

ROLE OF CONFLICT RESOLUTION IN THE WORKPLACE

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ABSTRACT

Conflict refers to any disagreement at work that impedes the flow of work. However, disagreements can have both positive and negative effects on the employees and organisations. 'No conflict situations' may bring in extreme cohesion in the workplace, resulting in lack of employee creativity and innovation, while not handling conflicts may result in inefficiency, low self-confidence, and a lack of enthusiasm among employees. Therefore, a deep understanding of the types of conflicts and conflict resolution strategies is crucial. In today's rapidly changing world, team-oriented work groups, globalization of everyday lives and work structures, emotional intelligence, and the ability to work well with others are more important than ever. The present study attempts to discuss the conflict resolution strategies and the relationship between emotional intelligence and conflict management. Firms which emphasize a cooperative and collaborative work culture can use Emotional intelligence (EI) as one of the selection techniques to better choose the ideal employees that could fit into their organisation. Emotional intelligence(EI) tests are a very useful tool for managers when hiring employees required to work in highly concentrated teams, as well as when choosing suitable candidates for mediation and conflict resolution jobs.

Keywords: Conflict, Strategies, Emotional Intelligence.

JEL Classification: D74, L2

Introduction

Individuals deal with disputes and encounter conflictual situations every day in an organizational setting. In a dynamic context, conflict is unavoidable and ubiquitous. Given the frequency with which this occurs, it is no surprise that conflict has been the subject of several publications, research, and studies. The current study focuses on conflict resolution at the workplace. Conflicts in the workplace are fairly prevalent. According to the CPP (Conflict Prevention Project), 85% of both individual contributors and leaders thought that there was some element of unavoidable conflict at work. According to the findings of a study performed by the American Management Association (as stated in Thomas, K. W., & Schmidt, W. H. (1976), conflict was regarded as equivalent to or somewhat more important than planning, communication, motivation, and decision making. Therefore, it is not hard to imagine that if the managers devote their time to meaningful and optimal conflict resolution strategies, there lies immense potential for increase in productivity at the workplace, thereby leading to more dedicated and efficient employees.

Review of Literature

Darling, J., Walker, E.(2001). Effective Conflict Management: Use of the behavioral style model. In order to effectively manage conflict for the benefit of the individuals and the organization concerned, this article discusses the use of the behavioral style paradigm as a strategy.

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Hussein, A., Salem, Y. (2019). Conflicts: Their Types, And Their Negative And Positive Effects On Organizations. This study demonstrates both the beneficial and detrimental impacts of conflict in companies while highlighting the various sorts of conflicts.

Ma, Z. (2008). Ten Years of Conflict Management Studies: Themes, concepts and relationships. In addition to examining the major topics, ideas, and connections among them in the conflict management literature published in the last ten years, this research studies the conceptual framework of conflict management studies.

Pondy, L. (1967). Organizational Conflict: Concepts and Models. This paper studies that in formal organizations, there are three different types of conflict that can arise between the sub-units: bargaining conflict between parties involved in interest groups; bureaucratic conflict between parties involved in superior-subordinate relationships; and systems conflict between parties involved in lateral or working relationships.

Tjosvold, D. et al. (2014). Constructively Managing Conflicts in Organizations. This review makes the argument that the range of words obscures consistent findings that encourage constructive conflict are open-minded debates in which protagonists freely express their own views, listen to and comprehend those of others, and then integrate them.

Objectives of the Study

This research paper attempts to throw light upon the following objectives:

- Determining the types of conflicts in the workplace.
- Finding out the conflict resolution styles adopted by various organizations
- Understanding how to overcome barriers to conflict resolution in the workplace
- Understanding the relationship between emotional quotient (EQ) and conflict management

Research Design

The present study is based on the information collected from both primary and secondary sources. The secondary data has been drawn from articles published in leading journals, books, surveys conducted, empirical studies published in professional and academic journals, websites, etc. For the purpose of collecting primary data, a questionnaire was systematically designed to seek information relevant to the subject matter from employees working in different sectors including Information Technology, Medical, Finance, Transportation, Textile etc. The questionnaire was developed using 'Google Forms.' The survey was carried out online with the help of survey designing portal. The survey was conducted between October 2022 to November 2022. The questionnaire was sent to 200 employees out of which 150 responded.

