

HOW DOES AN EMOTIONAL INTELLIGENT MANAGER RESOLVE CONFLICT? A STUDY WITH REFERENCE TO FAST MOVING CONSUMER DURABLE SECTOR

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Abstract

Conflicts are inevitable in any organization. The principle goal behind this research is to understand the role of emotional intelligence in resolving the conflicts in fast moving consumer durable sector. The study employs a survey of five hundred FMCG managers from eleven organizations of West Bengal. Data analysis has been done with the help of PLS-SEM. The findings suggest that emotional intelligence of FMCG managers have direct impact on their conflict resolution style. This result implies that the managers need to work on their emotional regulation skill and contribute towards their conflict resolution skill. The findings of this study offer practitioners an insight into the impact of emotional intelligence on conflict resolving styles, subsequently emphasizing on the necessity of emotional intelligence training provided to sales managers for effectively handling conflict.

Keywords: Emotional Intelligence, Conflict Management style, FMCG sector, emotional regulation, Managerial employees

Paper type: Research paper

1. Introduction:

. The fast-moving consumer goods industry in India is the country's fourth-highest earner. Considering the inelastic nature of FMCGs and the pervasiveness with which they feature in consumers' lives, it's clear to see why they play such a significant role in the economy. Due to the short lifespan and high rate of consumption, market leaders now have to guarantee constant product flow to satisfy consumer demand. A group of engaged employees can enhance employee satisfaction (Chakraborty et al 2018.,). Leaders assume significant responsibility in creating a culture based on appreciation and cooperation. Appreciative leaders lead to growth and organization development (Ganguly & Roybardhan 2020, Chakraborty et al., 2020). Nevertheless, despite repeated attempts, disputes arise frequently in the workplace. Employees' productivity may suffer as a direct consequence of workplace conflict because their interpersonal relationship gets negatively impacted and the amount of time consumed by them while worrying about the conflict. An individual's feelings are extremely important while trying to find a solution to any conflict. Conflicts in organisations are more likely to be resolved effectively if an atmosphere of pleasant emotions is fostered (Jordan and Troth,

2004). Enhanced emotional intelligence of leaders within a corporation can be used to mitigate the effects of factors including a lack of resources and interest, misunderstandings, and mismatched social positions (Leung 2010).

Emotional intelligence is a crucial factor in resolving conflict, because it prompts the negotiator to consider needs and perspectives of the other party. Expressing feelings is crucial in resolving conflicts (Ting-Toomey (1999)). The self-construal approach emphasizes how one's internal experiences and external behaviours are intertwined (Ji, 2012).

The FMCG ecosystem is riddled with one-of-a-kind concerns, but channel friction is by far the most dangerous. It is essentially inefficient, and has the ability to snowball if not addressed at the beginning of the process, when it is initially perceived.

Manager's emotional intelligence can help them identify the fundamental causes of conflict and implement lasting solutions that propel their organization forward

Though various literatures prove that EI helps the person to select his pattern of solving the conflicts (Thomas 1992, Jehn 1995, Jordan and Troth 2004, Moeller and Kwantes 2015), little is known about how individuals at various managerial levels with diverse levels of emotional intelligence attempt to resolve conflict that arise with their peers, superiors, or subordinates. Hence this paper aims to comprehend the impact of EI on conflict resolution style of sales managers of FMCG sectors in West Bengal

2. Objective:

This paper aims to comprehend the impact of EI on conflict resolution style of sales managers of FMCG sectors in West Bengal

3. Literature Review:

3.1. Conflict resolution style:-- When resources, status, and power are not shared equally, it can lead to conflict. Managing conflicts is needed to keep everyone in the group happy. Conflict management is what people do when they think there are problems in their lives (Rahim, Magner, Antonioni & Rahman, 2001). Blake and Mouton's work was the first to come up with a way to organize the different ways to deal with problems between people. Dual concerns theory has been developed which includes the longing to reach person's own goals (concern for production) and the wish to get along with other people (concern for people). Mixing the two aspects leads to the development of five separate approaches: smoothing, problem-solving, compromising, withdrawing and forcing (Blake & Mouton, 1964). Researchers like Jehn (1995) and Darling and Walker (2001) consider disagreement as an evil as it is a barrier for the success of an organization. According to Jehn (1997) conflict managing acts as a route that concentrates on a rational procedure of bargaining (Nair, 2007). Conflict management is the way employees act when they disagree (Moberg, 2001). According to Weiss and Hughes (2005) mismanagement of conflict exists for longer tenure and it also involves more fight. Many researchers use a theoretical approach to define it, but researchers like Deutsch (1949), Pruitt & Rahim (1983) look at it as an aspect of alarm for person along with efficiency. This concept reflects that there are different styles to knob conflicts. Rahim's model for handling conflicts from 1983 had five parts.

