



# A STUDY ON CONFLICT MANAGEMENT USING BARON MODEL

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**Abstract :** BarOn has proved emotional intelligence can bring conflict resolution in his paper *Optimizing people*. BarOn has also proved EQ can be increased and emotional intelligence can minimize conflict. In this paper we have proved each conflicting style can be related to specific BarOn competency, since all BarOn competencies have specific emotional and social intelligence skills, we combine emotional and social components with TKI. We examine the relationship between BarOn competencies and Thomas-kilmann conflict mode instrument. We have proved that the conflicting style of a person can be changed and EI can be increased using BarOn's model, since BarOn has explained skills related to each competency and that skills can be improved so as to minimize conflict in the organization and effective running of the organization, retaining competitive edge with effective team bonding. This study is about relationship between baron model and a wider variety of human performance. Emotional and social intelligence mainly focuses on abilities. We also give new definitions of abilities in this paper.

**Keywords - Conflict management, emotional intelligence, conflict style, BarOn competencies.**

## I. INTRODUCTION

This paper aims at developing a model of resolving conflict by using baron's model and how a particular trait can be identified and made more productive for the welfare of organization. In this paper we are about to identify elements which propagate conflict and causes of conflict at an individual level. People are also the important asset of the organization, therefore the functioning of the organization and its processes may be affected by conflict between people thus leading to disaster or malfunctioning of the organization which may affect productivity leading to lose their competitive edge, so it is necessary to identify which type of people are involved in conflict and to access their behaviour so as to bring out positive and negative effects of such types of behaviour. We examine the social, emotional and personal factors which are responsible for intelligent behaviour and how those skills are contained within conflict styles.

Earlier research was made focussing on emotions, behaviour, antecedent conditions and environmental conditions. Identifying conflict behaviour of people is an important part so that strategically necessary steps can be taken to minimize conflict. Many conflict styles are possible for a single BarOn component but we relate the most suited for a particular conflict style. This study is undertaken to understand the conflict styles of people in an organization and their related positive affects of those conflict styles using BarOn model on an individual aspect. This also indicates the emotional intelligence of a person in determining success in life. The outcome indicates an effective conflict management by analyzing the positive impacts of a particular conflict style, organizing the workplace and it is possible to bring about a change in negative conflict styles. It has been proved that the baron model is teachable and learnable. This is an expanded model valid, robust and viable.

## II. LITERATURE REVIEW

Conflict behavior is any behavioral response to the experience of frustration, while conflict management is the predetermined action to deal with conflictive situations, both to prevent or to escalate them. Handling conflict means how you effectuate during a confrontation. The ability to negotiate during emotional or tense situations, tactfully bringing disagreements into the open and defining solutions that everyone can endorse is known as conflict management.

An evaluation of the Positive Emotional Experiences Scale by Rene van Wyk has suggested that the positive organisational behaviour movement emphasises the advantages of psychological strengths in business. The Bar-On Emotional Quotient Inventory (EQ-i):Evaluation of Psychometric Aspects in the Dutch Speaking Part of Belgium, april (2012) by Mercedes De Weerd and Gina Rossi has stated that BarOn began his research in 1980 with a systematic review of variables such as abilities, competencies and skills which he believed to be responsible for success in general (Bar-On, 1997a). They have defined EI as the

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general idea in that a large part of success seems to be determined by non-IQ factors and also emotional intelligence can be seen as a meta-ability, comprising an important set of factors such as motivation, impulse control, mood-regulation, empathy which determine how well we use abilities, such as cognitive intelligence. Deutsch's classic theory of competition and cooperation describes the antecedents and consequences of people's cooperative or competitive orientations and allows insights into what can give rise to constructive or destructive conflict processes (Deutsch, 1973, 2002). According to Maslow (1943), it is the pursuit and attainment of these higher needs that lead to positive feelings. Peter Kuppens, Anu Realo, Ed Diener, 2008 have revealed through the paper, "The role of positive and negative emotions in life satisfaction judgment across nations" that a hedonistic view of life would suggest life satisfaction which is positively related to positive emotions and negatively related to negative emotion.

Some perceive it as a reflection of interpersonal hostility, while others regard it as an interpersonal disagreement stemming out of different choices or preferences (Barki & Hartwick, 2001). Classical Organizational theory states that conflict is undesirable and should be eliminated. Litterer (1966) pointed out the probability of conflict occurring in the organization could be mitigated through adequate job definition, detailed specification of relationships among positions, careful selection of people to fill positions, and thorough training of people once they had been assigned. Floyd and Lane (2000) indicated that employees can provide different solutions for a specific conflict. There are certain types of conflict which are deemed as having a high potential of successful resolution. Montes, C., Rodríguez, D., & Serrano, G. (2012) in the paper "Affective choice of conflict management styles" had denoted that the first conceptual scheme for classifying conflict styles was presented by Blake and Mouton (1964), they identified five modes of handling conflict as forcing, withdrawing, smoothing, compromising, and problem solving. Following Blake and Mouton's (1964) Managerial Grid, a conflict management by these five different ways were accomplished depending on whether the individuals involved, specifically managers, have high or low concern for production and high or low concern for people. Blake and Mouton's (1964) two-dimensional typology has been reinterpreted as, for example, concerns for work relationship and personal goals (Hall, 1969), cooperativeness and assertiveness (Thomas, 1976), other's and own interests and outcomes (Pruitt, 1983; Pruitt and Rubin, 1986). Rahim and Magner (1995), Rahim and Bonoma's (1979) formulation has been one of the most popular revisions.

