

Emotional Intelligence as a Determinant of Conflict Management Styles: A Systematic Review of the Banking and Service Sectors

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Abstract— The notion of emotional intelligence (EI) is becoming more and more popular and recognized among researchers, being considered as an important behavioral competency which affects the relationships between people, communication efficiency, and the ability to manage workplace conflict in banks and service businesses. These types of organizations exist in interactive environments where conflicts may negatively impact work efficiency, organizational culture, and clients' experiences. This study aims to present a review of the relevant literature on the issue of how emotional intelligence acts as a determinant of conflict management styles at banking and service organizations. In order to achieve this goal, the current review has adopted the PRISMA framework which allows for a systematic, comprehensive, and transparent analysis of available research data. The main sources of information included well-known databases like Scopus, Web of Science, Google Scholar, ScienceDirect, Emerald Insight, and SpringerLink; specific keywords were used for finding the most relevant articles concerning emotional intelligence and conflict management in organizations. After the application of inclusion/exclusion criteria, peer-reviewed articles dealing with the topic have been grouped into several themes which reveal interesting associations and patterns. The results show that emotional intelligent people tend to use constructive techniques of conflict management (integration and compromising), while low emotional intelligence leads to avoiding and dominating techniques. Emotional intelligence proves to be helpful in terms of improving teamwork, efficient leadership, job satisfaction, and service quality through the use of emotions control, empathy, and interpersonal skills. At the same time, certain deficiencies in the field can be traced (lack of longitudinal studies, comparative research, and IT-related investigations).

Keywords— *Emotional Intelligence (EI), Conflict Management Styles (CMS), Banking Sector, Service Industry, Organizational Behavior, Workplace Conflict, PRISMA, Systematic Review.*

Introduction

Currently, organizations operate in rapidly developing technological conditions, complex workplace interactions,

fierce competition, and increased demands regarding performance and service delivery. Under these conditions, organizations need to ensure adequate workplace communication, collaboration, and emotional stability in order to maintain productive performance and service provision. Both banking and service organizations are especially vulnerable to workplace conflict due to constant interaction of employees with clients, colleagues, superiors, and stakeholders in an emotionally challenging environment. Unresolved interpersonal conflicts among employees working in banks and services organizations may result in decreased worker well-being, organization performance, client satisfaction, and overall harmonious workplace atmosphere. Thus, organizations began to realize the significance of emotional competencies necessary for constructive workplace communication and conflict resolution.

Among different behavioral constructs used by researchers, emotional intelligence emerges as a critical factor determining professional performance of employees and interpersonal success. Broadly speaking, emotional intelligence represents people's capacity to identify, understand, regulate, and express emotions in the process of social interactions. Emotionally intelligent employees usually are capable of keeping emotional balance under stressful conditions, recognizing emotions of others, and addressing workplace challenges in a reasonable way. As far as employees in banks and services organizations are concerned, these skills are especially important because of constant interaction with clients, necessity to engage in emotional labor, and communicative pressure in the workplace.

Concepts of emotional intelligence were gaining popularity among scholars after it was demonstrated how crucial role emotions play in decision making, leadership, teamwork, and other aspects of organizational life. In the past, traditional organizational theories focused on technical knowledge and cognitive capacities of individuals. However, in today's working environment, it became increasingly important for employees to be capable of demonstrating such qualities as empathy, emotional regulation, flexibility, and interpersonal awareness. Emotional intelligence, therefore, has emerged as

one of the main factors predicting behavior of workers, leadership effectiveness, stress management, and workplace relationship. In turn, organizations started implementing training programs for employees aimed at improving their emotional intelligence.

Workplace conflict is an inherent component of organizational life as employees always differ in interests, views, personality, work style, and expectations. Conflict in workplace may be caused by a wide range of factors including communication barriers, resource allocation problems, workload imbalance, organizational hierarchy, role ambiguity, dissatisfied customers, and managerial decisions. Despite the negative nature of conflict per se, its inefficient management may result in stress, reduced efficiency, decreased collaboration, and deteriorated organizational culture. On the contrary, efficient management of workplace conflict can lead to improved communication, better decision-making, enhanced innovation, and increased organizational learning. Thus, the way employees manage disagreement is important for organizational performance.