They are integrating, avoiding, dominating, obliging and compromising.

Integrating style shows that the person cares a lot about both themselves and other people. The party that uses the integrating style cares about the other side and tries to find a way for both sides to get what they want (Aquino et al., 2006). When people who are in conflict don't care much about need of others as well as about their own need they follow the avoiding approach with the help of which an individual tries to avoid conflict. They do this by evading the issue, following with not to speak, hear or see the wicked (Rahim and Magner, 1995) approach, or beating differences (Aritzeta et al., 2005). The dominant approach has an imbalance between caring about individual and caring about other people. It involves caring a lot about oneself and not caring about what other people want. The person who uses dominating method visualizes disagreement as a lose-lose situation. So, it is quite obvious for them to force their thoughts as well as their views to the other personnel (Rahim and Magner, 1995). The obliging style is usually used by people who try to "play down the differences and emphasise the similarities" in order to make the other person happy (Rahim and Magner, 1995). All of the other four styles have things in common with the compromising style (Thomas, 1992; Rahim & Magner, 1995). In this style people who are fighting need to think about both sides' concern and spring up through a resolution that works for everyone.

3.2 Emotional Intelligence: It has been described as a critical indicator of good leadership across businesses and nations (Barreiro and Treglown, 2020; Chen et al., 2015; Goleman, 2004), assisting leaders in managing their own and their subordinates' emotions (Li et al., 2016; Peterson and Luthans, 2003). According to the study, work success is only 4-10% IQ-based (Sternberg, 1996). At all stages of employment, emotional intelligence is twice as vital as technical skills and intellectual intelligence. Cerebral intelligence accounts for 20% of life achievement, with the remaining 80% attributable to other factors (Goleman, 1996). Martinez (1997) argued that emotional intelligence accounted for the remaining 80%. The latest studies by Goleman (1998) show unequivocally that EQ is essential for leadership. Both intelligence and technical proficiency are crucial as threshold capacities. A person needs it even if they have the best education, the most analytical mind, and the most innovative ideas to become a good leader. Understanding and controlling men, women, and children to behave rationally in social interactions is the essence of communal intelligence (Thorndike, 1920). Utilizing Thorndike's theory, Gardner (1983) includes interpersonal and intrapersonal intelligences that are closely tied to social intelligence. Although he did not coin the phrase passionate vision, Gardner's views regarding interpersonal and intrapersonal sharpness laid the groundwork for emotional awareness. Intrapersonal insight is defined as signifying profound and radically different sets of emotions whereas interpersonal insight is described as observing and polishing different individuals, especially their dispositions, attitudes, motivations, and objectives (Gardner, 1993). Salovey and Mayer (1990) originally discovered Emotional intelligence. It includes the capability to check the emotions of individuals and that of others. Distinguish them and utilise this information to direct your thinking behaviour. "It has gained popularity in the past decade. It has numerous definitions among which Daniel Goleman's emotional intelligence model is highlighted. He defined it as ability to detect one and others' emotions. Five-dimensional emotional intelligence model consists of self-awareness, self-regulation, social skills, empathy and motivation.

- Self-awareness: It is a capability to identify as well as to monitor one's own emotional states is a hallmark of self-awareness. Understanding one's own tendencies to react to various situations and others are an important element of this.
- Self-regulation: It can be defined as the aptitude to regulate person's own emotions and exert a positive impact on one's own actions. It is essential for an individual to know how to regulate their reactions in all social situations.
- Social skills:-In other words, social awareness is the ability to read and comprehend the feelings of those around you. This usually requires being empathetic toward others even if one disagrees with their point of view.
- Relationship Management: The skill to observe individual and other people's emotional states and use that information to guide interactions effectively is at the heart of relationship management. This includes things like effective communication and problem solving.
- Motivation: It is the capacity to exert effort with minimal external prodding. Intrinsic motivation can arise from many different places, such as simple interest, the want to realise one's full potential, or the dream of seeing one's idea come to fruition. Some people still crave external reinforcements like money or acclaim even if you're strongly internally motivated. Since the impetus to work is coming from within, therefore an individual will be more in charge of their own output.