Demographic Profile of the Research Participants

The population of interest for this research includes employees of different organizations. The sample of the study was selected using a convenience sampling method which consisted of 150 research participants from 7 different sectors. As shown in Table 1, 52% of the research participants are female.

Table 1: Frequency and Percentage of Demographics (N=150)

Basis	Classification	No. of Research participants	Percent
Gender	Female	72	52
	Male	78	48
Age Group (in years)	20-30	82	54.7
	30-40	34	22.7
	40-50	14	9.3
	Above 50	20	13.3
Industry	Information Technology	18	12
	Medical	20	13.3
	Finance	12	8
	Social Service	16	10.6
	Transportation	58	38.6
	Textile	6	4
	Education	20	13.3

Discussion and Analysis

When employees from differing backgrounds and working styles are brought together for a common commercial goal, workplace conflict becomes inevitable. The very thing that drives groups to become more than the sum of their individual members is constructive conflict. In this way, conflicting viewpoints influence, support, incite, and educate one another, and in the best-case situation, it leads to a better final decision. In the present study, the majority of research participants (60%) agreed that conflicts are an inevitable part of an organization (Table 2). Therefore, the managers must understand that there is a need to manage conflicts and not to avoid them completely per se. Table 3 presents the descriptive statistics showing the mean values, standard deviation and variance.

Table 2: Conflicts are an Inevitable Part of Every Organisation

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	18	12.0	12.0
	Disagree	6	4.0	16.0
	Neutral	36	24.0	40.0
	Agree	26	17.3	57.3
	Strongly agree	64	42.7	100.0
Total		150	100.0	

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Conflicts are an inevitable part of every organisation.	150	1.0	5.0	3.747	1.3619	1.855
Valid N (listwise)	150					

Although conflict is sometimes seen negatively, a good amount of workplace conflict can be beneficial for the expansion of any organization. Healthy conflict fosters greater creativity, better ideas, and more motivated workers. Organizations can benefit from conflict because it promotes receptivity and lessens the inclination toward groupthink that many businesses experience. Developing excellent conflict management skills is important so that it spurs organizational development rather than obstruct it. As it can be seen from Table 4, approximately 75% of the research participants also think that conflict(s) are an opportunity for organizational growth.

Table 4: Do you think conflict(s) are an opportunity for organisational growth?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	38	25.3	25.3	25.3
	Yes	112	74.7	74.7	100.0
	Total	150	100.0	100.0	

Determining Various Types of Conflicts

Conflicts over the meaning of conflict mean that there is no single, widely accepted definition of conflict in the workplace (Tjosvold, 2008). According to Pondy (1967), conflict arises when one party believes that its aims, ideals, or viewpoints are being indulged by interdependent counterparts. (Wall & Callister, 1995; Thomas, 1992). While some (De Deru & Gelfand, 2007; Deutch, 1973; Kelley & Thibaut, 1969) believed that workplace conflict could result from lack of resources (such as time, status, or budgets), values (such as political preferences, beliefs, religion, moral, or social values), personality differences, incorrect facts, perceptions, or worldviews, or any combination of these, others (Deutch, 1973; Kelley & Thibaut, 1969) disagree. Rahim (2010) claims that there are many ways to describe workplace conflict, hence there are many different kinds of it.

- **Affective Conflict**

Affective conflict occurs when two entities — individuals, groups, or organizations — realize that their feelings and emotions are irreconcilable while attempting to solve a problem together (Guetzkow & Gyr, 1954; Amason, 1996). Relationship conflict and emotional conflict are other names for it (Jehn, 1997a; Pelled, Eisenhardt, & Xin, 1999; Schermerhorn, Hung, & Obsborn, 2002). This was described by Pelled *et al.* (1999) as “a condition in which group members encounter interpersonal conflicts marked by rage, frustration, and other negative emotions.” Schermerhorn *et al.* (2002) state that “it involves interpersonal difficulties that occur around feelings of wrath, mistrust, dislike, fear, resentment, and the like.”

This kind of conflict has a favorable relationship with change-over intentions but a negative relationship with affective reactions. It undermines the psychological health and contentment of employees (Medina, Munduate, Dorado, Martinez, & Guerra, 2005).