Corwin (1969) has defined conflict based on interpersonal disagreements and disputes. Thomas (1992) has identified conflict as the process which begins when one party perceives that another has frustrated or about to frustrate some concern of his. Conflict is a type of disagreement related to managing work. Putnam and Poole (1987) have argued that individuals or groups may be incompatible in the work environment. Conflict is also a pre-requisite of growing organizations, a necessity for innovation and creativity (Chen, 2006; Jehn & Bendersky, 2003). It is cautioned by the interactionist view of conflict theory that harmonious, peaceful, tranquil and cooperative groups may be prone to be static, apathetic and non responsive to the needs for change and innovation. Research in conflict has become a distinctive area of interest for some organizations. There are also various researches coming up nowadays by new ways and means to resolve conflict in the workplace. Conflict affects productivity at a huge level (Rahim, 2002). According to Passos and Caetano (2005), affective conflict arises when an incongruity occurs in the emotional experience of two or more employees. Task conflict can be manifested in scenarios when team members get different directions from different department. The task conflict may escalate into affective one due to inclusion of negative emotions. Organizational members would require training and on-the-job experience to select and use styles of handling interpersonal conflict so that various conflict situations can be appropriately dealt with. In general, managing conflict to enhance learning and effectiveness require the use of integrating or problem solving style (Rahim, 2001; Gray, 1989). Barbara L. Fredrickson in his paper "The value of positive emotions of, American Scientist the magazine of Sigma Xi", The Scientific Research Society, suggests that positive emotions can lead to the discovery of novel ideas, actions and social bonds. Organizations in which there is little or no conflict may stagnate (Afzalur Rahim, 2002). It has been argued that personality traits contribute more to the *growth motivation* (Delmar, 1996). An organization that encourages participation (integrating) and problem solving (compromising) behaviour attains a higher level of performance (Likert & Likert, 1976).

### III. RESEARCH METHODOLOGY

The total sample for this study included 100 people who were employees. The data collection tool used was TKI. Sampling was taken and their conflict styles were identified. The data were analyzed using SPSS. The results could indicate validity and reliability.

#### 3.1 Primary data

Data for this study has been collected through questionnaires consisting of a sample of 100 respondents.

#### 3.2 Secondary data

Secondary data has been collected through online journals, books, articles and websites.

### IV. MODEL

A model has been developed based on the conflict management style of people and its related competencies of the baron model. An indepth analysis has been made about relation between conflict management styles and baron competencies. This model helps to give a realistic sense of the current abilities of people's conflict management style. A wider analysis has been made on reactive thought patterns of positive emotions. This model emphasizes personal strengths of individuals related to psychological disciplines and organizational behaviour.

#### 4.1 Theory of Emotional Intelligence

In the last decade EI has gained many popularity. In the course of last two decades, Emotional Intelligence (EI) concept has become a very important indicator of a person's knowledge, skills and abilities in workplace, school and personal life. This suggests that EI plays a significant role in the job performance, motivation, decision making, successful management and leadership. Emotions are involved in everything people do: every action, decision and judgement. Emotional intelligence can affect areas like personnel selection, development of employees, team and organization. Charles Darwin had clearly stated

emotions exist for our survival and serves an adaptive role. The organization must train their employees to develop their interpersonal skills and emotional intelligence and work effectively within a variety of changing groups (Reuven Bar-On et al, 2007). Organization's to be successful, need to develop employee's emotional intelligence skills to work effectively in the organization (Bob Wall,2008). Three models of emotional intelligence have been identified by research scholars they are ability, mixed and trait models. The combination of ability and trait are called mixed models. Bar-On has developed a mixed model of emotional intelligence wellknown as emotional and social intelligence (ESI). ESI includes 5 scales, 15 subscales and 133 questionnaires in research to find EQ related to emotional and social intelligence.

**4.2 Thomas kilmann conflict mode instrument**

Thomas and kilmann has designed a conflict mode instrument to access the behaviour and conflict styles of people which involves two dimensions known as assertiveness and cooperativeness. The behaviour styles are classified based on which dimension of conflict tend to be high or low.