Recent research work of EI on Conflict management:

- G. Khokhar and W. Selvamurthy (2016). In their research work they conclude that EI has a strong impact on CM problem-solving, assertive, compromise, and accommodating styles. This study has shown that EI assessment has a wide range of possible applications in the recruitment and training of supervisors and senior managers.
- H. Chen, X. Xu, and P. Phillips (2018): Their study reveals the use of emotions adaptively among Chinese managers in conflict management. They conclude that EI is a crucial component to mitigate conflict particularly when their peers and supervisors are involved in conflicts. In contrast, Chinese managers were the least likely to analyze their own emotions in conflict resolution.
- C. Marnewick, A. Marnewick, and J. de Villiers (2019): This study demonstrates that emotionally intelligent project managers are better at facilitating conflict during project implementation, which has a lower negative influence on project success. According to the findings, project managers with a high level of emotional intelligence prefer the conflict resolution technique of compromising, with this preference having a favorable effect on the project's outcome.
- Dialoke, Ikechukwu, and Goddey; Chikwe and Larry; and Unachukwu (2019): This research focuses on the Imo State Public Sector's Emotional Intelligence and Industrial Conflict Resolution Mechanisms.
- This paper indicates that emotional intelligence is significant to conflict resolution, particularly when disputing parties use negotiation as a technique.

- Ghassan Alomari, Sakher Alnajdawi, Ammar Yaser, and Rami Hanandeh (2020): The purpose of this research is to investigate the impact of Emotional Intelligence on Conflict Management at the Jordanian Securities Commission (JSC).The major findings indicate that Emotional Intelligence has a moderate to weak impact on Conflict Management for Jordanian Securities Commission managers, vice managers, and assistant managers.
- Michael Aswin Winardi ,Catherine Prentice, and Scott Weaven (2021):This article demonstrates that EI has a substantial relationship with conflict resolution.The study found that the Mayer-Salovey-Caruso ability model is the most often used of the three EI models studied (MSCEIT).The MSCEIT is a capability model that may be used to assess EI.Negative employee emotions appear to be strongly linked to interpersonal conflict within firms.As a result, the use of EI as a human resource management technique offers great promise for conflict de-escalation within the organisational setting.
- Vishal Gupta, Shalini Bhattacharya, and Neena Gopalan (2021): This chapter demonstrates a grasp of the emotions that develop during conflicts and, using real-life examples, shows several ways for managing negative emotions, resulting in productive conflict resolutions.The article attempts to require managers at all levels to develop relational leadership skills, the most significant of which is dealing with emotions via emotional intelligence (EI) and conflicts through personal styles.A direct good influence of EI, patterns of collaboration, and comprehension to cope with conflict was discovered on the outcomes of strategic decisions, as well as an indirect positive effect through relational leadership.
- K Lawani, LA Arias Abad, N Craig, B Hare, and I Cameron (2022):This study looked at the links between EI levels, preferred CM styles, and demographic characteristics in the Dominican Republic's construction industry.There was a strong positive link between the rated EIL and the scores of collaboration and compromise styles, implying that participants with higher EIL fit better within the collaboration and compromise methods of conflict resolution. Collaboration and compromise strategies were also top preferences for those with lower EIL, but with little statistical significance.
- Gender, cooperation and compromise styles, and work experience and collaboration style all had significant associations, whereas demographics and EIL had no significant relationships.

4. Hypotheses development:

Individuals with emotional intelligence prioritise problem-solving over rational thought, because they have optimistic and positive attributes that enable them to do so (Abraham 1999). While an organisation is undergoing a transformation, emotional intelligence is supposed to provide the input required to perform activities of competency and maintain a position of leadership over the group.. Recognizing an individual's as well as others' emotions, play an important role inside a business unit (Brown & Brooks 2002). Diggins (2004) stated that successful managers require emotional intelligence, which allows them to make decisions based on a combination of relational skills, self-management, and awareness of how their

