

Impact Of Emotion Management On Employee Performance And Conflict Resolution – An Empirical View.

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ABSTRACT

It is recognized today that emotion management plays a significant role in performance improvement and harmony within the organization. This paper attempts to explore the impact of emotion management on employee performance and conflict resolution. This study is carried out using empirical data from 199 employees of Tirunelveli District. Factor analysis and SEM techniques were used to analyze the collected data. It is found that emotion management improves the performance level of employees and it is necessary for resolving conflicts in the workplace..

Keywords: Emotion Management, Employee Performance, Conflict Resolution, Emotional Intelligence, SEM Model, Organizational Behaviour

INTRODUCTION

Emotional intelligence and emotion management skills have emerged as necessary abilities for people working in contemporary organizations. Emotion management is defined as the capability of regulating one's emotions in a working environment. This skill has been found to significantly influence employee performance and conflict resolution.

Research findings reveal that there is a positive correlation between emotional intelligence and employee performance. Employees who possess better emotional intelligence skills tend to manage stress effectively in the work environment. Ineffective emotion management may cause many problems, including conflicts among employees.

REVIEW OF LITERATURE

Way, K. A., Jimmieson, N. J., & Bordia, P. (2020) studied the relationship between supervisor conflict management climate, emotion recognition ability, and collective employee burnout. Conducting their research with the help of hierarchical regression analysis, the authors examined the data provided by 972 teaching professionals belonging to 109 work teams. It is suggested that a supervisor conflict management climate such as yielding, collaboration, and forcing can be significantly moderated by both emotional and situational variables. For example, if there is a climate of yielding conflict management, it leads to higher levels of burnout of employees when the supervisors' emotion recognition ability is low. On the other hand, the presence of such a climate ceases to affect the burnout rates when the emotion recognition skills of supervisors become high. Moreover, the forcing conflict climate which is considered to be rather undesirable is shown to contribute to lower burnout if accompanied by high emotional and relationship conflict level.

In their study, Su Juan Zhang, Yong Qiang Chen, and Hui Sun (2015) sought to investigate the correlation between emotional intelligence (EI), conflict management styles (CMSs), and innovation performance among construction industry workers in China. The study, which used the statistical data gathered from 159 participants and processed via SPSS with bootstrapping techniques, revealed that emotional intelligence has a positive and significant association with different conflict management styles (integrating, compromising, and dominating styles) and innovation performance. Of all the conflict management styles, the integrating style showed high potential for positively influencing innovation performance, making it an intermediary factor between EI and innovation performance. It can be inferred from this study that individuals with higher levels of emotional intelligence have the ability to handle conflicts effectively, thereby improving their innovativeness.

The effects of emotions in workplace conflict were analyzed in a study conducted by **Ashlea C. Troth, Peter J. Jordan, and Kristie M. Westerlaken (2014)**, with the special consideration for emotional intelligence and emotional regulation. Firstly, it should be noted that emotions initiate and are initiated by conflicts at the workplace. The COM approach to conflict is suggested; according to which, emotional intelligence is the moderator of the effect of conflict on its outcome, while emotional regulation is a mediator. Emotional intelligence improves the impact of task conflict positively and prevents the negative influence of relationship and process conflict on employees' performance. Nevertheless, the influence is affected by certain aspects such as employees' strategic goals and organizations' policies towards displaying emotions at work.

OBJECTIVES OF THE STUDY

- To examine the impact of emotion management on employee performance
- To analyze the role of emotion management in conflict resolution
- To identify key emotional factors influencing workplace behaviour
- To study the relationship using SEM analysis

RESEARCH METHODOLOGY

Research Design

Descriptive and analytical research design

Area of the Study

The study was conducted in Tirunelveli District

Data Collection

Primary Data: Structured questionnaire

Secondary Data: Journals, books, and reports

Sample Size

The study is based on 199 respondents

Sampling Technique

Convenience sampling method

Tools Used

Factor Analysis

Structural Equation Modeling

FACTOR ANALYSIS

Table 1: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.846
Bartlett's Test of Sphericity	
Approx. Chi-Square	412.563
Df	66
Sig.	0.000

Sources: SPSS Output

From the results of the KMO and Bartlett’s Test, the suitability of factor analysis for the data can be confirmed, since the Kaiser-Meyer-Olkin (KMO) of 0.846 is higher than the minimum suggested value of 0.5; therefore, there is a high sampling adequacy of the variables, which signifies the presence of substantial variance between the variables that can facilitate the process of extraction in factor analysis. In addition, the approximate value of Chi-square for Bartlett’s Test of Sphericity is 412.563 with 66 degrees of freedom and a p-value of less than 0.05; therefore, it confirms the non-existence of an identity correlation matrix and presence of variable correlations.

