

A model for Enhancing EI Performance in Conflict Resolution

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Abstract: This study explores a methodology to improve the performance of Emotional Intelligence (EI) in dispute resolution, utilizing quantitative analysis of 287 respondent's questionnaire data. This study examines how well active perception, Emotion understanding and task complexity predict outcomes of EI performance in conflict resolution, focusing on each of their roles and relationships. It is discovered that active perception significantly influences and strongly predicts EI performance in conflict resolution. Similar to active perception, Emotion understanding shows significance as mediator of the relationship between EI performance and active perception as well. In order to predict Emotional Intelligence, active perception and Emotion Understanding have various relationships. The study determines how important and influential these factors are in a relationship to each other. Although Emotion understanding and active perception have a high predictive value on EI performance in conflict resolution. These findings demonstrate how important it is for Emotional Intelligence (EI) training programs to emphasize active perception, emotion understanding and task complexity in order to promote successful conflict resolution outcomes. For professionals who want to develop competencies in Emotional Intelligence (EI) and advance organizational effectiveness in conflict resolution setting, the research offers insightful information. This research deploys transaction cost theory as the groundwork.

Keywords: Active Perception, Emotion Understanding, EI performance, Conflict resolution.

1. Introduction

Emotional intelligence (EI) refers to the ability to affect other's and one's own emotional states and role performance. High EI individual have a more positive impact on team performance, as it has become increasingly common in business. However, group emotional awareness can offset this detrimental effect and increase team performance through effective conflict management tools. Research show that when certain team member or people elicit more conflict than others, this influence the evolution of team dynamics and eventually the performance of the team [1]. Our research shows that when certain team members or people elicit more conflict than others, this influences the evolution of team dynamics and eventually the performance of the team. [2], Although Emotional Intelligence have a good role in negotiating across culture and influent of the conflict management style (Imai and Gelfand 2010). Nowadays Universities and businesses both spend time and money on training programs to improve employee and organizational EI [1]. The phrase "Emotional Intelligence" (EI) is used to describe, in a general sense, to abilities or abilities that provide awareness of a person's own and other people's emotional status as well as the ability to regulate or harness emotions to improve role performance [1]. EI influent in decision to make a deception and it also have an ability to repair trust and relationship [3]. Trust does not act as a mediator in the relationship between project team performance and emotional intelligence based on team-level methods [4], Otherwise EI positively effect to the performance large scale infrastructures projects, between the owner and manager it can affect the quality of the project. This association is facilitating by EI'S negative link to three conflict modes like the task, relationship and the process [5]. The effect size was larger in the published moreover the effect size was relative with the gender and the type or the level EI

of everyone [1]. (Mayer, Caruso et al. 2016) According to PETER SALOVEY, emotional intelligence encompasses the assessment and expression of emotions both verbally and nonverbally, the control of one's own and other people's emotions, and the application of emotional content to problem solving. The teamwork become more interesting in the organization when they are all was influence by the emotional intelligence and reflected on the ways that they make conflict resolution tactics to solve or achieve in the teach work outcome. EI was link to the positive outcome method on the conflict resolution and on the team performance. (Jordan and Troth 2004). Some of the researcher have argue that if people or the individual that they can manage their emotion successfully they will can solve or handle the problem successfully, and moreover EI also the main part that can help people to address the conflict easily and for the group of the people that they have the positive emotion experience might help the individual to manage the conflict in the positive ways [6-9]. Base on [10] they have mention that the people that have the abilities to control their emotion they have an importance abilities but the other abilities that more importance is, they can understand others emotion and can do a good respond with their partners. As we have known that people have the difference thinking and viewpoint and every time that they make the conversation and their reactions are almost likely to causes of conflicts [11]. Conflict can be happen everywhere and every time, conflict can't be avoided [12] and it be more serious issues that can cause of the positive or negative outcome it depend on the two of party, if they can manage well of the situation the conflict will out as positive but is they can't manage the situation well the conflict will be more deeply misunderstand. this problem it mostly happens in the organization because every employee has the difference goal, in work place the Manger have spent their 21% time or one days per weeks in dealing conflict with their coworker. But the emotional intelligence help manager

and employee chose the best management style in managing conflict [13-15]. The most critical thing of manager abilities to manage the conflict is emotional intelligence. The researcher also has said and noted that the importance of negative emotion of feeling that incorporate negative of emotion of feeling like jealousy, anger, anxiety, or frustration is the cause of conflict [16]. Best on [17] has shown that the conflict resolution is the goal to solve the problem, understanding of self-emotion as well as others, and conflict resolution is require the abilities to understand the others view point and to empathize with them when the party have the deeply misunderstanding or disagreement with each other. At that time when the problem happen or the conflict come up, that time it is the emotional intelligence that keep the person calm to think more before they make any action in that situation.