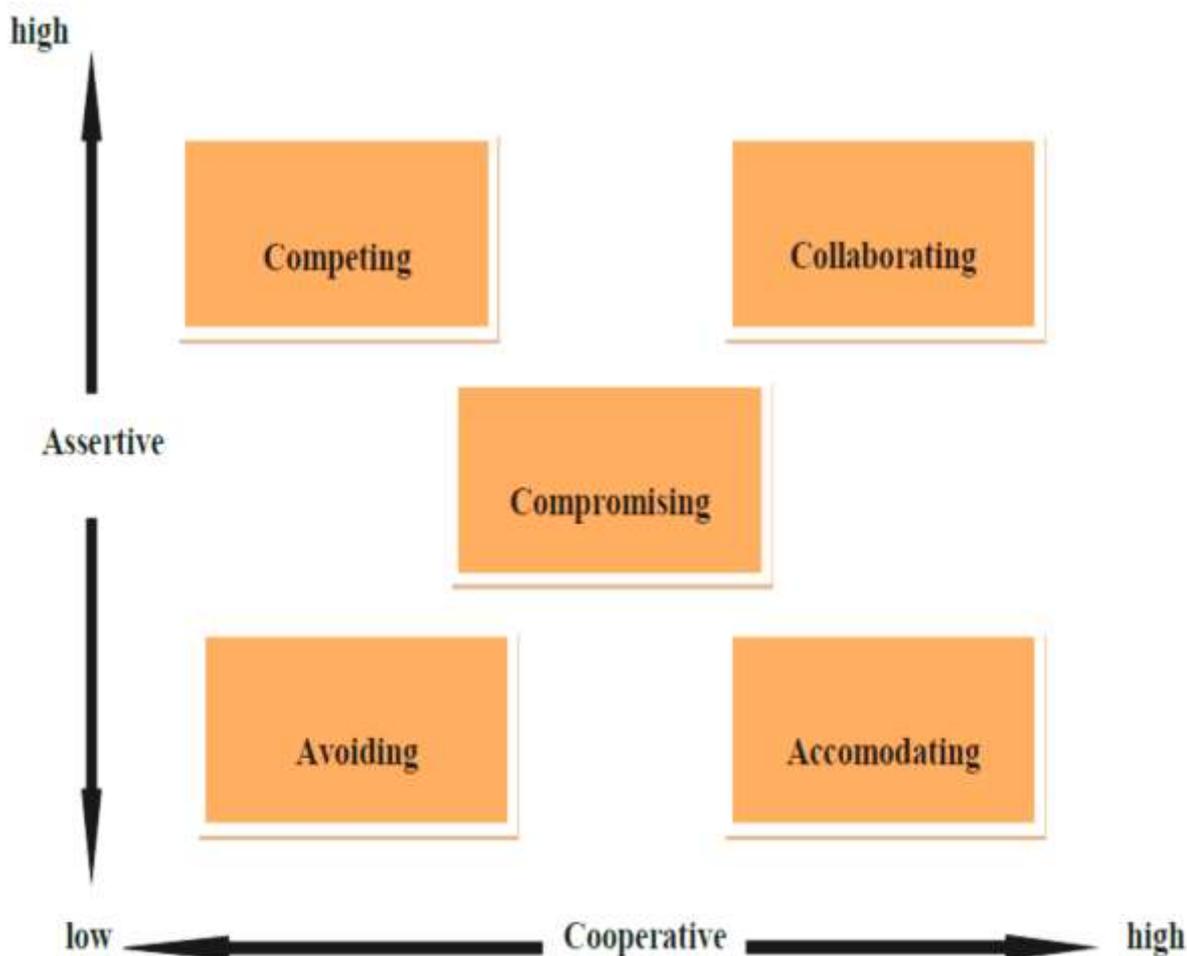


Fig 4.2 Thomas kilmann conflict mode instrument

The five basic dimensions are competing, collaborating, compromising, avoiding, accommodating. These people also have unique features or characteristics, we call them as emotional intelligence skills. However, the moods that employees frequently use may be decided by their personal disposition and the requirement of the situations as they find themselves in. So, it is possible to have multiple conflict resolution style.

Research Through Innovation

### 4.3 BarOn's model

Reuven Bar-On (2006) developed the first measuring tool of emotional intelligence that was called Emotional Quotient (EQ). He defines emotional intelligence as, understand oneself and others, relating well to people and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands. Bar-On's model of emotional intelligence relates to the potential for performance and success, than performance or success itself, and it is process-oriented rather than outcome-oriented.

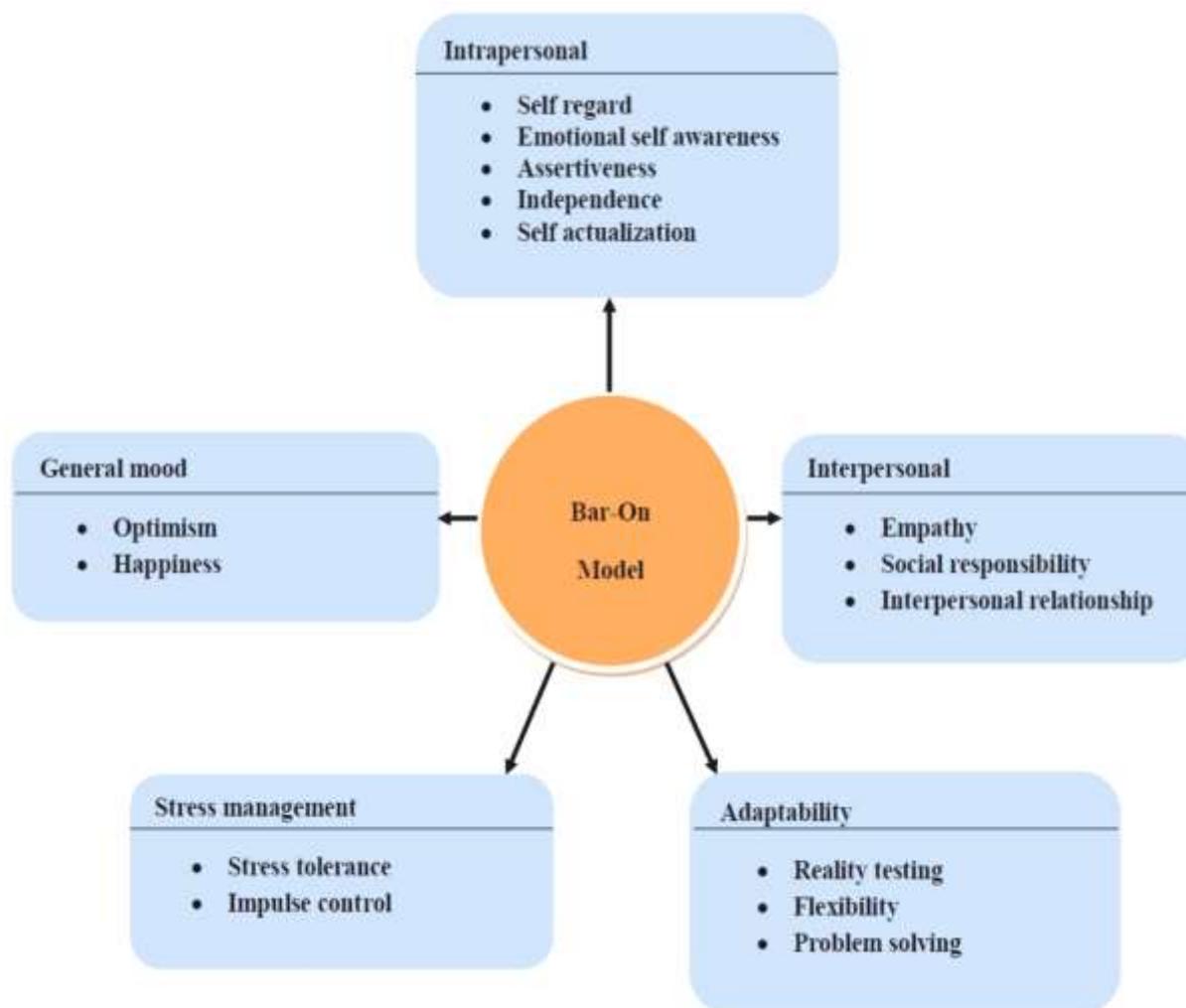


Fig 4.3 BarOn's Model of emotional and social intelligence

It focuses on a group of emotional and social abilities, including the ability to be aware of, understand, and express oneself, and the ability to be aware of and understand others also, the ability to deal with strong emotions, and the ability to adapt to change and solve problems of a social or personal nature