- **Substantive Conflict**

Conflict of this nature arises when team members dispute about their responsibilities or other aspects of their jobs (Guetzkow & Gyr, 1954). Task conflict and cognitive conflict are some names for it (Jehn, 1997; Pelledet *al.*, 1999; Amason, 1996). According to Pelledet *al.* (1999), "A situation in which group members argue regarding task issues, such as goals, key decision areas, methods, and the proper choice for actions."

Task conflict, according to Jehn (1997b), is an argument between group members' ideas and perspectives over the course of action to be taken for a particular task. While substantive conflict is linked to inconsistencies in the work duties and obligations of the disputing parties, affective conflict results from incongruence of feelings and/or emotions.

- **Task Conflict**

Task conflict, which can include disagreements over how to distribute resources, disagreements on processes and rules, managing expectations at work, and judgements and interpretations of the facts, frequently involves specific concerns relating to employees' work assignments. It could seem like task conflict is the easiest to overcome. However, task conflict frequently proves to be more complicated and rooted in deeper issues than it initially appears to be. For instance, co-workers who are arguing over who should attend a conference out of town may be engaged in a more serious quarrel stemming from feelings of rivalry. Usually it is seen that task conflict has a curvilinear effect on team creativity (Farh, J. L., Lee, C., & Farh, C. I. (2010).

Leadership intervention in task conflict is often beneficial for the organization. Managers can concentrate on figuring out the deeper motives driving parties' viewpoints by acting as *de facto* mediators. This can be accomplished by actively listening, which entails asking questions, repeating back what you hear to ensure that you understand, and then asking even more probing questions to get to the heart of the matter. Trying to get the parties to work together to brainstorm potential solutions to solve the problem can also help. Parties are more likely to abide by an agreement and get along better in the future when they jointly design solutions rather than having one forced upon them.

- **Relationship Conflict**

Relationship conflict results from personality, style, and taste discrepancies as well as conflict styles. People who would never meet in real life are frequently forced to work together in organizations and must strive to get along. So it should come as no surprise that interpersonal conflict occurs frequently in corporations. It is generally seen that team effectiveness and satisfaction suffer when teams experience relationship conflict (Carsten K., 2001).

- **Value Conflict**

Fundamental differences in identities and values, such as those relating to politics, religion, ethics, norms, and other profoundly held ideas, can lead to value conflicts. Although discussing politics and religion in the workplace is frequently frowned upon, conflicts over moral principles can still arise when dealing with work-related decisions and policies, such as whether to implement an affirmative action programme or accept a client with connections to a corrupt government.

According to Robert Mnookin, Scott R. Peppet, and Andrew S. Tulumello in *Beyond Winning: Negotiating to Create Value in Deals and Disputes*, this kind of understanding doesn't require empathy or an emotional connection, only the ability to accurately describe what another person believes about the situation (Harvard University Press, 2004).

- **Creative Idea Conflict**

When it comes to concept brainstorming, conflict actually presents a fantastic chance to improve the idea. Employees must be able to listen to others' ideas, express their own, and then put all the best parts of the puzzle together to create a magnificent solution. If two people have conflicting project ideas, they may consult each other and mutually choose one or the other. They might also try to reach a compromise so that both perspectives can be heard and a stronger result of their cooperation emerges. If necessary, they could speak with a superior or a different coworker to mediate the situation or get their perspective on the chosen course of action. When handled appropriately, competition helps to learn and develop.

Table 5 below shows the types of conflicts faced by employees in the workplace. It has been observed that task, role, process and relationship are the 4 major types of conflicts being faced in the workplace. Out of these 4 types of conflicts, the majority (45.3%) of the research participants faced process conflict in their organizations. 64 out of 150 research participants faced task conflict (42.7%) followed by relationship conflict at 34.7% and role conflict at 33.3%. The mean scores and rank have also been calculated to draw an empirical inference on the same.

Table 5: Types of conflicts faced by employees in the workplace (N=150)

Type	No. of Research Participants	Percent	Mean	Rank
Task Conflict	64	42.7	0.43	2
Process Conflict	68	45.3	0.45	1
Relationship Conflict	52	34.7	0.35	3
Role conflict	50	33.3	0.33	4

(Total exceeds 100% because of multiplicity of answers)

Conflict Resolution Styles Adopted by Various Organizations

It is very important to deal with conflicts in the right manner and style. There are 5 types of conflict resolution styles but before choosing a style, there are a few factors to be considered. The first factor relates to the significance of the person or the problem. The subject matter of disagreement or the extent of an individual's value to oneself has an impact on decision over which tactic to use.