Conflict resolution can be solving effective or have positive outcome is depends on having strong emotional intelligence. There has been a rise in interest in the role of emotional intelligence in conflict resolution as academics have examined how emotional intelligence (EI) may improve communication, develop understanding, and inspire collaboration [17, 18].

2. Literature Review

Active perception is a physical modification that leaves traces on the body, such as a white piece of paper. It has been a concept since Kant's time, where the object of the world acts mechanically on the essence to form sensation. Active perception is one of four model for enhancing Emotional intelligence (EI), focusing on recognizing and understanding emotion from body language, voice intonation, and facial expressions [19]. Emotional perception is crucial for individual to recognize subtle shifts in their emotional states, identify feelings experienced by others, and understand the subtleties of emotional experiences. Sensation is immediate data from external or internal sensors that transforms physical stimuli into internal signals [20]. These signals are processed by the primary perception system, which eliminates the signals and provides the gross data for effective recognition. In every activity, we directly perceive the object properties of the body and surroundings, which register themselves in our minds. Perception layout and interactions with the environment and other agents. Active view of perception suggests that carrying out a sensorimotor is an integral aspect of perceptual processing [21, 22].

Emotion understanding is a crucial aspect on intelligence, as mentioned by Mayer and Salovey 1997[23]. Emotions express a sequence of potential statement and actions related to communication, such as happiness, anger, and fear. A comprehensive understanding of emotion expresses both the abilities to explain the significant of feeling and their comprehension. This category of emotionally intelligence skills revolves around emotional intelligence. Several papers have used this research idea, including an integrative meta-analysis and cascading model, which investigates the role of emotion perception, emotion understanding, and emotion regulation in job performance. Emotional intelligence is also used as a preventive strategy to manage conflict in large scale project, as it helps individuals handle conflict and create a

more peaceful and productive work environment [4, 24, 25]. The study of emotional intelligence, trust, and performance in infrastructure projects adds to the knowledge on managerial skills by shedding light in the intricate relationship between reliability, interpersonal skill, and achievement of goals. This multilevel approach offers a sophisticated knowledge of how individual and organizational elements interact to shapes project dynamics [4, 5, 26, 27].

Task complexity play a significant role in organizational performance, effecting factors such as age, gender, and ethnicity. It can impact the overall performance and psychological wellbeing of employees in publish agencies. The complexity of tasks can also influence trust and cooperation, with more complex activities requiring higher level of trust productive team work [26]. The autonomous culture within virtual teams also influence trust and collaboration, requiring understanding of task complexity and the culture context of autonomy. Final incentives' influence in performance is also moderate by task complexity, with more difficult activities requiring higher incentive to stimulate motivation and output. The interplay between task complexity and task attractive can further influence financial incentive's impact on task performance. This study investigates Emotional intelligence performance in the workplace, focusing in active perception, adaptation and emotion understanding. These structures contribute to enhancing EI performance in conflict resolution [26, 28-30].

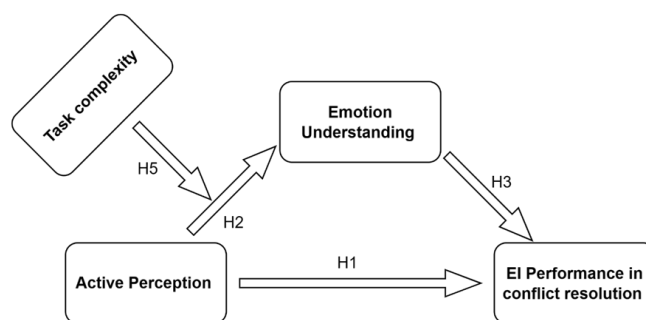


Figure 1. A model for enhancing EI performance in conflict resolution

3. Research Methodology

This paper applies confirmatory theory by using quantitative method and use SPSS to analyze the relationship of each variable. The research model use to measure four constructs: Active perception, Emotion Understanding, Task complexity and EI performance in conflict resolution [25].