Bar-On found that individuals with higher than average EQ are more successful in meeting environmental demands and pressures and deficiency in emotional intelligence can mean a lack of success and the existence of emotional problems. In general, Bar-On considers emotional intelligence and cognitive intelligence to contribute equally to a person's general intelligence, which then offers an indication of one's potential to succeed in life. In his model, Bar-On indicates five components of emotional intelligence: *intrapersonal, interpersonal, adaptability, stress management and general mood*. These components have sub-components. Each of these 5 factors comprises a number of closely related competencies, skills and facilitators.

Reuven Bar-On coined the term "EQ" ("Emotional Quotient") described his approach to assess emotional and social competence. He created the Emotional Quotient Inventory (EQ-i), which is the first test of emotional intelligence. This emotional and social competence is essential for organizational wellbeing. This model consist of key components of emotional and social wellbeing. The five components include Intrapersonal, Interpersonal, Adaptability, Stress management and General mood. Intrapersonal is defined as one's own self-awareness and self-expression. Interpersonal is defined as social awareness and interaction. Interpersonal individuals have good social skills. Stress management is defined as emotional management and control. These individuals are calm, rarely impulsive, and work well under pressure. Adaptability is defined as the change management. General mood is defined as self-motivation. These people have cheerful, positive, hopeful, and optimistic attitudes. They know how to enjoy life and to create an uplifting and positive atmosphere in the workplace (BarOn, 2004, p. 44; Bar- On & Parker, 2000b; Matthews et al., 2002, p.15). Some of the features are,

- First there is no negative personalization in BarOn's components.

- The mental ability of a person can be easily determined.
- Identifying emotional intelligence can increase performance.
- We need to identify how much emotional intelligence matters for success, such hyperbole can be view with this psychological perspective.

#### 4.4 Describing TKI with BarOn

5 conflicting styles can be related to 5 BarOn competencies. Thomas kilmann conflict mode instrument is used to assess behaviour in conflict situations. The Bar-On model of ESI predicts various aspects of human performance. Since conflict styles and behaviour of people will be changed according to their moods, TKI assessment will be answered depending on people's thought process which may cause changes in conflict styles of people. Also, multiple conflict styles are possible for an individual. These behavioural sciences can be related to Reuven BarOn's competencies. BarOn's competencies are a constant one and it produces accurate results that a person may consist of a particular competency. According to Thomas kilmann conflict mode instrument it is possible to describe a persons behaviour along two dimensions they are assertiveness and cooperativeness. Through assertiveness the individual attempts to satisfy own concerns, through cooperativeness the individual attempts to satisfy others concerns. This particular finding can also be related to BarOn model, in that the individual who attempt to satisfy own concerns may have a high degree of Intrapersonal and general mood competencies. At the least they may have Interpersonal and stress management competencies. The individual who attempt to satisfy others concerns may have a high degree of Interpersonal and general mood competencies. At the least they may have Intrapersonal and stress management competencies. And people who satisfy own concerns as well as others concerns may have adaptability.

A basic definition of conflict may indicate negative aspect. However, each conflict style may have its own positive affects when interrelated with emotional intelligence, as each of the five conflict styles can be related to five BarOn competencies where BarOn has described each emotional intelligence component consisting of sub-components.

#### 4.4.1 Competing

Competing people are assertive. Competing means trying to win a position, defending a position and ability to argue. For trivial problems competing is appropriate.

##### 4.4.1.1 Relationship between competing and Interpersonal

A competing person may have more of interpersonal skills. Some emotional intelligence capabilities related to competing as given by BarOn may include, Self regard, Emotional self awareness, Assertiveness, Independence, Self actualization.

#### 4.4.2 Collaborating

Collaborating people are both assertive and cooperative, Collaborating is identifying an issue with underlying concerns of both individuals to find alternatives or a creative solution to the problem (problem solving). When issues are complex collaborating can be a useful conflict style.

##### 4.4.2.1 Relationship between collaborating and General mood

A collaborating person may have a general mood. Some emotional intelligence capabilities related to collaborating as given by BarOn are Optimism and happiness.

#### 4.4.3 Compromising

Compromising people are an intermediate between assertiveness and cooperativeness. Compromising means finding expedient mutually acceptable solutions (sharing) but does not explore an issue indepth as collaborating.

##### 4.4.3.1 Relationship between Compromising and Adaptability

A compromising person may have adaptability. Some emotional intelligence capabilities related to compromising as given by BarOn are reality testing, flexibility, problem solving.

#### 4.4.4 Avoiding

Avoiding people are neither assertive nor cooperative. Avoiding means side-stepping issues (withdrawing) without addressing conflict.