Table 2: Rotated Component Matrix

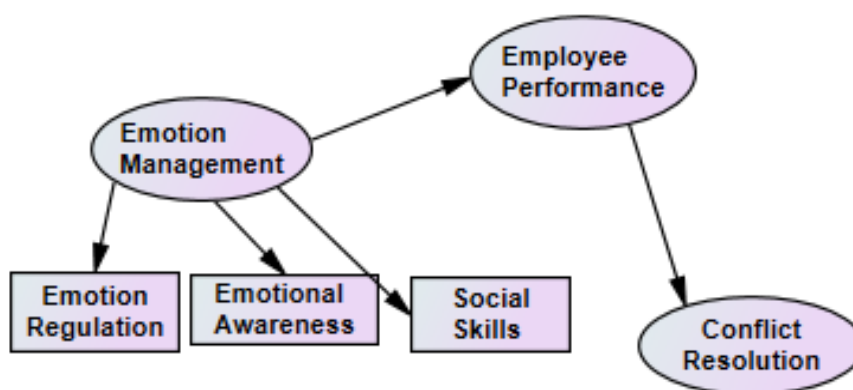
Variables	Emotion Regulation	Emotional Awareness	Social Skills	Conflict Management	Performance Impact
Control over emotions	0.812				
Managing stress	0.784				
Understanding own emotions		0.826			
Recognizing others' emotions		0.801			
Communication skills			0.815		
Team collaboration			0.792		
Handling conflicts calmly				0.803	
Problem-solving ability				0.776	
Improved productivity					0.789
Work efficiency					0.768

Sources: SPSS Output

The rotated component matrix reveals five factors that affect employee behavior, which include emotion regulation, emotional awareness, social skills, conflict management, and performance impact. The first factor is Emotion Regulation and it is characterized by high values in controlling emotions (0.812) and stress management (0.784). This indicates the significance of emotion regulation at work. The second factor, Emotional Awareness, consists of two variables: knowledge about one’s emotions (0.826) and knowledge about others’ emotions (0.801). It suggests that emotional awareness plays a significant role in inter-personal relationships. The third factor is Social Skills that contain two variables: communication skills (0.815) and cooperation with colleagues (0.792). In other words, social skills contribute to efficient interaction and teamwork. The fourth factor, Conflict Management, is represented by two variables: conflict resolution (0.803) and problem-solving ability (0.776). It implies the necessity for efficient conflict management in the workplace. Finally, the last factor, Performance Impact, is made up of two variables: productivity improvement (0.789) and efficiency enhancement (0.768).

STRUCTURAL EQUATION MODEL

Figure: Conceptual SEM Model Showing Relationship between Emotion Management, Performance, and Conflict Resolution



SEM ANALYSIS RESULTS

Table: SEM Path Coefficients

Relationship	Path Coefficient	t-value	Significance
Emotion Management → Employee Performance	0.68	7.85	Significant
Emotion Management → Conflict Resolution	0.72	8.12	Significant
Employee Performance → Conflict Resolution	0.64	6.94	Significant

Sources: AMOS Output

STUDY LIMITATIONS

1. The study is confined to Tirunelveli District.
2. The sample size was constrained to only 199 respondents.
3. Convenience sampling can lead to biased data.
4. The responses are subjective.
5. Timely constraints prevented further analysis.

RECOMMENDATIONS

1. Emotional intelligence training should be made available.
2. Open communication within organizations should be encouraged.
3. Conflict management techniques should be established.
4. An encouraging work environment should be fostered.
5. Employee surveys should be conducted regularly.

CONCLUSION

Based on the findings of the current research, it can be concluded that the management of emotions is essential in improving employee productivity and dealing with conflicts in organizations. Individuals who exhibit emotional regulation and interpersonal skills are an asset to organizations. Emotion management has been seen to have a great impact on both performance and conflict management.

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