3.1. Sample and Data Collection

This tutorial surveyed 287 individuals with or without conflict resolution experience. The majority were male, with 54.2%, and female at 45.8%. The largest age group was 21-25-year-old, followed by 26-30-year-old, 31-35-year-old, and above 40-year-old. The largest professions were students, enterprise employees, and business owner. Interestingly, 33.8% had never encountered conflict, highlight the importance of conflict resolution skill in both personal and professional domains.

Table 1. Sample and measurement

		Code	Count	Column N %
Gender	Male	1	156	54.4%
	Female	2	131	45.6%
Age	21- 25-year-old	1	130	45.3%
	26-30-year-old	2	93	32.4%
	31-35-year-old	3	43	15.0%
	36-40-year-old	4	8	2.8%
	Above 40	5	13	4.5%
occupation	Student	1	139	48.4%
	Enterprise employee	2	91	31.7%
	Institution employee	3	29	10.1%
	Business owner	4	12	4.2%
	others	5	16	5.6%
Experience in conflict	Yes	1	190	66.2%
	No	2	97	33.8%
N= 287				

3.2. Measure

3.2.1. Active Perception

This study examines the relationship between active perception, emotion understanding and task complexity for enhancing EI performance in conflict resolution that using a moderate's mediation model. There are 287 participants from various organizational and educational setting were selected with 23 items ranging from gender, age to occupation and experience in recent conflict. Participants in a cross-sectional survey answer validated measurement scales for active perception the scale of this item we was follow [25]. Active Perception is the ability to communicate feeling and needs effectively, while emotional intelligence refers to the ability to perceive, assimilate, comprehend, and regulate feeling. Active perception is the first signal in communication as it helps individuals recognize the meaning of emotion and their relationship [19, 31, 32]. High in perceiving emotion can enhance communication and teamwork skill effectively [4]. Studies have shown that people from interdependence culture have better emotional expression recognition skills, particularly in rice cultivation regions [33]. This suggest a connection between traditional ecological techniques and contemporary psychological skill, such as emotion perception. Perceiving emotion is the first signal we receive information from the environment, and it can be positive or negative depending in the situation. [34]. Understanding our own emotion and those of others can help us encourage our own emotion and those of others can help us and encourage and motivate ourselves in every situation [4].

H1: Active perception is positively associated with EI performance in conflict resolution.

H2: Active perception is positively associated with Emotion Understanding.

3.2.2. Emotion Understanding

The measurement use to study Emotion understanding are recognized by [4] is a fundamental aspect of emotional intelligence (EI), enabling individual to identify, understand, and respond to emotion in various situations. it is crucial for effective navigating social situations and cultivating empathy [27]. Individual with high EI are more likely to gain subordinate insights and apply them for decision making. Emotion understanding is also essential for conflict resolution, as it helps individuals control their emotion and sympathize with others felling. People with a strong understanding emotions are better able to recognize and control their own

and others emotion, leading more successful conflict resolution outcome [35-38]. Emotion competence is crucial for negotiating social situations and determining how well children get along with their peers as they grow, Researchers are monitoring the improvement Of emotion understanding in both group children and assessing various aspects of their competence [39, 40].

H3: Emotion Understanding is positively associated with EI performance in conflict resolution.

H4: Emotion understanding mediates the relationship between Active perception and EI performance in conflict resolution.

3.2.3. Task Complexity

Task complexity scale are recognized by [26]. We have predicted that task complexity is a key variable in enhancing EI performance in conflict resolution. It refers to the relationship between task input and information cues in a situation. Base Based on Wood, 1986 higher task complexity lead to higher demand for knowledge, skill, and resources, making individual less confident in their achievements and more dependent on other's efforts. This raise uncertainty and emphasizes the need for unworthy connections within teams, Research shows that active perception and emotion understanding are not support by task complexity in their relationship [26, 29, 41].

H5: Task complexity moderate the relationship between Active perception and Emotion understanding.

3.2.4. Individual Performance

The measure use to study Emotion intelligence (EI) constructs in this works are recognized by [5] is crucial for job performance, project manager efficacy, and interpersonal interaction. High EI individuals are more engaged in completing difficult responsibilities and gave a positive impact on their teams and peers [4] [5, 25]. This increases flexibility and efficiency in large project. A positive EI also help maintain good interpersonal connections, enhancing organizational achievement in complex project. Low EI can lead a poor performance, stress and conflict.