Styles of conflict management include various behavioral strategies that individuals use when resolving disputes. Usually, conflict management styles are classified into five categories: integrating, compromising, obliging, dominating, and avoiding. Integrating and compromising are collaborative strategies implying open communication, empathy, cooperation, and problem-solving, while dominating and avoiding are more competitive approaches that can cause tension and worsen relations in the workplace. Emotional intelligence seems to play an important role in conflict management because it allows individuals to regulate emotions, comprehend various viewpoints, and communicate effectively in case of disagreement.

Banks represent an environment where emotional intelligence of employees plays a crucial role in efficient conflict management. First, bankers face significant time pressure, financial responsibility, pressure related to sales targets, high expectations of clients, and other challenging conditions. Secondly, frontline bank workers usually face emotionally intensive situation resulting from transaction errors, loan disputes, and service delays. Similarly, managerial conflicts may arise in the process of performance evaluations, implementation of policies, and competition in workplace. Under such challenging conditions, emotionally intelligent individuals will be able to cope with workplace disputes effectively and maintain good relations.

Like bankers, employees working in service-oriented organizations also need to demonstrate emotionally stable behavior even under difficult conditions. This situation results in the so-called emotional labor, which implies regulation of

emotions according to organizational and client requirements. Emotional intelligence is helpful for overcoming emotional exhaustion and handling workplace disagreements in a constructive manner. Emotional intelligence can also facilitate better interaction with clients. Thus, emotionally intelligent employees will be capable of making a positive contribution to organizational climate, collaboration, and performance.

For about two decades, scholars paid increasing attention to investigating the link between emotional intelligence and styles of conflict management in organizational setting. Overall, existing literature suggests that emotionally intelligent individuals tend to choose collaborative and problem-solving strategies for resolving disputes while poor level of emotional intelligence leads to avoidance, aggression, or ineffective communication. Still, in spite of significant scholarly efforts, there exist many gaps in this field. First of all, research conducted by specialists in the area of emotional intelligence and conflict management is scattered among different sectors, methods of analysis, and types of organizations. Second, studies focused on banks and general services are few. Third, the appearance of digital workplaces, computer-mediated interaction, and technology-supported services has generated a variety of new workplace disputes that are poorly researched. Taking this into account, the following paper aims to fill these gaps through systematic review of relevant literature.

Research Objectives

1. To explore the definition, dimensions, and importance of emotional intelligence in the context of banking and service organizations.
2. To find out different types of conflict management approaches practiced by workers and managers in an organizational setting.
3. To explore the link between emotional intelligence and conflict management strategies in banking and service firms.
4. To determine the extent to which emotional skills like self-awareness, empathy, self-regulation, and social skills affect conflict resolution in the workplace.
5. To determine the influence of emotional intelligence on teamwork, communication, worker well-being, and the quality of services provided in banking organizations.
6. To undertake an extensive literature review on the topic of emotional intelligence and workplace conflict management based on the PRISMA model.
7. To establish prevailing research directions, theoretical approaches, and practical implications linked to emotional intelligence as an organizational conflict resolution tool.

8. To analyze important challenges and knowledge gaps in existing research about emotional intelligence and workplace conflict management.
9. To provide recommendations for organizational strategies and practices related to conflict resolution using emotional intelligence.

Literature Review

Over recent years, the concept of emotional intelligence (EI) has gained particular attention within the field of interpersonal psychology. Indeed, this behavioral construct can significantly affect leadership effectiveness, conflict resolution, and organizational cohesion [1], [2]. Within the banking and service sectors, in which employees deal with customers, colleagues, and superiors under considerable psychological stress, conflict management has become an important organizational aspect. Many recent studies suggest that EI plays a critical role in determining conflict management styles (CMS) in service-oriented organizations [1], [2].