activities within an organisation affect others. Since disputes are emotionally charged human encounters, emotional intellect is intertwined into the yard goods of conflict resolution (Rahim and Psenicka, 2002; Jordan and Troth, 2004). Effective emotional regulation is essential to augment level of emotional intelligence of individuals.(Ganguly et al.,2020) . Additionally, successful regulation of the emotions involved in a conflict scenario increases the likelihood of its successful resolution (Jordan and Troth 2004). Subsequently, increased emotional quotient could help people resolve disagreements (Johnson and Johnson 2000). Individuals with pleasurable emotional experiences may be able to manage conflict more constructively Ayoko et al. (2003). The number of distributors, retailers, and channel intermediaries in FMCG sector may cause friction at various points of the channel, potentially preventing items from reaching the end customer. . Increased emotional intelligence (EI) between leader and subordinates has a positive impact on the workplace. Individuals with pleasurable emotional experiences may be able to manage conflict more constructively Ayoko et al. (2003).Based on the examined literature, it is clear that EI is essential for the conflict resolution style, which is pivotal within the context of organizational performance. On the basis of this idea, we suggest that emotional intelligence influence conflict resolution style of managers. We hypothesize that ***H1: Emotional intelligence has a significant impact on the Conflict Resolution style of managers***

5. Methodology:

5.1 Sample: This research work is quantitative in nature where primary and secondary data has been collected for the study. Principal data has been collected from 500 managers who belong to fmcg industry. Hierarchical ranks differ from area sales manager to head of sales manager of fmcg firms. Questionnaires have been sent to them through mail after giving them brief regarding the objective of the research. It has also been assured that their reactions would be kept in classified way and it will not be used apart from this research. However, secondary information has also been collected through various literatures, journals and newsfeed which are linked with this research.

5.2. Tools used: Primary information has been collected with the help of the following questionnaires:

i) Questionnaire developed by Shailendra Singh (2004), based on Goleman's EI MODEL consisting of 60 statements has been used to collect the data of Emotional Intelligence and managers have to give their responses in Likert scale of .The survey consist of 5 parts with 12 assertion each so that it can portray each section measure emotional intelligence of an individual.

ii) To measure Conflict Management style, Rahim's Conflict resolution style inventory form 2 has been used which consists of 28 statements.

Data of 2 variables has been collected with the above mentioned questionnaires and 5 point Likert scale has been utilized with parameters namely strongly agree, agree, fair, and disagree (Wingard et al., 2020).

6. Results:

The Smart-PLS software is used to verify the validity and estimate the reliability of the data on each variable during the measurement model evaluation. The hypothesis proposed in this study is that there is a relationship between fmcg managers' emotional intelligence and conflict resolution style. The following is the research framework:

PLS-SEM structural analysis was utilised to determine the link between variables and construct indicators (Hair et al., 2016, 2019). Emotional Intelligence and Conflict Resolution Style were initially tested for reliability and validity using the Hair et al. (2019) and Henseler et al. (2016) constructs. First, we looked at the outer-path loadings of each construct.

Cronbach alpha and composite reliability were then used to determine reliability.

The average variance retrieved was used to examine convergent validity (AVE).

The emotional intelligence of senior managers in the FMCG sector is measured using five separate zero order constructs, namely Motivation, Self-Awareness, Social Awareness, Self Regulation, and Social Skills. These constructs are assessed using various statements given in the questionnaire. Cronbach alpha and CFA analysis are used to assess internal consistency reliability and construct validity, respectively. Each facet of emotional intelligence's Cronbach alpha is estimated and reported in the table. According to the findings, the estimated Cronbach alpha value for each dimension of emotional intelligence is greater than 0.7, indicating the presence of internal consistency reliability against the responses (Motivation = 0.923, Self-Awareness = 0.918, Social Awareness = 0.927, Self-Regulation = 0.926, and Social Skills = 0.936). As a result, it is possible to conclude that the different components of emotional intelligence have internal consistency and reliability in their replies. The convergent validity of an emotional intelligence measurement scale is investigated using construct loadings, composite reliability, and average variance extracted estimations.

The construct loadings of each construct statement should be larger than 0.5 (ideally greater than 0.7), the composite reliability of each dimension should be greater than 0.7, and the average variance extracted should be greater than 0.5.

The table displays the convergent validity results.

The results reported that the estimated value of construct loadings for each statement is found greater than 0.5, the composite reliability greater than 0.7 and average variance extracted greater than 0.5 (Motivation: CR = 0.923, AVE = 0.507, Self-Awareness: CR = 0.919, AVE = 0.531, Social Awareness: CR = 0.927, AVE = 0.515, Self-Regulation: CR = 0.926, AVE = 0.511 and Social Skills: CR = 0.939, AVE = 0.553).