4. Data Analysis and Result

4.1. Direct Effect

Hypothesis H1 propose that Active perception is positively associate with EI performance in conflict resolution, H2 propose the positively association of active perception with Emotion understanding, For H3 Emotion Understanding is

positively associated with EI performance in conflict resolution. These hypotheses were tested at a significance level of 5%. The summarized result is presented in table below. The result support the Hypothesis (H1) that Active perception is positively associated with EI performance (EP) in conflict resolution. The significant P-value ($p < .001$) of the EI performance in conflict resolution, in the table was show the positive coefficient at 0.467 the regression model indicates that Active perception has a statistically significant effect on EI performance in conflict resolution. And the hypothesis was state that the Active perception is positively associated with EI performance in conflict resolution so this hypothesis is supported.

The hypothesis (H2) that Active perception is positively associated with Emotion understanding this hypothesis also supported. Based on the standard coefficient at 0.513 and the significant P-value ($p < .001$). so, it suggested that Active perception is really have a positive association with Emotion understanding.

The last hypothesis (H3) is the direct effect between Active perception and Emotion understanding the data in the table was showing that there is a positive coefficient 0.479, with the significant of P-value ($< .001$). So, this hypothesis is support, we can say that Emotion understanding have a strong positively association with EI performance in conflict resolution.

Table 2. Direct effect

Hypothesis	Paths	R square	F	DW	St. Error	St. Coefficients	T- value	Significance	VIF
H1	AP → EP	0.218	79.532	1.982	0.05	0.467	8.918	<.001	1.000
H2	AP → EU	0.263	101.781	1.707	0.48	0.513	10.089	<.001	1.000
H3	EU → EP	0.230	85.070	2.019	0.053	0.479	9.223	<.001	1.000

Note: Significant at *** $p < .001$; * $p < .05$

4.2. The Mediation Effect of Emotion Understanding

The analysis of mediation effect we were follow the basic step for mediation analysis suggested by [42], A mediation

analysis is comprised of three of regression : $X \rightarrow Y$, $X \rightarrow M$, and $X + M \rightarrow Y$. that X is Independent variable of Active Perception, Y is Dependent variable of Task complexity , and M is Mediation variable of Emotion understanding . So first we were analyzing the regression between X and Y.

Table 3. Mediation effect

Hypothesis	Path	R square	Direct Effect (β)	Indirect Effect (β)	Mediation Result
H4	AP → EP	0.218	0.467***		Direct
	AP → EU	0.263	0.513***		Direct
	EU → EP	0.230	0.479***		Direct
	AP → EP (Mediation EU)	0.296	0.300***	0.325***	Partial Mediation
Total effect = direct effect ($X \rightarrow Y$) + indirect effect (product of $X \rightarrow M$ and $M \rightarrow Y$)					

The result for the hypothesis H4 indicates that the direct effect of Active perception and Emotion performance in conflict resolution is significant (β) = 0.467 ($p < .001$), and the direct effect between Active perception and Emotion understanding the result also out as significant at the (β) = 0.513 ($p < .001$), and the last direct effect the emotion understanding is have a positive effect on EI performance in conflict in conflict resolution it was significant (β) = 0.479 ($p < .001$). Moreover, the relation between Active perception and EI performance in conflict resolution is have a strong relation with each through the indirect effect of Emotion understanding, it was significant (β) = 0.325 ($p < .001$). So, Emotion understanding mediates the relationship between Active perception and EI performance in conflict resolution, this hypothesis is support.

4.3. Moderating Effects of Task Complexity

By taking into account the moderated relationship between the variable, the interaction's effect ae seen as a three-variable system. The independent variable, outcome variable, and moderator variable are the terms used to describe the three variable that make up this system. An integration effect is the term used to describe the occurrence that take place wherever an amount of the moderator variable modifies the influence

of the independent variable on the outcome variable (Jaccard and Turrisi, 2003).Hypothesis (H5) predicts that task complexity will moderate the relationship between Active perception and Emotion understanding that help to enhancing EI performance in conflict resolution. The results indicate that the p-value for model 1 and 2 are less than .001, indicating that these models are significant.