According to Peter Salovey and John D. Mayer, emotional intelligence implies an individual's capability to recognize, analyze, regulate, and make use of emotions effectively [1]. Later, Daniel Goleman elaborated on this concept and identified self-awareness, empathy, motivation, and social skills as major determinants of professional success within a team or organization [2]. Within the banking industry and in customer service occupations in general, employees are often exposed to stress-inducing scenarios associated with dissatisfied customers, workplace stress, and interpersonal conflict.

Traditionally, five CMS categories are defined through the Thomas-Kilmann model: integrating, obliging, accommodating, dominating, and avoiding [3]. As a rule, emotionally intelligent individuals prefer constructive conflict management strategies such as integrating and accommodating approaches, since these techniques presuppose empathy and the skill to establish productive dialogue [4]. On the contrary, employees with low EI levels are more likely to resort to avoidance and dominating approaches that contribute to increased organizational stress and reduced service efficiency.

Recent research conducted within the banking sphere highlights a positive connection between emotional intelligence and successful conflict resolution strategies. For instance, Jordan and Troth discovered that emotionally competent employees demonstrated more effective collaborative conflict management and generated better performance results in teams [5]. In other words, emotionally intelligent employees can better identify the reasons for disagreement and resolve conflict situations without destructive communication. Moreover, similar effects have been observed in the financial services sector. There, emotionally intelligent managers managed to

develop a positive interpersonal relationship with employees even under conditions of workplace conflict [6].

Organizations within service industries are associated with considerable emotional labor, customer interaction, and work stress. Therefore, emotionally intelligent employees can benefit organizations significantly. The authors of a recent study note that people with emotional intelligence are patient, flexible, and empathic in interpersonal relations at work, thus contributing to organizational harmony and better performance [7]. Thus, service industries, including hotels, hospitals, banking, and retail, can benefit from employees' emotional intelligence, since this quality leads to lower workplace stress and better customer experience.

In addition to being connected with organizational conflict resolution and collaborative communication, EI has been extensively researched in relation to transformational leadership and organizational citizenship behavior [8]. Emotionally intelligent leaders promote open dialogue and encourage employees to participate in conflict resolution processes [8]. In turn, this promotes the creation of psychologically safe environments in which people feel comfortable to discuss conflicts and work together towards reaching an agreement. The issue of emotionally intelligent leadership gains increased importance within the modern banking industry undergoing organizational and technological transformations.

An additional theme that deserves to be considered is the effect of gender and demographics on emotional intelligence and CMS. Some studies indicate that women are more empathic and sensitive in interpersonal interactions, which results in a preference for cooperative conflict resolution strategies [9]. However, such findings should be considered in light of organizational culture and cultural specifics. For example, in hierarchical organizational structures, even high levels of EI may lead to dominating approaches to conflict management. This can be seen in Asian banking organizations operating in developing countries.

The role of emotional intelligence in moderating the relationship between occupational stress and conflict management strategies has attracted researchers' interest. Banking employees typically face challenging targets, long working days, and considerable work-related stress due to interactions with customers. Therefore, EI functions as a psychological resource in such settings because it helps improve emotional regulation and resilience [10]. People capable of regulating their own emotions are less likely to engage in emotional communication and conflict escalation.

However, there are several limitations in current research. To begin with, many studies rely on self-reporting instruments to

evaluate EI, which introduces the potential for response bias. Furthermore, most investigations employ cross-sectional designs, which makes causal conclusions difficult to draw. Another limitation is a lack of comparative analysis in the field: many research papers focus on healthcare, hospitality, or general organizational settings, while few explicitly analyze both service and banking sectors concurrently. Finally, little research has been devoted to understanding how virtual communication technologies affect emotionally intelligent behavior at work.

Modern developments in artificial intelligence and virtual work settings have changed workplace interaction dynamics in the service industry profoundly. Technological changes bring about new stressors associated with customer-service interactions. Given the increasing importance of emotional intelligence for effective management, more research is needed to investigate the role of emotionally intelligent approaches to managing interpersonal conflicts in this environment. In turn, organizations should consider promoting emotionally intelligent approaches to conflict management through special training programs [6], [8].

