

# ROLE OF EMOTIONAL INTELLIGENCE IN CONFLICT MANAGEMENT AS PART OF CUSTOMER RELATIONSHIP MANAGEMENT IN SELECT PUBLIC AND PRIVATE SECTOR BANKS

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## ABSTRACT

*The purpose of this study is to look at the connection between emotional intelligence (EI), conflict management styles, and job performances and examine the mediating effects of different kinds of CMSs. Companies' existence and growth are becoming more dependent on the job. Employee performance is said to be influenced by EI. In companies, conflict is unavoidable, and various CMSs have varied effects on individual job performance. Customer relation management is a significant area where emotional intelligence is reflected at the workplace. Especially in the banking sector, it plays a crucial role. This study is an attempt to understand the role of EI in customer relationship management. The mediation impact of integrating style on the link between EI and job performance is also confirmed by this study.*

**Keywords;** Job Performance, Emotional Intelligence, Conflicts, Customer Relation Management, Contribution, Techniques.

## INTRODUCTION

In the realm of management, the term "*emotional intelligence*" (EI) has gotten a lot of buzzes. Organizational psychologists have been paying close attention to it in recent years. Modern companies are fast paced, intrinsically risky, and need more efficiency. They said that EI is "*a subset of social intelligence that involves the ability to monitor one's own and others' thoughts and feelings, differentiate between them, and use that information to guide one's thinking and behavior*". They said "*the ability to accurately perceive, appraise, and express emotion; the ability to access and generate feelings when they facilitate thought; the ability to comprehend emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth*" to the EI.

Goleman, EI states that "*the capacity to recognize our own and others' feelings, to motivate ourselves, and to successfully regulate emotions in ourselves and our relationships*" (1998). Other scholars, like on, consider EI to be "*a constellation of behavioral tendencies and self-perceptions about one's ability to notice, analyze, and utilize emotion-laden information*". "*The collection of skills (verbal and nonverbal) that allow a person to create recognize, express, comprehend and assess their own, and others' emotions to guide thought and behavior that completely copes with environmental demands and pressures,*" defined EI said that EI is "*solving problems and making wise decisions by combining ideas and emotions, logic and intuition*" (2011). "*A collection of non-cognitive skills, abilities, and competencies that influence a person's ability to cope with environmental demands and stressors.*"

## Approaches of Emotional Intelligence: Some Empirical Evidence

As opposed to the ability approach, this technique emphasizes, and behavioral tendencies are included in self-perceived emotional intelligence. assessed by self-report. An EI model that incorporates all three approaches was presented. Personal interconnection (how well we interact with others) is part of the paradigm's intrapersonal intelligence (how well we manage ourselves). Social intelligence and relationship management are two subdomains of interpersonal intelligence. Associating social awareness with others' feelings, desires, and concerns are called relationship management; conversely, influencing others' reactions is called social awareness.

A study by examined the connection between emotional intelligence and professional self-efficacy. According to the research, students' confidence in making professional choices increases along with their emotional intelligence. Happiness is significantly predicted by emotional intelligence, according to. According to, substantial degrees of rapport between parties are associated with high levels of emotional intelligence, promoting trust and a desire to cooperate once again. Some research has shown an association between emotional intelligence (EI) and the likelihood of leaving one's job (Carmeli, 2003). Emotional intelligence and employee commitment have been shown to have a strong correlation by researchers. When faced with emotional labor or demands or managing moods and emotions without losing their cool, people with vital emotional intelligence have good work relationships, are tolerant, and have high emotional intelligence. People with higher emotional intelligence have a more substantial commitment to their jobs.

The results of study show that when EI grows, team members' ability to collaborate and share knowledge increases, resulting in better results. Emotional intelligence has been linked to ethical behavior, according to. Corporate citizenship behavior may benefit significantly from emotional intelligence, according to. Emotional intelligence, according to was significantly related to social support 2017.

This essay attempts to look into the connection between emotional intelligence, conflict management, and work success. One study's analysis had greater statistical power than any other since it utilized meta-analysis to investigate the connections between the studies.

For nurses in healthcare to understand their patients' needs and expectations, emotional intelligence is a critical notion. Manager Nurses may use emotional intelligence to build relationships that help their organizations succeed (Bar-On, 2004). Defined emotional intelligence as a multifactorial array of these competencies. People's performance in their professional life outside their everyday lives may be measured using emotional intelligence, which can either enhance or reduce their success. It can also be used to assess management characteristics and to improve communication and interaction within organizations. Emotional intelligence also plays a vital role in conflict management and choosing conflict resolution methods in professional life.