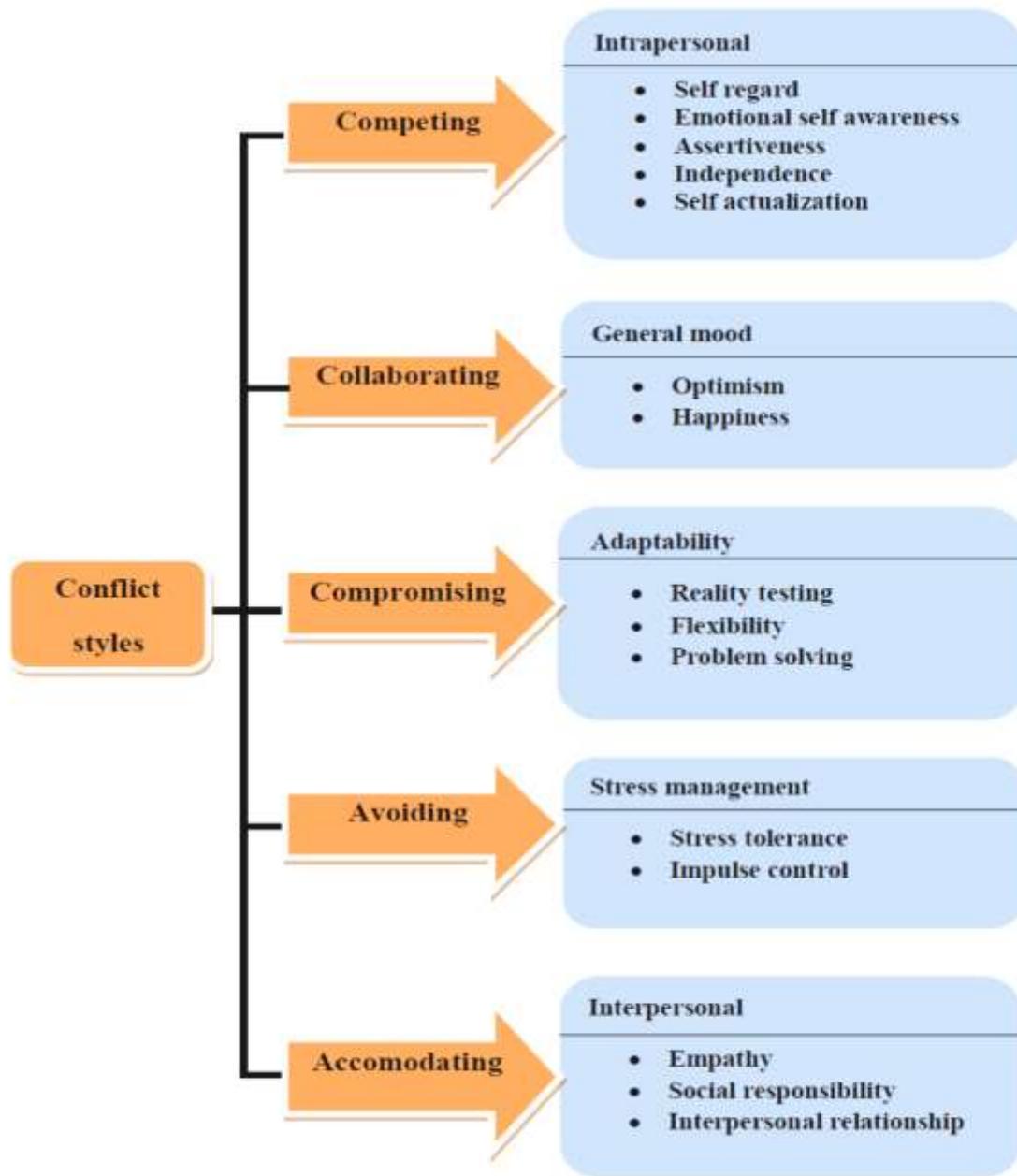


Fig 4.4 Integrated model of TKI and BarOn

#### 4.4.4.1 Relationship between Avoiding and stress management

Avoiding people may have much of stress management skills. People avoid situations in order to avoid stress. Some emotional intelligence capabilities related to avoiding as given by BarOn are Stress tolerance and Impulse control.

#### 4.4.5 Accommodating

Accommodating people are cooperative. Accommodating means neglecting own concerns to satisfy other persons concerns (smoothing) or self sacrifice and selfless generosity.

#### 4.4.5.1 Relationship between Accommodating and Interpersonal

Accommodating people may have more of Interpersonal skills. Some emotional intelligence capabilities related to accommodating as given by BarOn are empathy, social responsibility and Interpersonal relationship.

These are some of the techniques for modifying conflict situations so that they are more likely to result in positive effects. The conflict process according to Thomas Kilmann include frustration leading to conceptualization which leads to behaviour and reaction of the opposite side, conceptualization, behaviour and reaction are cyclic process which results in consequence. Our model of integration will avoid conflict style before reaching the behaviour stage.

### V. MANAGING CONFLICT USING BARON MODEL

Dr. Reuven BarOn is a clinical psychologist since 1972. Barons model is a positive psychology that is being related to conflict management styles in this paper. Baron emotional quotient inventory has certain psychometric properties. BarOn (1997) analyses a person's ability and potential to recognise and regulate conflicts.

### 5.1 Increasing emotional intelligence

Level of emotional intelligence is not fixed genetically rather it is learnt. The term emotional quotient (EQ) was coined in 1985 by Reuven BarOn to describe social and emotional competence. The BarOn's model of emotional and social intelligence is an important determinant to change or increase the emotional intelligence of a person. This can have an important effect in the company's performance. For example staff in McDonald's Moscow branch should serve food with a smile, greeting customers with a grimace. This indicates a smiling training or an emotional expression that leads to productivity. Let us learn about these psychometric properties in more detail.

### 5.2 Positive affects of increasing emotional intelligence

Psychological wellbeing of a person is essential for determining success of a person as well as the organization. Environmental factors influence the behaviour of a person. When group members are dominated by negative emotions, their cognition and behaviour reflects the same negativity. Therefore it is essential to eliminate this negativity and identify positive affects behind each of the conflict style. Emotional intelligence is a crucial factor in the organizations performance and growth. Best performers of a company are those who possess a high level of emotional intelligence based upon BarOn's model. Based on this let us formulate the following hypothesis,

H1: There is a significant relationship between conflict styles and BarOn components.

H1a: There is a significant relationship between Competing style and Intrapersonal.

H1b: There is a significant relationship between Collaborating style and General mood.

H1c: There is a significant relationship between Compromising style and Adaptability.

H1d: There is a significant relationship between Avoiding style and Stress management.

H1e: There is a significant relationship between Accommodating style and Interpersonal.