The second factor to be considered are the repercussions or the consequences that may result from joining the conflict or staying out of it. An unresolved disagreement with a superior can lead to serious repercussions, especially in a professional setting. Similarly, staying out of the conflict and not standing up to one's convictions can lead to personal and moral repercussions. The third factor is the time and effort necessary to contribute to the conflict. These factors may be critical in deciding or choosing the conflict management strategy at the workplace.

- **Accommodating**

One who is accommodating puts others' needs and wants ahead of their own. This kind of behavior typically occurs when one party gives in to the wishes and demands of another. This approach may be useful when one party has lower level of concern for the subject than the other, desires to maintain the status quo or feels forced to accept the opposing viewpoint.

- **Avoiding**

A style of avoiding entirely avoids confrontation. This kind of behavior occurs when people just ignore or withdraw from the conflict. This approach may be useful if the disagreement seems to be unimportant or requires more time to ponder or there is no chance of winning, or there are chances of receiving resentment.

- **Compromising**

A compromise approach looks for a solution that, at the very least, somewhat satisfies all parties. Finding a medium ground between all the wants would require effort, and the results would often leave individuals feeling either somewhat or not at all pleased. This strategy is suitable when it's more crucial to find a solution which might not be the best but a satisficing one.

- **Collaborating**

Finding a solution that will satisfy the demands of all parties is the goal of collaborating. This approach would seek for a solution that genuinely satisfies everyone and results in a win-win scenario rather than trying to find a compromise. Collaborating may be appropriate when it's necessary to consider multiple viewpoints, or when there is a significant relationship between the parties, or when the outcome is too important for anyone to be dissatisfied, or when the opinions of several stakeholders need to be reflected.

- **Competing**

A rival approach adopts a rigid stance and declines to consider the viewpoints of the other parties. This kind of behavior typically occurs when parties try to impose their opinions on others or keep rejecting the suggestions from the other party. This approach may be appropriate when one party needs to defend their rights or values, make a snap decision and persuade others to agree, put an end to a protracted argument, or stop a dreadful, opposing decision from being made.

Table 6 exhibits the various strategies adopted by employees to resolve conflicts in the workplace. Majority of the research participants (49.3%) adopted the problem solving approach to manage conflicts while 13.3% of the research participants followed the dominating or the confrontation approach. The accommodating approach was used by 21.3% while the avoidant approach by 16% of the research participants.

Table 6: Which of the following most accurately describes the approach you would take to handle a conflict in the workplace?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Avoid confrontation (Avoiding)	24	16.0	16.0	16.0
	Have a reputation for meeting a person halfway (Problem solving)	74	49.3	49.3	65.3
	Put other people's worries ahead of your own (Accommodating)	32	21.3	21.3	86.7
	Would rather choose to win than to compromise (Confrontation)	20	13.3	13.3	100.0
	Total	150	100.0	100.0	



Graph 1: Conflict adopted by employees (N=150)

Table 7: Gender * Approach to handle a conflict in the workplace (Crosstabulation)

		Which of the following most accurately describes the approach you would take to handle a conflict in the workplace?				Total
		Avoid confrontation (Avoiding)	Have a reputation for meeting a person halfway (Problem solving)	Put other people's worries ahead of your own (Accommodating)	Would rather choose to win than to compromise (Confrontation)	
Gender	Female	16	30	20	12	78
	Male	8	44	12	8	72
Total		24	74	32	20	150

An interesting observation is that the majority of the female employees (30 out of 78) followed the problem solving approach to manage conflicts at the workplace whereas only 12 out of the total female employees opted for the dominating approach. A similar pattern was observed in the case of the male workforce where, majority of them (61.1%), adopted the problem solving approach.

Table 8: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.888 ^a	3	.048
Likelihood Ratio	7.970	3	.047
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.60.

It is important to analyze whether there is significant difference in the perception of the research participants across demographics on the above approaches to handle conflict. For this purpose, Pearson Chi-Square test is applied and the results presented in Table 8 reveal that there is a significant difference in the perception of the research participants on the above approaches on the basis of gender (Significant at 0.05 level).

