REVIEW ARTICLE

Emotional Intelligence and Conflict Management in Family Firms: Using Systematic Literature Review and Bibliometric Analysis

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Through systematic literature review and bibliometric analysis, the author assesses the current state of research on the relationship between emotional intelligence (EI) and conflict management (CM) in the family business and recommends avenues for future research. The aim of the study is to map and discover clusters taken from existing literature. In terms of methods, Tranfield et al. (2003) recommended guidelines for conducting a systematic literature review was adopted (i.e., planning, conducting the review, reporting, and dissemination) to capture nuances regarding the conceptual link between EI and CM. With limited publications that highlighted the link between emotional intelligence and conflict management in family firms, the author was able to make six clusters based on bibliometric analysis (i.e., utilization of co-occurrence of keywords) from nine selected papers. Results also indicate that EI is a factor and an outcome. EI also prevents the occurrence of conflict. The novelty of the review lies in its humble attempt to contribute to the literature on family business and psychology by bridging emotional intelligence and conflict management and presenting relevant issues for future research.

Keywords: Emotional Intelligence, Conflict Management, Family Firms, Systematic Literature Review , Bibliometric Analysis

JEL Classification: D03, D21, D74

In the last two decades, considerable research has been devoted to understanding conflict. Organizational conflict researchers have identified four types of conflict: task, process, relationship, and status (Jehn, 1995; Jehn & Mannix, 2001; Bendersky & Hays, 2012; Elgoibar et al., 2017). Tasks conflict refers to differing perspectives on content (Jehn & Mannix, 2001). Process conflict refers to disagreements about how tasks should be completed (Jehn et al., 2008). Interpersonal incompatibility is referred to as "relationship conflict" (Jehn, 1955, p. 257). Disagreements about status positions or hierarchy are referred to as status conflicts (Bendersky & Hays, 2012).

In the field of a family business, research on conflict also multiplied over the years. Family involvement in the family firm has been identified as a major source of conflict by family business scholars and can be seen through three interfaces: family business, family

ownership, and family business ownership (Qiu & Freel, 2020). This explains why there is such a high failure rate in succession to the next generation (De Massis et al., 2008; Chua et al., 1999; Sharma et al., 2003; Sharma et al., 2012). In fact, the claim that only 30% of family businesses survive the transition to the second generation and only 10% survive to the third generation (Beckhard & Dyer, 1983; De Alwis, 2016) is still valid today.

Accordingly, extensive research was conducted on conflict and its negative effects on the family business. Großmann and Von Schlippe (2015) have emphasized that family firms are often said to be "fertile fields for conflict." Previous work of Levinson (1971) also explained that the fusion of family and business systems opens a space for disagreements, such as struggles around the inability to balance work with (emotional) family needs (Memilli et al., 2013), marital disagreements (Jehn & Bendersky, 2003), rivalries among family members (Levinson, 1971; Qiu & Freel, 2020), succession of leadership (Umans et al., 2020; Matthews & Blumentritt, 2015), and disputes about the division of family estates (Taylor & Norris, 2000). In terms of effects, family conflicts are deemed detrimental to the longevity of the family business. This is because family businesses typically engage in a systemic cycle of nepotism, co-opting family members, infighting, and personal family rivalries (Corbetta & Salvato, 2012). Depending on how family members manage these characteristics and types of conflict, these may have repercussions (Alvarado et al., 2020; Qiu & Freel, 2020). However, some researchers in conflict management viewed conflict positively (e.g., Alvarado et al., 2020; Rahim, 2002; Tjosvold et al., 1991). For instance, Tjosvold et al. (2014) contended that conflict facilitates open-minded discussions that approach conflict constructively. Alvarado et al. (2020) suggested enhancing collaborative behavior among family members in family firms in dealing with conflict. Rahim (2002) also identified and recommended problem-solving and compromising conflict-handling behaviors. Although several conflict management scholars viewed conflict as constructive, family business scholars (e.g., Betinelli et al., 2021; Caputo et al., 2018; Lobo et al., 2020) found that the existing literature focused on how conflict affects family and business dynamics. Some researchers also tried to link the concept to the fields of psychology and sociology. For instance, in the study of Alvarado et al. (2020),