Managing complicated circumstances with excellent patient care requires emotional intelligence on two levels: first, the nurse must perceive and comprehend their patients' emotions, and second, the nurse must use these observations to accomplish this objective. Nurses who have improved their emotional intelligence abilities can better deal with the emotionally taxing work environment, which may contribute to burnout (Pujari et al., 2021). Emotional intelligence provides a paradigm for improving clinical care cooperation, good conflict behaviors, and healthy relationships (Cha et al., 2008). According to nurses have a medium degree of emotional intelligence.

## Emotional Intelligence

It's a given that conflicts will arise in the workplace. Variables including interests, values, understanding, styles, and views may cause discrepancies. "A process in which one party feels that the interests of another party are opposed or negatively affected," according to People's behavioral patterns to deal with conflict are conflict management styles. Researchers have identified two elements of interpersonal conflict resolution: care for one's well-being and concern for the well-being of others (Blake et al., 1962). To be concerned about one's well-being is to go to whatever lengths to ensure that one's fears are met. To show care for others, a person must make it a priority to ease the worries of others. Five conflict resolution styles result from these two factors working together: integrating and obliging. Committing to an integrating style means taking care of oneself while also taking care of others. Exchanging information and looking into inconsistencies is part of this strategy. Conflict is handled cooperatively by those who adopt the integrative approach. This is the best strategy for resolving disputes since it is connected to problem-solving.

When someone has a stubborn style, they have a poor opinion of themselves but a high opinion of others. Assuaging the fears of the opposite side involves minimizing differences and emphasizing commonalities. In the accommodating method, those who disagree are dealt with passively and accommodated, and their decisions are obeyed (Chan et al., 2014). Superiors are more likely than subordinates or peers to use this strategy. Those that follow the dominant style prioritize themselves above everything else, showing little regard for others. This personality characteristic is associated with a pushy attitude or behavior. When people compete, the dominant style is used. Researchers have also studied the impact of COVID-19 on Emotional Intelligence.

Lack of concern for others and one's well-being may be shown in avoidant behavior. A few situations when the tactic is used include withdrawal, buck-passing, and skirting around a problem. A middle-of-the-road approach to self-and other care is shown in compromise style. Using this strategy, both parties must make sacrifices to achieve a mutually beneficial agreement. An organization's productivity may be boosted by properly resolving the dispute (Ann & Yang, 2012).

Many academics have indeed studied organizational conflict, but the connection between emotions and conflict resolution has gotten much less attention. Asserts that conflict literature has developed so that it has forgotten chiefly to consider the characters' emotions. To effectively resolve conflicts, people need to have high emotional intelligence (EI). Self-aware, emotionally intelligent people analyze their own and others' emotions to determine the difference between them and then use that information to guide their decisions and behavior.

It's critical to keep one's emotions under control while deciding on a technique of conflict settlement. According to, Emotional Intelligence (EI) may provide individuals the tools they need to deal with disagreement in their relationships. It may help to resolve conflicts more positively. Conflict management skills are improved when they are connected to Emotional Intelligence (EI). In contrast to those with high emotional intelligence, those with low emotional intelligence are more prone to participate in negative conflict behaviors that jeopardize their ties with other people. Individuals with high emotional intelligence may use a wide range of conflict resolution strategies depending on the circumstances. A study conducted in 2014 found that nurses with greater Emotional Intelligence (EI) utilized more conflict management techniques such as integration, compliance, compromise, and management of the dispute in their work.

According to there was a positive correlation between EI and Indonesian government employees' integrating and compromising conflict resolution techniques. According to these results, people with higher levels of emotional intelligence seem to be better at handling conflict. Conflict is inevitable in the workplace, and Emotional Intelligence (EI) may aid employees in selecting the most effective conflict management strategy. According to the findings of this research, emotional intelligence and work performance are thought to be linked.

COVID-19 has had a very deep negative impact on the performance and efficiency of many organizations. There have been multiple solutions to improve mental health of employees. (Kumar et al., 2021a). Some of them are related to using of artificial intelligence and gamification to enhance productivity (Kumar et al., 2021b).