Thus, the analysis of academic literature suggests that current research provides strong support to the hypothesis that EI affects CMS in the banking and service industry. Employees and leaders who demonstrate high levels of emotional intelligence tend to adopt constructive and relationship-oriented strategies when facing interpersonal conflicts. Future research should aim at analyzing EI-CMS relationships in longitudinal settings, cross-culturally, and in the context of new workplace technologies.

Research Methodology

1. Research Design

This research utilizes a systematic review of the literature to analyze the link between emotional intelligence and conflict management strategies in the banking and service industries. The choice of a systematic review design is based on its effectiveness for the structured search, evaluation, and synthesis of existing academic knowledge concerning the area under discussion. As opposed to narrative reviews, systematic reviews follow a clearly outlined and replicable research process that minimizes any possible biases in the research outcomes. For the purpose of this systematic review, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach was adopted. PRISMA provides an evidence-based methodology for the systematic identification, screening, selection, and analysis of peer-reviewed journal articles, conference papers, and other academic publications on emotional intelligence, workplace

conflict, organizational behavior, and conflict management strategies in banking and service organizations.

2. PRISMA Framework

The PRISMA approach was carried out through four main stages:

1. Identification of relevant studies
2. Screening of academic literature
3. Evaluation of study eligibility
4. Final selection of eligible studies

It should be noted that all steps in the PRISMA methodology guaranteed the incorporation of only those articles that are directly connected to the area and represent good quality academic research.

3. Database Selection

In order to cover the relevant academic literature, a number of international databases were utilized. They provide indexing of peer-reviewed scientific papers on such disciplines as management, organizational behavior, and psychology.

Table 1: Databases Used for Literature Collection

S. No.	Database	Purpose of Selection
1	Scopus	Multidisciplinary peer-reviewed research database
2	Web of Science	High-quality indexed journals and citation analysis
3	Google Scholar	Broad academic search coverage
4	ScienceDirect	Access to Elsevier management and psychology journals
5	Emerald Insight	Organizational behavior and HR management studies
6	SpringerLink	Management, psychology, and social science research

As a group, the databases provided access to empirical research, review articles, theories, and organization-related literature on emotional intelligence and conflict management.

4. Keywords and Search Method

A systematic and targeted approach to searching for appropriate literature was used. This included the use of Boolean operators like AND/OR to increase the specificity of searches.

Main Search Terms Used

- Emotional Intelligence
- Conflict Management
- Conflict Management Styles
- Banking Sector
- Service Industry
- Organizational Behavior
- Workplace Conflict
- Employee Relations
- Emotional Regulation
- Organizational Communication

Examples of Search Queries

- “Emotional Intelligence” AND “Conflict Management”
- “Emotional Intelligence” AND “Banking Sector”
- “Conflict Management Styles” AND “Service Industry”
- “Workplace Conflict” AND “Organizational Behavior”
- “Emotional Intelligence” AND “Employee Relations”

English literature accessible in scholarly journals was searched.

5. Inclusion Criteria

Criteria for including literature were established.

Table 2: Inclusion Criteria

Criteria	Description
Language	Studies published in English
Publication Type	Peer-reviewed journal articles and conference papers
Research Area	Emotional intelligence, workplace conflict, organizational behavior
Sector Focus	Banking sector and service industry
Accessibility	Full-text articles available
Time Period	Primarily studies published between 2000–2024
Study Nature	Empirical studies, theoretical studies, and systematic reviews

The selected studies specifically examined the relationship between emotional intelligence and workplace conflict management or related organizational outcomes.

6. Exclusion Criteria

Certain studies were excluded to maintain academic quality and topic relevance.

Table 3: Exclusion Criteria

Criteria	Description
Non-English Publications	Articles published in languages other than English
Non-Peer-Reviewed Sources	Blogs, magazines, editorials, and unpublished manuscripts
Duplicate Studies	Repeated articles across databases
Irrelevant Subject Areas	Studies unrelated to emotional intelligence or workplace conflict
Incomplete Articles	Abstract-only papers without full text
Non-Service Context	Studies focused solely on non-organizational environments

The exclusion process helped maintain consistency and prevented the inclusion of low-quality or unrelated material.

