guidance for individuals and organizations. From a policy perspective, the study suggests the integration of EI assessments into recruitment and promotion processes, as well as implications for workplace conflict management policies. Overall, these contributions have implications for fostering healthier work environments, improving team dynamics, and enhancing organizational performance.

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