conflict was approached constructively and understood its characteristics through a psychological perspective of collaborative families or an understanding of how relational resources of family firms are combined in a special configuration, which can positively affect constructive conflict management in family firms. Likewise, in the study of Lobo et al. (2020), conflict was understood through a sociological perspective based on intergenerational conflict and power relations in the family system of business families. In addition, Bettinelli et al. (2021) and Caputo et al. (2018) conducted a systematic literature review and found that there is weak conceptual links associated with conflict management and conflict occurring in family firms. They contended that there is a need to establish empirical studies between conflict and its management with other concepts such as cohesion, harmony, and solidarity in family firms. Hence, they argued that theoretically, the association among conflict and other theories in a family business is still understudied.

Although many studies examined conflicts in social institutions, particularly in organizations (e.g., Rahim, 2002; Jehn & Mannix, 2001), the results of these previous works and studies were rarely applied to the field of a family business. As noted by Caputo et al. (2018), it is apparent that conflict management (e.g., strategies, conflict behavior) research in family business remains to be undertheorized because two streams of literature—notably conflict management and family business are disconnected—neglect existing and established theories evident in studies of conflict management (e.g., Elgoibar et al., 2017; Rahim, 2002; Tjosvold et al., 2014). Likewise, conflict management researchers give scarce attention to issues occurring in family firms.

Based on this aforementioned background, surprisingly, little is known about conflict and even less about conflict management in family businesses (Xi et al., 2015). To my knowledge, there is no definite recommendation for an effective solution on how to manage conflict. Hence, this void in the literature leads me to explore the role of emotional intelligence in conflict management. As noted by family business researchers (e.g., Betancourt et al., 2014; Santiago & Mateo, 2020; Lobo et al., 2022), the role of management of emotions may shed light to address the problem of family-related conflicts (e.g., founder-successor transition, sibling rivalries) as well as the sustainability of family firms.

Theoretical Background

Emotional Intelligence

Emotional intelligence (EI) is defined by Salovey and Mayer (1990) as "the ability of an individual to monitor one's feelings and emotions, to discriminate among them, and use this information to guide one's thinking and actions" (p. 9). This definition highlights the four dimensions of EI (Table 1), notably (a) expression of emotions in oneself, (b) recognition of emotions in others, (c) regulation of emotion in oneself, and (d) use of emotions to facilitate performance (Davies et al., 1988, as cited in Wong & Law, 2002). The expression of emotion in oneself relates to the ability of an individual to understand one's deep emotion and will sense/acknowledge one's emotions, whereas the ability of individuals to perceive and understand the emotions of people around them is described as recognition of one's emotions in others. The dimension regulation of emotion in oneself is used to refer to the ability to control emotion which enables

rapid recovery from psychological distress, whereas the use of emotions to facilitate performance explains the person's ability to use emotions by directing them toward constructive activities and personal performance.

According to McLaughlin (2012), there are two main schools of thought regarding emotional intelligence: ability-based models (e.g., Mayer et al., 1997) and mixed models (e.g., Goleman, 1995).

On the one hand, ability-based models investigate the relationship between emotion and cognitive intelligence, recognizing the abilities that enable individuals to be more emotionally adaptable in professional (e.g., business) and personal contexts (e.g., family relationships). Ability-based models are recognized as a collection of emotional and emotional information processing skills (Cote et al., 2010). This approach, according to Petrides and Furnham (2000), is the best because it evaluates an individual's capacity to complete psychological tasks based on maximal (not average) performance. Mayer et al., (1997) argued