As a result, the diverse components of emotional intelligence have met the conditions of convergent validity.

Table1: Reliability and Convergent validity of Emotional Intelligence

Item codes	Construct	Construct Loadings	Composite Reliability	Cronbach Alpha	Average Variance
M10		0.643	0.929	0.923	0.507
M11		0.72			
M12		0.714			
M1		0.841			
M2		0.885			
M3		0.873			
M4		0.54			
M5		0.539			

M6	Motivation	0.666							
M7		0.593							
M8		0.707							
M9		0.713							
SA1	Self-Awareness	0.681	0.919	0.918	0.531				
SA10		0.582							
SA11		0.771							
SA12		0.728							
SA2		0.813							
SA3		0.76							
SA4		0.787							
SA5		0.832							
SA6		0.633							
SA7		0.656							
SOA1		Social Awareness				0.657	0.927	0.927	0.515
SOA10						0.714			
SOA11						0.728			
SOA12						0.724			
SOA2	0.675								
SOA3	0.732								
SOA4	0.714								
SOA5	0.68								
SOA6	0.707								
SOA7	0.721								
SOA8	0.761								
SOA9	0.787								
SR1	Self-Regulation		0.678	0.926	0.926	0.511			
SR10			0.816						
SR11		0.75							
SR12		0.733							
SR2		0.662							
SR3		0.656							
SR4		0.691							
SR5		0.73							
SR6		0.739							
SR7		0.695							
SR8		0.666							
SR9		0.745							
SSA1		Social Skills	0.906				0.94	0.936	0.553
SSA10			0.816						
SSA11	0.816								
SSA12	0.694								
SSA2	0.623								
SSA3	0.791								
SSA4	0.807								
SSA5	0.7								
SSA6	0.649								
SSA7	0.673								
SSA8	0.712								
SSA9	0.686								

The discriminant validity of the measurement scale measuring emotional intelligence of senior managers working in the FMCG sector (consisting of five constructs namely, Motivation, Self-Awareness, Social Awareness, Self-Regulation, and Social Skills) is investigated using the Fornell Larcker criteria (where the square root of the AVE is compared with the correlations with the different dimensions) and is also assessed using the HTMT ratio, which estimates and expects the ratio of hetro trait (correlation between statements of different constructions) to

mono trait (correlation between statements of same construct) to be smaller than 0.8. The results of Fornell Larcker criteria of HTMT ratio is reported in tables shown below:

Table 2:Fornell Larcker Criteria for Discriminant Validity

	Motivation	Self-Awareness	Self-Regulation	Social Awareness	Social Skills
Motivation	0.712				
Self-Awareness	0.625	0.728			
Self-Regulation	0.638	0.57	0.715		
Social Awareness	0.571	0.466	0.434	0.718	
Social Skills	0.655	0.455	0.463	0.534	0.744

Table 3 : HTMT ration for discriminant analysis

	Motivation	Self-Awareness	Self-Regulation	Social Awareness	Social Skills
Motivation					
Self Awareness	0.618				
Self-Regulation	0.614	0.565			
Social Awareness	0.562	0.464	0.434		
Social Skills	0.645	0.451	0.458	0.524	

According to the Fornell Larcker criteria, the square root of the AVE is bigger than the correlations between the constructs. Furthermore, the HTMT ratio is less than 0.8 for all feasible pairs of constructs evaluating emotional intelligence. As a result, the emotional intelligence scale's discriminant validity condition is met.

The Conflict Resolution style of senior managers in the FMCG sector is measured using five separate zero order constructs: Integrating / Collaborating Style, Obliging / Accommodating Style, Dominating / Competing Style, Avoiding Style, and Compromising Style. These constructs are assessed using various statements given in the questionnaire.

In the table, the Cronbach alpha of each dimension of Conflict Resolution Style is estimated and given below.

According to the findings, the estimated value of Cronbach alpha for each dimension of leadership style is greater than 0.7, indicating the presence of internal consistency reliability against the responses, Integrating Style (0.896), Obliging Style (0.917), Dominating Style (0.902), Avoiding Style (0.915), and Compromising Style (0.912). As a result, it is possible to conclude that the various characteristics of the conflict resolution style have internal consistency reliability in the responses.