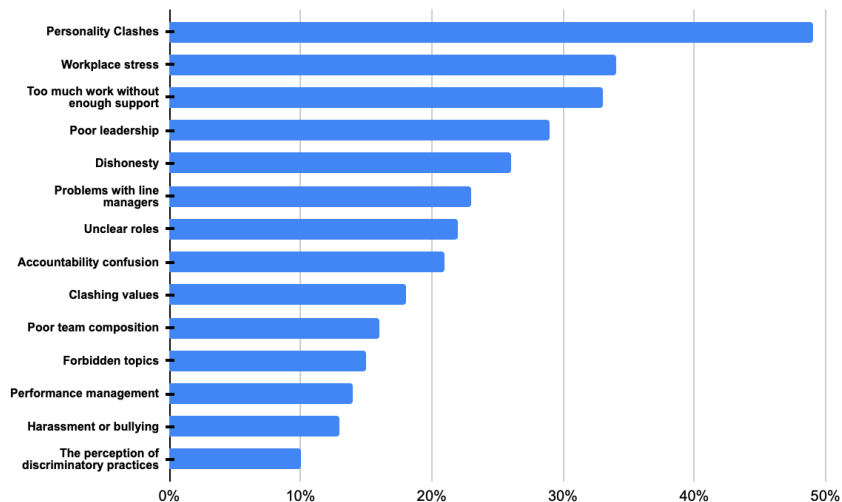
Barriers to Conflict Resolution

Conflicts are present in every organization in different forms. Since conflicts are inevitable in the workplace, it is imperative for a good manager to try to understand the sources from where it emanates. Conflicts can impact the employees and the culture of the organization both positively and negatively. It depends to a large extent on how the staff members, the subordinates, the upper level management perceive it and the types of conflict management strategies adopted.

On taking a closer look at the workplace conflicts, a few sources for conflicts in organizations were found to be high degree of specialization, interdependence (reciprocal and sequential), status differences of the employees/ staff members, and role ambiguity. Other common causes of workplace conflict include resistance to change, unclear job expectations, and a toxic work environment. During the peak of Covid-19 pandemic, one significant theme observed was that employees were increasingly in conflict with the organization itself. Throughout Covid, many employee-employer disputes had hit the headlines, often fueled by pandemic-driven changes to working lives. Big companies like Apple and Google also witnessed such issues. The employees of Apple Inc. raised concerns about the rigid hybrid working rules. An alleged “two tier” remote working strategy got Google employees angry. Even when policies and procedures are in place and human resources representatives are well versed in working through these, sometimes contentious processes with colleagues, obstacles can arise that prevent full agreement and resolution. These can act as barriers to conflict resolution. A survey conducted by the Workforce Institute revealed that 83% of UK employees feel people at their organization are not heard fairly or equally.

It is crucial to address internal problems in the workplace and seek to remove obstacles to conflict resolution. Rigid perspectives due to cultural differences, status differences or communication distortion are a few barriers in this aspect. In order to overcome these barriers, organizations make use of the different strategies for managing conflict in the workplace optimally. CPP Global (Conflict Prevention Project), the publisher of the Myers-Briggs Assessment, (the personality type test tool), showed 85% of leaders and individual contributors accepted that they experienced some sort of conflict at the workplace. Additionally, 29% of all employees reported that conflict was a nearly continuous part of their workdays. In addition to that, 12% of people saw their leaders frequently engage in disputes. In the UK in 2020, 26% of individual contributors and 20% of leaders reported that conflict was frequent. In the year 2019, more than one- third of the people had dealt with interpersonal conflict, ranging from one time incidents to persistently problematic relationships. 15% of people reported being bullied, and 8% reported being harassed.

A few common causes of conflict were identified by the contributors to the CPP study. The bar graph below indicates the proportion of research participants who cited these issues as potential sources of conflict.



Graph 2: Potential Sources of Conflict

Data Source: Conflict Prevention Project Study (<https://cmoe.com/blog/workplace-conflict-costs/>)

As is clear from the bar graph above, personality clash is the most common cause/ source of conflicts at the workplace. These conflicts in the workplace are frequently stoked by feelings and assumptions about the motivations and personalities of others. To stop destructive conflict and to promote constructive conflict, a multi-step strategy and approach should be developed. The three most common steps in this regard are communicating properly, leadership training and team member training.