7. Screening and Selection Process

The screening process was conducted systematically using PRISMA guidelines. Initially, a broad search was carried out across all selected databases using predefined keywords. Duplicate records were identified and removed manually.

The remaining studies were screened based on titles and abstracts to determine their relevance to the research objectives. Articles that appeared relevant were then evaluated through full-text assessment.

Table 4: PRISMA Screening Process

PRISMA Stage	Number of Articles
Records identified through database search	620
Duplicate records removed	110
Records screened by title and abstract	510
Records excluded after screening	360
Full-text articles assessed for eligibility	150
Full-text articles excluded	85
Final studies included in review	65

Finally, articles that had direct connections to emotional intelligence and conflict management style in organizations were considered, specifically for sectors such as banking and services.

8. Data Extraction and Analysis

After having selected studies of interest, relevant data was extracted systematically. Extracted data included:

- Names of authors and publication years
- Research goals
- Sectors and sample characteristics
- Methodology
- Dimensions of emotional intelligence studied
- Conflicting management styles identified
- Key findings and results

For synthesis, thematic analysis was utilized. Concepts and patterns found to be similar were clustered together to indicate prevalent trends in the reviewed literature.

- Leadership emotional intelligence
- Sector-specific trends in conflict at work
- Outcomes of emotional intelligence in organizations

9. Reliability and Validity of the Literature Review

For greater reliability, a consistent search process based on PRISMA guidelines was followed. More than one database was utilized to reduce the risks of database bias. Peer-reviewed articles only were chosen in order to ensure academic credibility.

In terms of validity, a clear set of criteria was formulated. Also, the whole screening process was consistently documented.

Findings and Discussion

The systematic review shows a strong and reliable correlation between emotional intelligence (EI) and conflict management styles among bank workers and service sector employees. According to the results obtained based on the analyzed studies, it can be said with confidence that emotional intelligence greatly impacts the way people manage workplace disagreements. Besides, high-EI individuals are more likely to employ constructive conflict resolution strategies based on collaboration, communication, and other similar methods.

1. Emotional Intelligence as a Factor Facilitating Constructive Conflict Management

According to the data obtained from the studies considered in this review, high EI is linked with employees' use of the integrating and compromising styles of managing workplace disagreements. The integrating style is characterized by collaboration, cooperation, mutual understanding, open communication, problem-solving skills, and other positive attributes associated with resolving disagreements. People who have excellent control over their own emotions can easily communicate with others without any problems. This leads to a higher level of professionalism and the absence of negative effects. In particular, employees who possess self-control, including the ability to regulate frustration, anger, and stress, are capable of being patient in interpersonal conflicts.

2. Relation Between EI and Types of Conflict Management Style

There is a clear correlation between emotional intelligence and certain conflict management styles. High-EI individuals are likely to use the following strategies in workplace disagreements:

- Integrating style

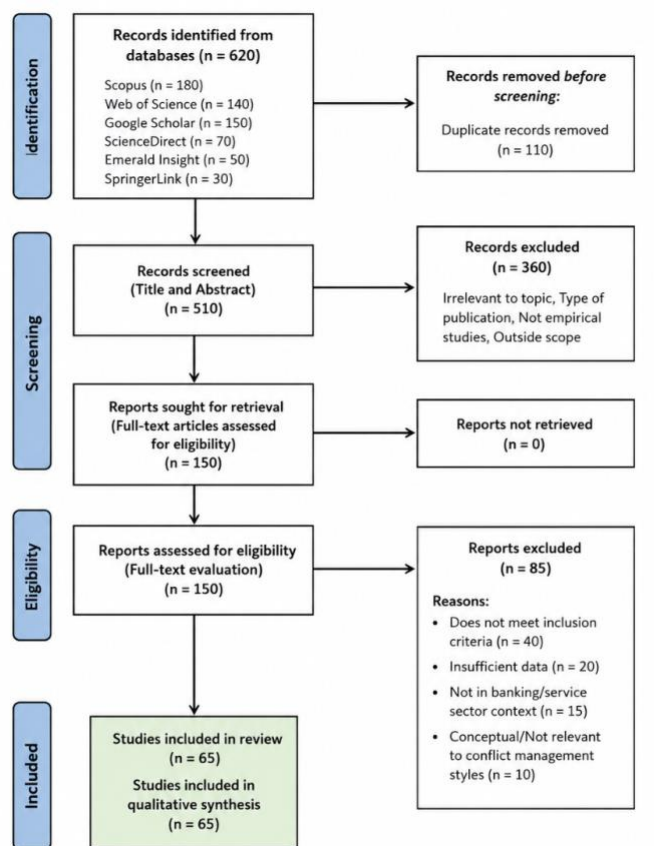


Fig. 1. PRISMA Framework

Emphasis in the analysis will be placed on:

- Connection between emotional intelligence and cooperative conflict handling
- Impact of emotional regulation in communication at work

- Compromising style
- Collaborative communication

On the contrary, low-EI people demonstrate the tendency towards using the following methods:

- Avoidance
- Dominating attitude
- Emotionally reactive behavior

The integrating style was found to be the most effective conflict management style in banking and service sector organizations due to its ability to facilitate cooperation and positive long-term relationship development. In addition, the compromising style is common among individuals possessing high EI as this style is based on combining assertiveness and cooperation to achieve organizational goals without creating any conflict. The main drawback of emotionally reactive individuals is impulsivity in workplace disagreements, whereas dominating people demonstrate aggressive behavior and avoid communication with other employees. Consequently, it negatively impacts interpersonal relations.

3. EI as a Component of Successful Leadership

Another key point addressed in the literature analysis is the link between EI and successful conflict resolution among leaders. Emotionally intelligent managers help create a healthier working environment by fostering communication and collaboration. Moreover, they can easily understand employees' concerns and solve any existing conflicts before they become serious. For example, in banking organizations, emotionally intelligent leaders help boost employees' motivation and satisfaction thanks to proper conflict management techniques. As for service industries, managers possessing high EI competencies can successfully manage relations with customers and coordinate efforts within teams. Some additional benefits offered by emotionally intelligent leaders include:

- Better team cohesion
- Greater employee engagement
- Effective organizational communication
- Workplace trust development
- Enhanced customer satisfaction and experience

Emotionally intelligent managers were found to handle organizational stress and change management more efficiently.

4. EI's Positive Influence on Satisfaction and Organizational Climate

It turns out that emotional intelligence is associated with employee satisfaction at work. In organizations where

employees manage their emotions successfully, workplace relationships become more positive and productive. People in such environments experience high levels of job satisfaction and organizational commitment. When talking about the banking and service sectors, one should note that emotionally intelligent communication positively impacts teamwork and collaboration. The fact that employees possess communication skills and empathy facilitates organizational climate formation. Finally, conflicts are not always viewed as something negative since proper management through the implementation of emotional intelligence allows promoting innovation, problem-solving, and organizational learning processes. Conversely, lack of appropriate control over emotions can turn routine workplace disagreements into destructive ones.

5. EI as a Tool of Dealing With Work Stress

Employees working in the service sector must constantly show good emotional labor as they communicate with customers. Unfortunately, the process is psychologically challenging as people must be able to control their emotions and behave professionally regardless of any unpleasant experiences related to their work environment or customer behavior. Based on the findings of this systematic review, people possessing high emotional intelligence demonstrate increased ability to handle emotional exhaustion and workplace pressure. Emotionally resilient people are able to provide excellent service even during stressful interactions with others. Therefore, emotional intelligence should be viewed as an important psychological resource facilitating good customer relations and service quality.