The construct validity of the measurement scale measuring the conflict resolving style of FMCG managers (consisting of the 5 constructs namely Integrating / Collaborating Style; Obliging / Accommodating Style; Dominating / Competing Style; Avoiding Style and

Compromising Style) is investigated using CFA analysis. Convergent and discriminant validity comprise the construct validity of the measurement scale measuring conflict management style. The construct loadings of each construct statement should be larger than 0.5 (ideally greater than 0.7), the composite reliability of each dimension should be greater than 0.7, and the average variance extracted should be greater than 0.5. The table summarises the convergent validity results.

The results reported that the estimated value of construct loadings for each statement is found to be higher than 0.5 whereas the composite reliability is bigger than 0.7 and average variance extracted value is greater than 0.5 (Integrating style: CR = 0.896, AVE = 0.553, Accomodating Style: CR=0.917, AVE = 0.649; Dominating Style: CR=0.904 , AVE = 0.651; Avoiding style: CR=0.915, AVE =0.644 and Compromising Style : CR =0.913, AVE =0.722).

As a result, the distinct dimensions of conflict resolving approach styles have satisfied the conditions of convergent validity.

Table 4: Reliability and Convergent validity of Conflict Management Style

Item code	Construct	Outer loadings	Composite Reliability	Cronbach alpha	Average Variance Extracted
AS1	AS	0.198	0.917	0.917	0.649
AS2		0.205			
AS3		0.183			
AS4		0.193			
AS5		0.201			
AS6		0.21			
AVS1	AVS	0.209	0.915	0.915	0.644
AVS2		0.212			
AVS3		0.177			
AVS4		0.192			
AVS5		0.206			
AVS6 S		0.196			
COMS1	COMS	0.256	0.913	0.912	0.722
COMS2		0.285			
COMS3		0.29			
COMS4		0.293			
COS1	COS	0.198	0.904	0.902	0.651
COS2		0.227			
COS3		0.258			
COS4		0.244			
COS5		0.25			
CS1	CS	0.173	0.896	0.896	0.553
CS2		0.193			
CS3		0.193			
CS4		0.189			

CS5		0.181			
CS6		0.166			
CS7		0.177			

The discriminant validity of the measurement scale measuring the conflict resolving style of the FMCG managers (consisting of the 5 constructs namely *Integrating / Collaborating style; Obliging / Accomodating Style; Dominating/ Competing Style; Avoiding style and Compromising Style*) is investigated with Fornell Larcker criteria where the square root of the AVE is compared with the correlations with the different dimensions. With the help of HTMT ratio, discriminant validity is also examined where the ratio of hetrotrait (correlation between the statements of different constructs) and mono trait (correlation between the statements of same construct) is estimated and expected to be less than 0.8. The results of Fornell Larcker criteria of HTMT ratio is reported in tables shown below:

Table 5:Fornell Larcker Criteria for Discriminant Validity

	AS	AVS	COMS	COS	CS
AS	0.805				
AVS	0.634	0.802			
COMS	0.563	0.72	0.85		
COS	0.271	0.333	0.356	0.807	
CS	0.269	0.375	0.268	0.37	0.744

Table 6: HTMT ratio for Discriminant analysis

	AS	AVS	COMS	COS	CS
AS					
AVS	0.633				
COMS	0.561	0.721			
COS	0.272	0.329	0.356		
CS	0.27	0.375	0.268	0.369	

Fornell Larcker criteria result indicates that AVE's square root is found to be larger than the correlations between the constructs. Also, the HTMT ratio is found to be less than 0.8 for all the possible pairs of the constructs measuring leadership style. Thus, the requirement of discriminant validity of the conflict resolving style scale is satisfied.

In the study the emotional intelligence of the managers in the selected organisations is measured with the help of five zero order reflective constructs namely *Motivation, Self-Awareness, Self-Regulation, Social Skills and Social Awareness*. Thus, the emotional intelligence is a reflective – reflective second order construct. Similarly, the conflict resolution style of the managers is measured with the help of five zero order reflective constructs namely *Accommodating Style, Avoiding Style, Collaborating Style, Competing Style and Compromising Style*. Thus, the conflict resolution mode is also a reflective – reflective second order construct. The Structural model is developed and examined with the help of SMART

PLS software using PLS based SEM. Following hypothesis is examined with the help of SEM analysis:

Hypothesis 1: Emotional intelligence significantly influences the Conflict Management style of managers