The first step, communicating, involves communicating dispute resolution guidelines and setting a positive example. There should be interdiction of all sorts of discrimination, harassment, and contempt for anybody at the workplace to maintain a healthy work environment and discussion about negative stereotypes and hurtful ways of talking about minority groups should be carried out, along with better ways of talking and acting, in order to protect their interests while intolerance-promoting movements must be immediately addressed.

Secondly, leaders and managers should receive top-notch training in tried-and-true conflict management techniques. CIPD found that when managers had received training, 82% of research participants believed that it helped their team "create good connections," but this number fell to 56% when managers had not been provided training. Rules and procedures should be created so team members feel comfortable approaching a leader for efficient coaching or mediation.

Lastly, the Conflict Prevention Project (CPP) discovered that after obtaining conflict management training, 95% of participants said it helped them with subsequent disputes, 85% said they intervened in conflicts rather than taking it personally, and almost 60% said they sought win-win solutions. Even simple instructions might provide insightful information.

It will progressively lessen the team members' fear and aversion to confronting conflict if they know how to recognise it and take constructive action to overcome it. They will take care of a bad conflict themselves or report it right away, so that the higher authorities or the human resources representatives can manage it.

Table 9: Barriers to conflict resolution faced by employees in the workplace (N=150)

Barriers	No. of Research Participants	Percent	Rank
Personality Clashes	56	37.3	2
Work Overload	76	50.7	1
Cultural Differences	26	17.3	5
Status Differences	34	22.7	4
Task ambiguity	52	24.7	3

(Total exceeds 100% because of multiplicity of answers)

It was found that the main barrier to conflict resolution in the workplace was work overload as 50.7% of the research participants agreed to it. Majority of them felt that they were too engrossed in the work, that they barely had any time to resolve their conflicts. This calls for fair and equitable delegation of work along with a systematic conflict management training. Cultural differences acted as a barrier to conflict resolution for just 17.3% of the research participants, which shows that organizations are becoming more diversity inclusive.

Relationship Between EQ And Conflict Management

In conflict, using emotional intelligence can help one overcome main level conflicts and aftermath. Lack of emotional intelligence (EIQ), self-awareness, and attention can also lead to increased interpersonal conflict. To set feasible and lasting objectives while collaborating with others, one's EIQ's inner resolution must determine what is genuinely essential and to what extent. Conflicts are typically triggered by moods and emotional causes. Discipline and self-control are cognizant of unpleasant emotions and their rapid reaction. These must be avoided or mitigated appropriately. They may and do obstruct personal and professional advancement. Self-management bridges the gap between rational cognition and emotional expression. Daniel Goleman proposed a five-domain emotional intelligence model that can help corporations/ organizations settle conflicts more effectively. This model's five domains are social skills, self-awareness, self-regulation, motivation, and empathy.

In his seminal book, *Emotional Intelligence*, Daniel Goleman stated that an IQ-based understanding of intelligence is simply too restrictive. According to Goleman, the most important aspect in developing a successful profession and life is EI. Those with a high "EQ" develop successful jobs and long-lasting meaningful relationships. Unlike IQ, which is fixed for life, EQ may be significantly increased by emotional training and seminars. EQ is a subtle yet crucial dimension for the success of organizations. At L'Oreal, salespeople hired based on certain emotional abilities outsold salespeople hired using the company's prior selection approach by \$91,370, increasing net revenue by \$2,558,36. Salespeople hired on the basis of emotional competence had a 63% lower turnover rate in their first year. (*Spencer and Spencer, 1993; Spencer, McClelland, and Kelner, 1997; Cherniss, 2000*). A person who is emotionally mature and stable is more likely to make well-considered judgments than someone who makes rash decisions. As a result, emphasizing employee EQ or emotional quotient should be a well-planned procedure in an organization to deal with disputes efficiently without allowing them to have a detrimental impact on the workplace/the employees and top level management.

Table 10: Relationship between Emotional Quotient and Conflict Management (N=150)

(Statement: When I am faced with a conflict, I stop and reflect before acting on it.)

Responses	Basis	No. of Research Participants	Percent
EQ*Conflict	Agree	90	60
	Neutral	18	12
	Disagree	42	28

Table 10 shows that 90% of the employees, out of the total responses, agreed that they paused and thought before acting in a conflict. This indicates that the employees of this study have a higher emotional quotient.