### 5.3 Psychometric properties of BarOn model

BarOn's mixed model denotes the idea that emotional intelligence assesses aspects of personality as well as cognitive intelligence. In addition to the emotional intelligence (Schutle, 2006), there are many aspects of personality that would denote positive affects of conflict styles in relation to emotional intelligence. The emotional centre of the brain gives rise to feelings and emotions and the neocortex is responsible for thinking and reasoning. Emotions determine the rational decisions and choices we make. There is increasing evidence that emotional intelligence has greater impact on our ability to learn. According to science, a visual signal when produced, goes from retina to thalamus. Amygdala in the brain is responsible for triggering an emotional response, which creates an emotional brain. Messages are analysed by visual cortex and transferred to amygdala in the brain, but some original signal goes straight to amygdala from the thalamus and the emotional response is triggered very quickly. This is the function of the brain related to an emotional response.

The prefrontal cortex is located at the anterior of the frontal lobe and is responsible for tasks requiring rapid learning and quick judgments. This area has been thought to play important roles in social behavior and in processing emotion-related thoughts, behaviors, and goals (see review by Davidson et al., 2007). The ventromedial prefrontal cortex appears to be governing basic aspects of ESI (Bar-On et al., 2003) while the dorsolateral prefrontal cortex is thought to govern key aspects of cognitive functioning. There is also neurological evidence suggesting that the neural centers governing emotional-social intelligence and those governing cognitive intelligence are located in different areas of the brain thus proved there is no relationship between a person's IQ (Intelligent Quotient) and EQ (Emotional Quotient). Since prefrontal cortex has the ability to learn, it is proved that it is possible to learn and replicate emotions.

Many psychological tests reveal that people tend to think broadly when experiencing positive emotions. The positive emotions will broaden people's mindsets, which allows them to solve problems. Positive emotions can lead to the discovery of novel ideas, actions and social bonds enhancing performance in interviews (Lyons & Schneider, 2005) and in predicting turnover (Day & Carroll, 2004). Specific thoughts are related to specific emotions: for example, hopelessness, helplessness and irrevocable loss are associated with sadness; perceptions that someone or something is standing in the way of a goal is associated with anger; appraisals of threats are related to anxiety (Levine, Safer, & Lench, 2006). Age differences can reveal performance in tasks requiring fluid intelligence, that is the ability to learn quickly, respond rapidly to often changing situations. Working memory is dependent not only on biological factors, but also on motivational influences. However, BarOn's model of assessing skills can enable greater motivation and focus on positive stimuli. BarOn's model consist of non-cognitive personality traits. It has been proved that the BarOn model is teachable and learnable. When learnt the first step in improvement in your EI will be emotional self awareness and empathy, which are important components of ESI, then your self-regard, self-actualization, stress tolerance, reality testing and happiness increases. These factors can be enhanced by simple didactic methods over a relatively short period of time.

### 5.4 How EI can be changed / change of conflict style using BarOn's model

#### 5.4.1 Intrapersonal

Competing people are high in Intrapersonal skills. They have the majority of self regard, emotional self awareness which can be used in good decision making and intuition. Assertiveness and Independent characteristics can picture they are self reliant and free of emotional dependency on others. Self actualization skills are essential for a person's motivation.

#### 5.4.2 General mood

Collaborating people often have a general mood. They have a high level of self-motivation and a good influence of general outlook on life and contentment. These people are optimistic in that they have a positive outlook on life and happiness.

#### 5.4.3 Adaptability

Compromising people have effective change management. They have a leading adaptability skills that has a good effect on personal and interpersonal change. These people have skills of reality testing, which enables them to think with external reality and flexibility in daily life as well as they have a problem solving nature that can generate effective solutions to problems. Adaptable people will have a sense of emotional control that can lead to effective team formations.

#### 5.4.4 Stress management

Avoiding people have good stress management skills. They have distinguished emotional management and control. Some of the skills related to these people are stress tolerance in that they can manage their emotions and impulse control where control over emotions is possible. People avoid situations in order to avoid stress.



Fig 5.4 Positive affects of conflict styles

#### 5.4.5 Interpersonal

Acomodating people are high in Interpersonal skills. They have the majority of empathy which enables them to be aware of and understand how others feel and social responsibility which indicates social awareness as well as interpersonal relationships in that they are able to establish mutually satisfying relationships.

BarOn skills and behaviors impact intelligent behaviour. Decades of research on psychotherapy, selfhelp programs, cognitive behaviour therapy, training programs and education have shown that people can change their behaviour, moods and self image. Researchers have proved it is possible to change or develop over two to five years. It is also important to develop emotional literacy to change an individual's conflict style. Emotional literacy can be developed by identifying one's feelings, having a heartfelt sense of empathy, managing and controlling emotions, repairing emotional damage and then by emotional interactivity. EI can be developed to increase effectiveness at work and for personal growth objective.

It is possible to change one's conflict style by relating to emotional intelligence. This can be achieved by optimising people of the organization. In this paper we are assessing the psychological and inner state of people with conflict styles. It is important to understand that these internal factors are related to one's emotional intelligence for growth of the individual and organization.

Dr.Reuven BarOn in his book *Optimizing People: A Practice Guide for Applying Emotional Intelligence to Improve Personal and Organizational Effectiveness (The Last Corporate Secret)* has described emotional and social intelligence as the single biggest factor that leverages the success of people. Also it has been proved that people can be found, hired, trained and retained in organizations with the right stuff by determining their emotional intelligence. Conflict styles can also reveal emotional intelligence. All conflict styles reveal some healthy personality that has some of the positive traits which can increase growth. This can also be verified through the first peer-reviewed paper on the neurological basis of emotional and social intelligence by BarOn.