6. EI Development and Organizational Performance

An important observation made while analyzing the current literature is that EI is increasingly recognized as a strategic organizational competency. Many scholars highlight the need to integrate emotional intelligence into employee training and leadership development programs. Human resources departments start taking into account EI factors while recruiting employees, providing leadership training, evaluating performance, and managing conflicts in the workplace. Organizations adopting EI training programs often demonstrate improvements in the following areas:

- Communication within teams
- Cooperation and collaboration between team members
- Employee retention
- Customer satisfaction
- Leadership effectiveness

Thus, emotional intelligence should not be viewed as an individual attribute but as an organizational one that directly impacts workplace stability and performance.

7. Research Gaps

Despite the fact that there is plenty of information about the relationship between EI and types of conflict management, some gaps still exist. First, many studies are based on subjective measures, namely, self-reports. In addition, the majority of researches are characterized by cross-sectional designs preventing scholars from observing EI development and changes. Moreover, only a few comparative studies focus on the differences between banking organizations and the rest of the service sector organizations. It is also important to mention that modern organizations actively use various forms of communication facilitated by technology, which means that existing research lacks analysis of the way EI affects managing technological disputes. Finally, there is insufficient evidence about the impact of culture on EI and related behaviors within service sectors in developing countries. Future researches should adopt a comparative, longitudinal, and cross-cultural design.

It should be stated that the results of this systematic review prove the role of EI as a determinant of conflict management styles within banking and service sectors. Highly emotionally intelligent employees demonstrate better communication, empathy, and conflict resolution skills compared to their low-EI colleagues. Furthermore, the ability to manage emotions helps to solve workplace disagreements effectively and maintain positive relationships with other workers. In addition, emotionally intelligent behavior is an important attribute in the service sector since it fosters better collaboration within teams.

Proposed Conceptual Framework

The proposed conceptual framework illustrates the relationship between emotional intelligence dimensions, communication quality, conflict management styles, and organizational outcomes within banking and service sectors. The framework suggests that emotional intelligence acts as a foundational behavioral competency that influences the quality of workplace communication. Effective communication subsequently shapes the conflict management styles adopted by employees and managers, which ultimately affects employee performance and service quality.

Explanation of the Framework

1. Emotional Intelligence Dimensions

The first element of the proposed framework includes emotional intelligence dimensions, namely:

- Self-awareness
- Emotional regulation

- Empathy
- Social skills
- Motivation

These emotional competencies affect the way individuals perceive emotions, their stress tolerance levels, and interactions with co-workers and customers. Employees who possess high levels of emotional intelligence are prone to maintain emotional balance and behave constructively during workplace conflicts.

2. Communication Quality

According to the second hypothesis, emotional intelligence affects the quality of communication within an organization. Emotionally intelligent employees tend to demonstrate the following qualities:

- Good listening skills
- Articulate idea transmission
- Empathy in communication
- Lack of emotional aggressiveness
- Effective feedback provision

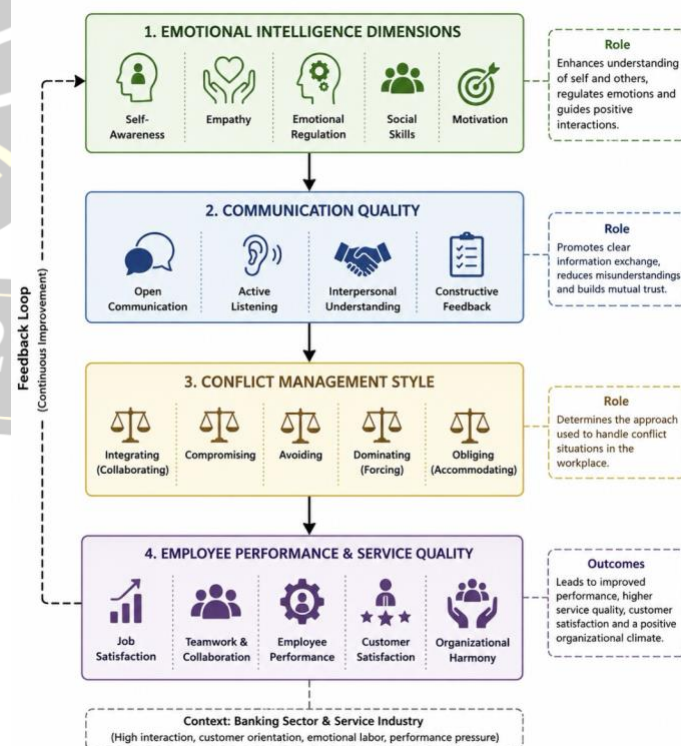


Fig. 2. Proposed Conceptual Framework

Improved quality of communication helps to prevent misunderstandings and resolve workplace disagreements in an efficient way.