## DESIGN/METHODOLOGY/APPROACH

The research is descriptive and heavily relies on primary sources. Emotional Intelligence (EI), Conflict Management Styles (CMSs), customer relationship management and work performance in various public and private banks are the primary focus of the research. Fifty workers from commercial and public banks received the survey. Multiple hierarchical regressions will be used to evaluate the hypotheses (Dhani & Sharma 2016a). Researchers found that Emotional Intelligence (EI) was a good indicator of whether or not conflict management methods would be integrated and compromising (Kumar et al., 2021c). They also demonstrate the connection between integrating personal style and work success. According to the findings of this study, integrating style affects the relationship between EI and job performance to some degree. EI has the same impact on job performance in public and private banks, according to the research (Dhani et al., 2016b).

Customer relation management is a significant area where emotional intelligence is reflected at the workplace. Especially in the banking sector, it plays a crucial role. This study is an attempt to understand the role of EI in customer relationship management.

## METHODOLOGY LITERATURE SEARCH

There were 39 researches on emotional intelligence and work performance reviewed among 90 papers in the literature. It was decided to look at research that had been published between 2002 and 2017. Finding relevant articles for meta-analyses was a breeze with the use of automatic bibliographic keyword searches in Elsevier, Science Direct, Emerald Insight, Sage Publications (including Tailor and Francis), PubMed (containing Embase), and Springer (including EBSCO) (Dhani & Sharma, 2017a). To find information on the internet, I used Google Scholar to do my research. Using the search term "*emotional intelligence AND conflict management*," "*emotional intelligence AND conflict resolution*," "*emotional intelligence AND conflict*," "*emotional intelligence AND job performance*," "*emotional intelligence AND job stress*," "*emotional intelligence and perceived stress*," "*emotional intelligence and stress*," "*emotional intelligence and work stress*," the studies were located (Brackett et al., 2011).

## Selection Criteria

Researchers only included studies that examined the relationship between emotional intelligence and conflict management and work performance for this study. Emotional intelligence and conflict resolution or work performance were not linked in any of the eliminated

studies (Dhani & Sharma, 2017b). Only articles having a correlation coefficient of  $-r$  were included in the meta-analysis. The researchers did not include any association measures that could not be converted into a correlation statistic. Only English-language articles were included in the meta-analyses. Non-English-language studies were excluded out of convenience.

### **Meta-Analytic Procedure**

This study included emotional intelligence as an independent variable. The outcome variables were conflict resolution and work-related stress. Conflict management refers to a person's behavioral habits while dealing with conflict. Incorporating, obeying and dominating, avoiding, and making compromises are ways individuals use to resolve conflicts (Dhani & Sharma, 2017c). Others include collaborating and withdrawing from confrontation, pushing the issue, and smoothing things out. Job performance refers to an individual's mental and physical reactions to harmful or hazardous work conditions. Working in unfavorable circumstances, shifts or shifts in the night or on weekends, traveling, or using new technology may lead to job performance issues such as role ambiguity and conflict, interpersonal connections with colleagues, supervisors, subordinates, and job security.

### **CONCLUSION**

The present meta-analysis looked at emotional intelligence and conflict management. Employees with higher levels of emotional intelligence may be better able to handle conflict in the workplace. According to the results of this research and others, Emotional Intelligence (EI) plays an important role in conflict management. The contribution of a high-level of EI in customer relationship management is very significant. High-emotional-intelligent employees are better equipped to deal with disagreement in the workplace. High-emotional-intelligent employees may utilize various conflict-management strategies, including dominating, avoiding, integrating, and so on, thus has validity. Found that Emotional Intelligence (EI) was an effective strategy for reducing work-related stress. The higher one's Emotional Intelligence (EI) level, the better one can handle stressful situations. This means that those with greater degrees of emotional intelligence are better at managing conflict than those less intelligent.

### **Future Recommendation**

The future of conflict resolution rests in the emotional quotient and well-being of workers, which are heavily affected by CMS, according to future studies. If all bank employees are emotionally intelligent, their job performance as well as ability to handle customers will improve.

### **Originality/Value**

Conflict management styles and work performance have received less attention in previous studies. According to the findings, Emotional Intelligence (EI) may benefit the public sector and private banks. The authors provide empirical evidence of the connection between EI and employee work performance along with a paradigm that combines EI, CMSs, and the performance of the job. This research better understands the link between Emotional Intelligence (EI) and works performance by including the integrating style as a mediating component.

## Limitations

Current research has a lot of drawbacks. For example, there was little research on the relationship between emotional intelligence and successful conflict management. On the other hand, conflict management and job performance were not examined about various subdimensions of emotional intelligence (such as regulating one's own emotions and handling other emotions), which is a limitation of the study. Emotional intelligence and job success may be linked in the future. Future studies may investigate this.

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