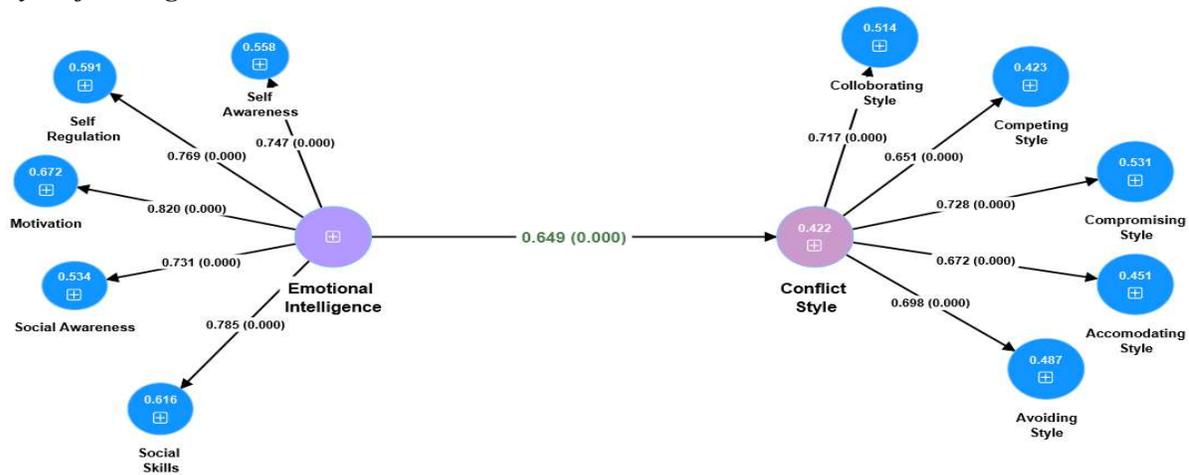


Fig: PLS SEM Model of Emotional Intelligence and Conflict resolving style

The result of hypothesis testing using SEM analysis is shown below in table

Table 7: Hypothesis testing using SEM

Hypothesis	Endogenous Construct	Exogeneous Construct	Path Coeff	Standard Error (SE)	T Stats	R Square	Q Square
H ₁	Conflict Resolution Style	Emotional Intelligence	0.65	0.037	17.44	42.2%	0.419
Second order measurement scale							
	Motivation	Emotional Intelligence	0.821	0.015	55.113	0	
	Self-Awareness		0.747	0.025	29.905	0	
	Self-Regulation		0.77	0.021	37.5	0	
	Social Skills		0.73	0.024	30.306	0	
	Social Awareness		0.786	0.019	40.593	0	
	Accommodating Style	Conflict Resolution Style	0.673	0.025	27.345	0	
	Avoiding Style		0.7	0.028	25.19	0.376	
	Collaborating Style		0.717	0.036	20.029	0	
	Competing Style		0.65	0.039	16.515	0	

	Compromising Style		0.73	0.023	31.463	0.001	
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The findings validated the hypothesis that Emotional intelligence has a substantial control on managers' Conflict Management technique (path coefficient = 0.65, t stats = 17.44).

As a result, it is possible to conclude that managers' emotional intelligence influences their conflict resolution style in the organization in a good and important way. The R square, which measures the explanatory power of the SEM model, is 42.2%, which is considered moderately high.

The Q square, which measures the predictive strength of the endogenous construct, is found to be .419, indicating that the conflict resolution style of the managers in the organization has a strong predictive value as a result of their emotional intelligence.

7. Discussion

Our study reveals that emotional intelligence of sales managers positively influence their conflict resolution style. It confirms the hypotheses. High emotional intelligence folks are more capable to deal with interpersonal conflicts in an effective and helpful way. It is associated with having strong conflict resolution skills and emotionally intelligent people may adapt to different conflict resolution modalities based on the nature of conflict.

Managers and staff with high emotional intelligence and technical knowledge can suppress newly generated conflicts, team and organizational weaknesses, communication ambiguity, and obscurity in interpersonal communication with more awareness and skill.

Our findings contribute towards the scholarly literature that emotional intelligence supports conflict resolution style. This is similar to the reports by Jordan and Troth (2004) that emotional intelligence (EI) is critical for conflict resolution, and higher levels of EI may foster cooperative behavior in search of original and ingenious results with the aim of fulfilling the desires of all. Furthermore the study indicates that emotionally intelligent managers mostly adopt compromising and collaborating style of conflict resolution followed by avoiding and competing style.