Model 3 has a highest R-squared value (0.294), indicate that it explains around 29% of the variable in Task complexity. However, the increase in R- squared change from model 2 to model 3 is minimal (0.001), suggesting that the addition of the interaction term dose not significantly improve the model's explanatory power.

The variance inflation factors (VIF) are all below 10, suggesting that no issue which multicollinearity. Additionally, the Durbin-Watson (DW) value are close to 2, indicating no significance autocorrelation. For the coefficients, (AP) has a significant relationship with (EU) ($\beta=0.470$, $p < .001$). (TC) has a positive significance relationship with (EU) ($\beta=0.163$, $p < .001$). Model 3 (with the interaction term) similar relationship for AP and TC persist. The interaction term (AP*TC) is not significant ($\beta=0.027$, $p=0.615$). The direct effect of AP and TC on purchase intention are significant, support part of hypothesis. However, the interaction term

between AP and TC is not significant, indicating that the moderation effect of task complexity on the relationship between Active performance and Emotion understanding is not support.

Table 4. Moderation effect

Task complexity			
	MODEL1	MODEL2	MODEL3
Gender	0.035	0.034	0.034
Age	0.028	-0.100	0.002
Occupation	-0.100	0.003	0.004
Experience	-0.067	-0.023	-0.024
AP	0.473***	0.470***	
TC	0.168***	0.163***	
AP*TC			0.027
R Square	0.012	0.293	0.294
R Square change	0.012	0.281	0.001
F	0.880	19.335***	16.565***
F change	0.880	55.566***	0.253
Max VIF	1.030	1.046	1.032
DW	1.197	1.202	1.222

4.4. To Sum Up

The collection of data utilizes have provided significant insight into the factors influencing emotional intelligence (EI) performance in conflict resolution. The direct affects analysis reveals significant relationship between Active perception (AP) and EI performance in conflict resolution (EP), the result was support H1 that Active perception is positively associated with EI performance in conflict resolution. And about the H2 and H3 about the direct effect between Active perception (AP) with Emotion understanding (EU), and between Emotion Understanding and EI performance the result was out as significant that we can say that, Active perception is positively associated with Emotion understanding of enhancing EI performance in conflict resolution. Moreover, Emotion understanding is positively associated with EI performance in conflict resolution.

Table 5. Hypothesis

Items	Hypothesis	Results
H1	Active perception (AP) is positively associated with EI performance in conflict resolution (EP).	Support
H2	Active performance (AP) is positively associated with Emotion Understanding (EU)	Support
H3	Emotion Understanding is positively associated with EI performance in conflict resolution (EP).	Support
H4	Emotion Understanding (EU) mediates the relationship between Active perception (AP) and EI performance in conflict resolution (EP).	Support
H5	Task complexity (TC) moderate the relationship between Active perception (AP) and Emotion understanding (EU)	Not Support

5. Discussion and Conclusion

5.1. Discussion

The study finding provide significant insight into the factors influencing emotional intelligence (EI) performance in conflict resolution model. The result show how crucial it is to forecast and enhance emotional intelligence through active perception, adaptation and mindfulness in conflict resolution.

Strong descriptive ability of active perception underscores its importance in conflict resolution. People who have greater active perception abilities are better able to identify their own emotion as well as those of others, which aids in more adept dispute resolution, this outcome is in kina with others research that highlight the significance of emotional awareness and acknowledgement in the growth of emotional intelligence [19]. Perceptual accuracy cannot be successfully translated toward effective conflict resolution solution unless an individual is able to adjust their coping strategy and emotional reaction, according to the critical mediating role of Emotion understanding, this is also one of the important emotion or step of respond our own idea or deal with people surrounding us. The connection between experiencing emotion and employing appropriate strategies to understanding of own thoughts and others. These findings support the notion that emotional intelligence (EI) comprise the abilities to emotional and regulate then in an adaptive manner with the good performance [5].

Research has emphasized how important it is to incorporate active perception and Emotion Understanding in emotional intelligence performance training program that aim to enhance participant's capacity for conflict resolution. People may benefit program that place an emphasis on improving perceptual accuracy, cultivating adaptive coping and raising mindfulness in order to gain positive conflict management skill and attain desired outcome in both interpersonal and professional situation.