### 5.5 How to change employee attitude

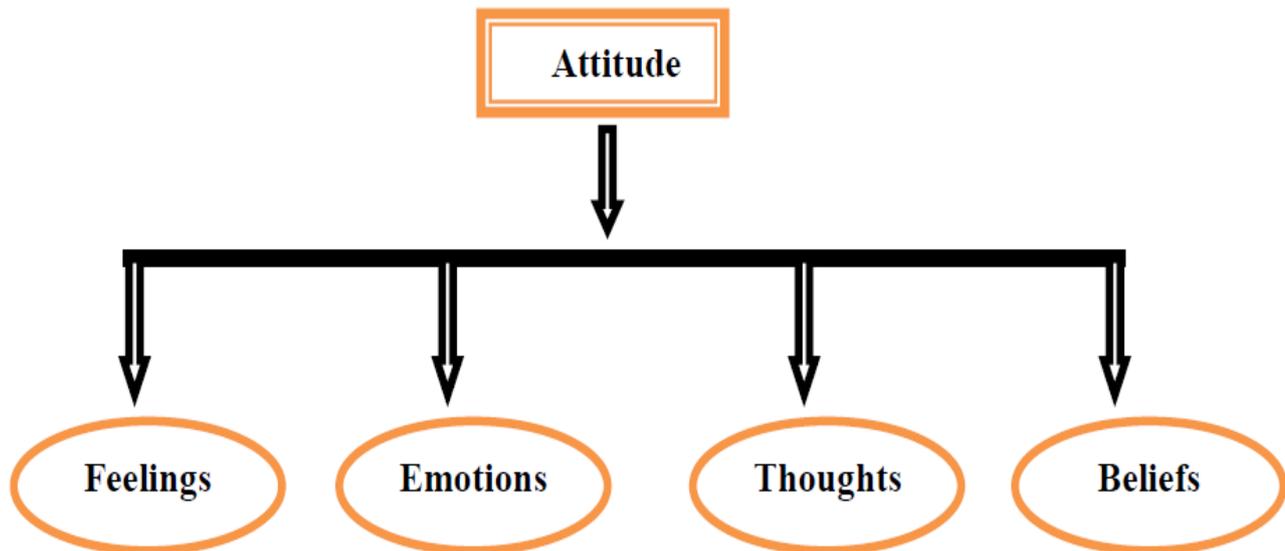


Fig 5.5 Components of attitude

Employees attitudes can be found through TKI. Evaluating conflict styles helps to identify those who could benefit from training and development in order to handle conflict in a more productive way. When it comes to an individual's level of task performance at work, research shows that behavior predicts whether an individual completes tasks on time, the amount of work completed, and the quality and accuracy of that work.

Learning to manage emotions is the most important thing. All emotions have a helpful role to play though they can be pleasant or unpleasant. Learning to tune-in to our emotions better through our body, our mind, our behaviour can help us better understand our emotions. All people have a comfort zone called the zone of tolerance sometimes called the window of tolerance. Developing and understanding of emotions at an early stage can help us grow positive emotions. Different temperaments can determine how sensitive we are to emotions and how we tend to react. This temperament and our environment deeply affects how we learn to manage emotions. The zone of tolerance is known as the comfort zone, where emotions can be managed productively based on how intense the emotion is. People must also be aware of being in the state of hyperarousal (the emotion is overwhelming) or hypoarousal (the emotion is shut-down). Either hyperarousal or a state of hypoarousal can lead to conflict. One way to avoid this is to stay in the zone and keep track of emotional reactions. Emotional control is some process of adaptation. Homeostatic is a process of attaining emotional equilibrium.

Further, behaviors have been associated with a range of activities that contribute to positive social and psychological aspects of an organization and generally involve more interpersonally relevant tasks, such as working in teams, providing courteous service, managing conflict, and displaying leadership. Management should be able to know the attitudes of employees through the first line supervisors and through the superiors at all other levels. In medium and large sized companies however superiors may not convey any dissatisfaction of work to the boss because they learn to tell the boss what he wants to hear. In many cases discontent may mount inside and may suddenly burst out in the open anytime in the form of conflict. So, a systematic survey may reveal the actual state of affairs. The purpose of the survey is, in a way feeling the pulse of the people. Here are some of the more convenient ways that identify positive traits associated with each conflict style by using BarOn model and its components which can be used to identify employee attitudes and its fruitfulness.

### 5.6 Minimizing conflict in organizations

Bar-On has developed *Star Performer Profiling*, which involves creating statistical models that are used in hiring, training and promoting high performing employees who are capable of increasing overall organizational effectiveness, productivity and profitability. This process helped organizations save and make hundreds of millions of dollars since 1996.

Dr. Bar-On co- designed a handheld device for NASA that monitors the cognitive and neurological functioning of astronauts aboard space stations which will hopefully be used in extended space travel. Each conflict style being related to a

BarOn model consist of multiple ways/skills to minimize a problem. Each BarOn component consist of subcomponent / skills related to people. There are 5 scales and 15 subscales which are crucial in determining one's EQ (Emotional Quotient). These skills needed to be identified by the organization before they are hired, trained or when related to a group performance, to learn from experience and to respond effectively. Emotional intelligence increases with age also emotional intelligence is a set of competencies, which direct and control one's feelings towards work and performance at work. Self confident people are more successful. Self controlled people think clearly and stay focussed under pressure. Innovative people generate new ideas. Older age is related to increases in the ability to regulate the emotions, such that people engage in thoughts and actions that decrease exposure to negative situations and sometimes increase their exposure to positive events. Such people can handle conflict. Effective use of emotional intelligence will give better team harmony (Ashforth et al, 1995). Managers, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Another important finding from these studies is about star employees. Star employees possess more EQ than other employees.

To minimize conflict,

- First we need emotional self awareness and emotional self control. We can build self awareness and control through meditation. (This means recognising and managing emotions which can help others through emotional or tense situations)
- Second we need empathy and adaptability. being able to understand and respect viewpoints of others can help bring adaptability (to take time to understand different perspectives to consider alternatives)
- Thirdly organizational awareness (to recognize how specific conflict relates to overall organizational dynamics)

Skills can be improved with EI competencies. ECI can help to have a realistic sense of your current abilities. Based on the assessment we can decide which areas to focus on and improve the abilities.