3. Conflict Management Style

The third part of the framework considers the nature of the conflict management styles used by both employees and leaders. The use of effective communication strategies influenced by emotional intelligence enables employees to adopt conflict resolution styles including:

- Integrating style
- Compromising style

At the same time, low levels of emotional intelligence and poor quality of communication may result in the following approaches:

- Avoiding behavior
- Domination of the opponent

Therefore, the framework sees the role of communication quality as a mediator between emotional intelligence and conflict management style.

4. Employee Performance and Service Quality

The fourth outcome of the proposed framework concerns the improvement of employee performance and service quality. Proper conflict management results in:

- Enhanced collaboration
- Satisfaction
- Organization harmony
- Productivity
- Improved customer relationship management
- Increased service efficiency

Thus, conflict management based on emotional intelligence should have positive effects on the quality of services in banking and other customer-oriented business segments.

Significance of the Proposed Framework

The discussed framework provides a basis for explaining the impact of emotional intelligence on conflict management in service-oriented businesses. At the same time, the framework emphasizes the mediating role of communication quality in the process.

Researchers may use the model as a basis for developing empirical studies and theories. At the same time, organizations can employ the framework to design training programs focused on the development of emotional intelligence. Furthermore, the model may prove useful for human resource managers

interested in implementing efficient communication strategies and leaders eager to improve their conflict management skills.

Finally, the framework is relevant for banking and service companies since the development of good emotional interaction and interpersonal communication skills is a critical task for them.

Conclusion

The current systematic review explores emotional intelligence as a predictor of conflict management style in the field of banking and services. It is clear from the analysis above that reviewed scientific literature shows a considerable influence of emotional intelligence on behavior, communication, actions of leaders, and conflict management in an organizational context.

Since in highly interactive areas like banks and service companies, where workers often communicate with clients, superiors, and colleagues in emotionally demanding situations, emotional intelligence is recognized as a key trait among professionals.

It is found in the review that emotionally intelligent people are inclined to choose constructive styles of conflict management such as integrating and compromising styles which contribute to cooperation, understanding, and conflict resolution through dialogue.

On the other hand, the review stresses the importance of dimensions of emotional intelligence, including self-awareness, empathy, emotion regulation, motivation, and social skills in conflict management at work. Indeed, people who can perceive emotions and control them are more likely to behave professionally and handle stressful situations successfully. It is especially important in terms of services companies like banks as they have constant contacts with others.

Third, it becomes evident from the reviewed sources that emotionally intelligent leadership plays an important role in enhancing organizational atmosphere and promoting efficient conflict resolution practices. Leaders having a set of emotional competencies are better at fostering communication, team working, minimizing workplace stress, and conflict management. Thus, they influence organizational climate, employee satisfaction, customer relationship management, and overall organizational efficiency.

Fourth, the findings provide a good reason to conclude that emotional intelligence should be perceived as a valuable strategic resource for organizations rather than as an employee personal skill. Organizations willing to ensure healthy relationships between employees, foster productive interaction

with customers, and develop proper leadership skills should pay attention to the improvement of employees' emotional intelligence competencies. Human resource departments can help in it considerably.

While there is substantial evidence in favor of the positive impact of emotional intelligence on conflict resolution strategies, there are some gaps in existing literature. Firstly, there is a need for conducting comparative analyses between banking organizations and broader service companies. Secondly, the increasing number of organizations applying digital communication systems creates specific conditions which require further research.

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