5.2. Conclusion

To sum up, this work has involved a detailed examination of the structure model with the goal of enhancing emotional intelligence performance in conflict resolution. Our objective was to comprehend the intricacies of this concept and its connection to the creation of effective conflict resolution strategies. We have synthesized the body of prior literature and found key components of the structural framework that significantly increase emotional intelligence. It becomes evident that critical elements that cooperate to effectively navigate the difficulties of conflict resolution scenarios are active perception, Emotion Understanding and Task Complexity, but base on the study and data analysis we were find out that in the structural model of Active perception and Emotion Understanding, Task Complexity was moderated on this two relation on EI performance in conflict resolution. One of the study's noteworthy achievements is the integration of these three concepts into a logical framework. In combination, active perception, Emotion Understanding and Task complexity creates a dynamic paradigm that considers how complicated emotions might be in conflictual circumstances. Our findings have implications for conflict resolution professionals. By identifying and leveraging the synergies found in the structural model, practitioners can develop targeted interventions meant to improve emotional intelligence. Through the introduction of more constructive methods for resolving conflicts, these treatments have the potential to foster healthier relationships under a range of conditions. Future research projects should consider the empirical validations of the proposed structural model, employing multiple methods to observe its application in real-world conflict scenarios. Longitudinal studies could shed light on the long-term consequences of this kind of therapy. The analysis of the existing research forms the basis of our work, and ethical issues involve acknowledging the original

authors. The fact that we openly acknowledge the absents of primary data collection support the reliability of our conclusion. In summary, our investigation into the structure model for enhancing emotional intelligence performance in conflict resolution represent the significant step toward deeper comprehension of effective conflict resolution strategies.

5.3. Implication

The outcome of the present investigation has significant implication for both the application and research of emotional intelligence (EI) and conflict resolution. Generally interacting, the results provide useful knowledge to individual working in organization growth and conflict resolution conditioning. Individual can design training application that particular target active perception, Emotion Understanding and Task complexity in conflict resolution, given their understanding of their an important in the process. Improving training course with practical exercise, scenario, and attention practices can improve participant adaptive coping strategies that increase beneficial interpersonal interaction, emotional intelligence, and the constructive resolution of conflict in the workplace. The ramification goes beyond the workplace and highlight how crucial is it to incorporate emotional intelligence training into corniculate at all educational level. Teachers can incorporate discussions and activities that improve their students' adaptive coping strategies, mindfulness practices, and perceptual accuracy. Early emotional intelligence development can equip students with the interpersonal skills needed for successful conflict resolution, which will improve academic performance and lead to healthier relationships.

This study advances our theoretical understanding of the mechanisms underlying emotional intelligence and conflict resolution, as seen from a research standpoint. By examining other variables that might affect the connection between active perception, Emotion understanding and Task complexity in conflict resolution settings, future research can expand on these findings. To confirm the relationships found and evaluate the long-term effects of EI training interventions on individual and organizational outcomes, longitudinal studies investigating the efficacy of these interventions in real-world settings are necessary. Promoting emotional intelligence and practical conflict resolution techniques can help create a more inclusive and harmonious society on a larger scale. Communities can alleviate interpersonal tensions, enhance social cohesion, and cultivate mutual understanding among diverse groups by providing individuals with the necessary skills to resolve conflicts in a constructive and compassionate manner.

To sum up, the study's implications are not limited to the academic sphere; they also encompass practical, educational, research, and social domains. Through the application of these insights, practitioners, educators, researchers, and policymakers can engage in cooperative efforts to establish settings that nurture emotional intelligence, facilitate successful resolution of conflicts, and encourage constructive social transformation.

5.4. Limitation and Future Research

In spite of the noteworthy results, a number of limitations should be taken into account. Due to the cross-sectional design of the study, causal inferences cannot be drawn from the reliance on self-report measures, which may introduce response biases. To validate the observed relationships, future

research could include multi-method assessments and longitudinal designs.

Moreover, examining context-specific and scenario variables may provide a deeper understanding of the complicated relationships of emotional intelligence in conflict resolution. In summary, this study contributes to the growing corpus of investigations on emotional intelligence (EI) in conflict resolution situation by understanding the roles of active perception, Emotion understanding and task complexity in creating effective of conflict responses or conflict resolution. These components can be added to emotional intelligence (EI) training programs to provide participants the skills and information necessary to settle disputes amicably and foster happy relationships with others.

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