### 5.7 Retaining competitive edge

Business success requires the ability to read other people's emotions and respond appropriately. Understanding how to interpret the emotions of others may help to avoid potential conflict (Jones & Bodtger, 2001). When a person is overwhelmed by a flood of emotion in a conflict situation, one's ability to think effectively diminishes (Jones & Bodtger, 2001). Overwhelmed individuals may be unable to process critical affective information (Gohm, 2003). Instead, effective problem solvers know how to deal with emotional issues (Gray, 2003). Emotionally intelligent individuals are able to have a rational response to conflict (Abraham, 1999). Better understanding of EI of teams and how they resolve conflicts can enable effective and refined recruitment / selection, team formations etc., and further lead to individual wellbeing at workplace and higher team performance. Managers spend a lot of time at workplace resolving / managing conflicts. In order to be successful at any level in an organization, conflict management skills are necessary (Brewer, Mitchell & Weber, 2002). The integrating style is associated with problem solving ability, and it is the most effective style for conflict management. People tend to use the obliging style more often with superiors than with subordinates or peers (Rahim, 1983). The avoiding style is associated with withdrawing from confrontation. Cooperation requires collaboration between parties and is essential to building positive relationships (Schutte, et al., 2001). As individuals become more educated, they apparently use the avoiding style more infrequently with their bosses and co-workers. It seems that education may have an impact on learning to effectively handle conflict thus retaining competitive edge.

## VI. FINDINGS

- A positive correlation exists between conflict styles and behaviour.
- These emotional and social skills can be used in employee training programmes, team building, and in enhancing managerial competencies with emotional understanding.
- we have defined EI in terms of behaviours and skills
- This type of analysis will be useful to know about positive and negative affects of conflict management styles in the organization and how such competencies can be minimized or maximized for running of organization.
- The nature of people and their conflict styles has been identified as well as the root cause of the conflict has been identified.
- Conflict style changes depending on the conflict situation but a particular skill or BarOn competency may not change. Therefore from this paper it can be inferred that an individual may have many conflict styles depending upon the conflict situation. But BarOn's competencies are a constant one and it produces accurate results that a person may consist of a particular competency. Barons model is consistent and stable (The Bar-On Model of Emotional-Social Intelligence (ESI), 2006).
- A change in negative conflict style and an increase in emotional intelligence as indicated by BarOn can bring about an increase in performance and productivity of the organization. Understanding these special skills of conflict styles are important to retain their competitive edge.
- Such an approach could be used in mapping out those ESI areas that need to be enhanced in order to increase individual effectiveness, selfactualization and general well-being (Bar-On. R, 2006).
- By identifying that particular conflict style also have certain skills workers may focus on managing their work responsibilities.
- Team formations with competing and accommodating, avoiding and collaborating, competing and compromising will be effective.

## VII. SOLUTIONS TO CONFLICT

- Bringing adaptability can change conflict.
- Compromising and collaborating is needed for growth.
- Avoiding and competing must be eliminated.
- Team work can be insisted with appropriate conflict styles.
- Efficient leaders with emotional intelligence can be employed which minimize conflict.
- Organization learning will alleviate conflict.
- Practitioners have long claimed that meditation also provides cognitive and psychological benefits of minimizing conflict.

## VIII. ADVANTAGES

- There is no fear of rejecting a particular conflict style since all conflict styles consist of some positive traits by integrating the model.
- A large organization will be able to mitigate stress by applying this integrated model.
- People will be able to identify work environment which suits their conflict style through the integrated model.
- People will have no fear of losing their job as there are many skills related to a particular conflict style.
- People may receive some recognition.
- This model implies that each individual consist of different ways of being smart.
- These competencies are also associated with high performance job behaviour, dealing with difficult co-workers, improving morale and sales performance.
- This can reduce occupational stress giving rational control.
- From this integrated model it can be observed that there are no peaks and troughs and all conflict styles are equally significant.
- BarOn's model predicts and increases human performance.
- This reduces misconceptions about conflict styles.
- Integrated model can be used during recruitment process.

## IX. LIMITATIONS

- There is no special inventory for the model rather TKI and ESI can be used.
- The extended version of this paper may be employed to produce practical results by analysing both BarOn model and TKI.
- This model cannot be used for people under sixteen years old.
- Not a standardized measure.

## X. CONCLUSION

By applying all these necessary skills mentioned above and increasing their emotional intelligence will facilitate a change in conflict style of people. Also applying all these skills will profit the organization. Organizations will be able to follow the principle of right people for the right stuff (BarOn, 1999). These skills can also be applied by fixing right people to the right team in an organization thus portraying emotions exist for the survival. The book optimizing people by Richard Handley and BarOn helps organization to make the leap to high performance and optimizing their most vital asset - people. Emotional and social intelligence is the single biggest factor that leverages the success of people. Applying EQ as a way to find, hire, train and retain those with right stuff insists to use human capital profiling to decrease, drag and boost top end performance, helping organizations mean when it say that "people are our most important asset". A win / win capability person can be allowed to work with win / lose capability in the organization.

## XI. DISCUSSION

The integration model has the capacity to decide which conflict style will be suitable at which situation. Conflict styles with positive affects of emotional intelligence as described in this paper can be used for organizations' effectiveness and growth. In the organization perspective, the competing and avoiding styles of conflict may bring harmful effects to the organization. Also collaborating and compromising styles will facilitate the growth of the organization. The future challenge in this field is to explore how best to create an extended model. In this paper there is an exploration of the multidimensional model and it has been an extended model that captures both the potential (or ability) for emotionally and socially intelligent behavior as well as a self-report and multi-rater assessment of this type of behaviour and overcomes some of the challenges specified in the original reference of ESI, The Bar-On Model of Emotional-Social Intelligence (ESI) Reuven Bar-On *University of Texas Medical Branch*, Original Reference Bar-On, R. (2006).

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