Table 11: Crosstabulation Count

		When I am faced with a conflict, I stop and reflect before acting on it.					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	
Gender	Female	10	14	10	30	14	78
	Male	8	10	8	14	32	72
Total		18	24	18	44	46	150

To find out whether there is significant difference in the perception of the research participants on the basis of gender on the emotional quotient, Chi-Square test was carried out.

Table 12: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.755 ^a	4	.008
Likelihood Ratio	14.064	4	.007
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.64.

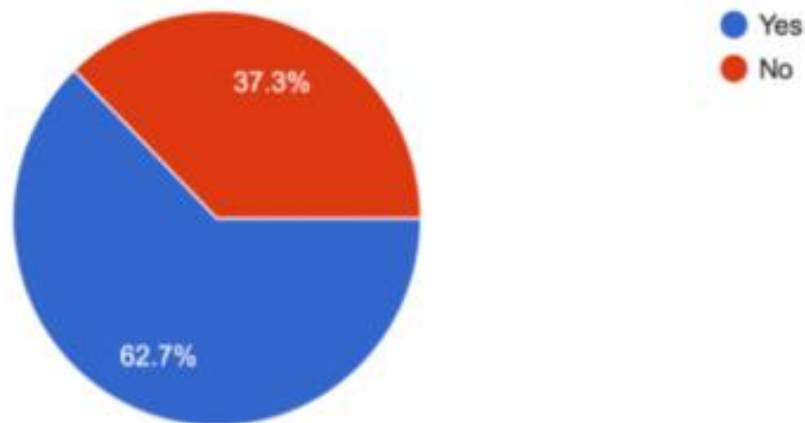
As revealed by Table 12, the male and female research participants differ significantly as to their emotional quotient. According to studies, employees who do better on EQ tests also tend to score better on measures of leadership potential and stress management skills. Conflict resolution at the fundamental level can be accomplished by applying emotional intelligence. Interpersonal conflict may also increase if one lacks emotional intelligence (EIQ), self-awareness, and focus.

Formal Process to deal Conflict and Provision of conflict management training

A formal process to deal with conflicts is a must in order to resolve and manage conflicts optimally. Along with the formal process, employees should be given conflict management training that would teach people different styles of conflict management which will enable resolving conflict constructively.

Table 13: Do you have a formal process to deal with conflicts in your organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	56	37.3	37.3	37.3
	Yes	94	62.7	62.7	100.0
	Total	150	100.0	100.0	



Graph 3: Existence of Formal Process to Deal with Conflict

Though the majority of the participants of the present research study have a formal process to deal with workplace conflicts, the majority of the industries are not providing adequate training for conflict management to their employees. Hence, there is a lot of scope for improvement in this area. There should be a structured mechanism in place to deal with workplace problems, and grievance redressal and swift action should be prioritized.

Table 14: Provision of conflict management training in various industries (N=150)

Industry	Conflict management training (Yes)	Percent
Education	4	2.7
IT	6	4
Finance	2	1.3
Social Service	2	1.3
Transportation	36	24
Medical	8	5.3
Textile	2	1.3

Summary and Conclusion

Workplace conflicts are prevalent in a quickly changing work setting. This article sheds light on conflictual circumstances at work, diverse organizational tactics, kinds of conflict, hurdles to conflict resolution, and sought to discover the link between EQ and conflict management. The statistical data utilized in this article was obtained from reliable sources (Global Conflict Prevention Project Study) and primary data in the form of a survey. The data assisted in determining the proportion of various conflict causes and the consequences of not addressing workplace disputes adequately. Daniel Goleman's groundbreaking work aided in defining the five important domains of emotional intelligence and their relevance to conflict management strategies used by diverse corporations. Organizations are made up of people and cannot function in isolation; therefore, it is critical for top-level management to handle workplace disputes, devise new methods of managing different perspectives of people, and develop new and innovative ideas for organizational effectiveness and efficiency. The importance of the human resources department cannot be overstated, since it is their responsibility to look after the mental health of their employees.

Emotional quotient has helped employees to handle conflicts much more effectively. Despite the provision of a formal process to deal with conflicts, industries do lack in providing appropriate conflict management training to their staff, which is the need of the hour. Motivated workforce can result in low turnover rates, low absenteeism and therefore saves cost for the organization and much more importantly, an effective organizational climate.

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