Similar finding reflected by Chen et al (2019) , where they revealed that the executives of Chinese region preferred to opt for integrating, avoiding and obliging approaches for the reason that they can control their sentiments thoughtfully & utilize them appropriately while resolving conflicts along with their colleagues. Also it was found that effective emotional management of Chinese managers led to a compromising manner in disagreements with their co-workers, bosses, and subordinates. The finding is aligned towards researchers (Sunindijo & Hadikusumo, 2014) where it has been noted that some scholars argue that cooperation is mainly efficient conflict resolution approach as it afford favorable outcome for both parties, provided that every mode may be familiar to certain conditions and environments.

Another analogous point is identified in literature where Gross & Guerrero, (2000) emphasizes that high EI individual's favor collaboration in addition to compromise conflict resolution method as additional way for attaining sensible results.

Ullah (2022), focuses on a somewhat alike finding who suggests that emotionally intelligent employees have been found to regulate negative emotions better and engage less in task, process and relationship conflict.

Our study brings forth the view that emotionally intelligent sales managers adopt varying conflict resolution styles. This finding is somewhat aligned to the research of Alharbi and Alnoor (2022) where they point out that results of strategic decisions were found to directly benefit from emotional intelligence, cooperative tendencies, and understanding of how to handle conflict, as well as indirectly through relational leadership.

8. Implications:

Turbulent and dynamic environment of FMCG sector instigate conflicts amongst team member. It is a general responsibility of the sales managers to effectively resolve the conflict. Our study reveals that sales managers in FMCG sector with enhanced level of emotional intelligence can positively reduce conflict amongst his subordinates. Our study has significant managerial implications. It reveals that that sales managers' emotional intelligence prompts them to adapt compromising style of conflict resolution followed by a collaborating one. Sales managers should utilize their emotional intelligence to resolve the conflict between subordinates by creating a win-win collaborative situation, which would be fulfilling for all the parties to conflict. Nevertheless, sales managers should be concerned about the context that triggered the conflict and, if seemingly insignificant would be in a position to compromise, which would resolve the conflict in an effective manner in the present situation. However, compromising conflict resolution strategy in the present situation can also create long term prospect of creating an environment of togetherness and sustenance with the other party. This can only happen if they are having adequate awareness about their emotion and how that will impact others. Sales managers must be in a position to avoid some conflicts which are substantially trivial to affect the performance level of the team members. They must be emotionally intelligent to understand that avoidance in some situation is also a very functional style of resolving conflict. Sales managers should be regulating their emotions and compete with the opposite party to win a situation that triggers conflict. Their skill of developing awareness about others emotions and sustaining together should be helping them to resolve conflict.

Individuals possessing higher stage of emotional intelligence have the capacity to comprehend divergence in a much more better way. They took prompt action as soon as they realize it and handle with self-assurance and compassion which enriches an atmosphere where the psychological well-being of the workforce can be enhanced.

People with high emotional intelligence can maintain positive relationships in a conflict-ridden environment by making others feel valued, welcomed, dependable, and supported.

This increases their productivity, profits, and mental wellness.

Leaders with high emotional intelligence typically employ cooperative and adaptive leadership philosophies. The Human Resource Department can organize for specialized training to enhancing emotional intelligence skills of the sales managers who operate in a highly conflict intensive environment.

9. Limitations

The paper has some intrinsic limitations. All the managers have participated voluntarily in this research and their opinions may not be the reflection of the larger universe.. This illustration showcases small and specific FMCG firms in a meticulous geographic province. Therefore, boundaries are restricted. Further investigation can discover the bang of individual insight of conflict management technique in other ecological region with respect to larger firms.

10. Conclusion:

Emotionally intelligent leaders are considered to bring the revolution in the consumer durable industry with their emotional quotient. Multiple reasons for conflict can be highlighted in this volatile market but it can be resolved easily without any significant loss if it is levered diplomatically. This research confirms that emotional intelligence has direct impact on conflict resolution style of managers which proves the fact that it is an aid to solve the conflicts. It helps an individual to come out with constructive management of emotions which enables them to play an active role in dispute resolution within an organization. Adopting sensible conflict management strategies enables organizations to ensure a friendly working environment while acquiring employees from diversified cultures and backgrounds.

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