Table 1. *Emotional Intelligence Matrix (Mayer et al., 2016)*

Branches of Emotional Intelligence	Types of Reasoning
Perceiving Emotion	• Identify deceptive or dishonest emotional expressions • Discriminate accurate vs. inaccurate emotional expressions • Understand how emotions are displayed depending on context and culture • Express emotions accurately when desired • Perceive emotional content in the environment, visual arts, and music • Perceive emotions in other people through their vocal cues, facial expressions, language, and behavior • Identify emotions in one's own physical states, feelings, and thoughts
Facilitating thought using Emotion	• Select problems based on how one's ongoing emotional state might facilitate cognition • Leverage mood swings to generate different cognitive perspective • Prioritize thinking by directing attention according to present feeling • Generate emotions as a means to relate to the experiences of another person • Generate emotions as an aid to judgment and memory
Understanding Emotion	• Recognize cultural differences in the evaluation of emotion • Understand how a person might feel in the future or under certain conditions (affective forecasting) • Recognize likely transitions among emotions, such as from anger to satisfaction • Understand complex and mixed emotions • Differentiate between moods and emotion • Appraise the situations that are likely to elicit emotions • Determine the antecedents, meanings, and consequences of emotions • Label emotions and recognize relations among them
Managing Emotions	• Effectively manage others' emotions to achieve a desired outcome • Effectively manage one's own emotions to achieve a desired outcome • Evaluate strategies to maintain, reduce, or intensify an emotional response • Monitor emotional reactions to determine their reasonableness • Engage with emotions if they are helpful; disengage if not • Stay open to pleasant and unpleasant feelings, as needed, and to the information they convey

that the ability-based model focuses on an individual's skills and abilities, such as the accuracy of emotional perception, the use of emotional information, emotional reasoning, and emotion management or regulation.

In contrast, the mixed model focuses on the characteristics and abilities of individuals. According to Cote et al. (2010), EI is more broadly defined by combining emotions, motivational factors, and personality traits (such as warmth, optimism, and persistence) in a mixed model. Bar-on (1997), for instance, emphasized that the mixed-model encompasses personality traits such as assertiveness, need for achievement, and adaptability. Goleman (1995, 1998, 2001), who popularized the concept of emotional intelligence, also proposed an approach consisting of (a) understanding one's emotions, (b) managing one's emotions, (c) motivating oneself, (d) recognizing the emotions of others, and (e) managing relationships. Ability-based models and mixed models of EI overlap with other constructs to a certain extent (Mayer et al., 2004).

In terms of theoretical foundation, mixed model researchers (e.g., Bar-on, 1997; Goleman, 1995, 2001) believed that EI has a theoretical foundation in psychological research and personality characteristics. In addition, ability-based researchers (e.g., Mayer & Salover, 1997) believed that EI is founded on the building blocks of emotional identification, emotional facilitation, emotional understanding, and emotion management (Mayer & Salovey, 1990, 1997). Matthews et al. (2015) described the conceptualization of Mayer and Salovey (1997) as the most applicable contemporary definition to date (2002). Similarly, in the recent systematic literature review by Winardi et al. (2020), the majority of academically published articles used the definition of Mayer and Salovey's (1997) ability-based model.

Conflict

According to Elgoibar et al. (2017), conflicts are a component of natural and human relationships. Conflict can occur with other individuals, teams, groups, and organizations. In other words, conflicts exist in every aspect of people's lives, and their effective and efficient management is contingent on how they are approached.

To date, there are several definitions of conflict. A common definition states that conflict is between two or more parties (individuals or groups) if at least one of them is offended or feels bothered by the other(s)

(Van del Vliert, 1997). Conflict was also defined by Pondy (1967) as competing interests involving scarce resources, divergent goals, and frustration. According to Deutsch (1973), conflict is an incompatible activity in which one person's actions interfere, obstruct, or otherwise impede another's action.

The degree of dependence and interdependence can also help us understand how conflict changes and what its characteristics are. At some point, parties need help from other parties to reach their goals (Euwema & Giebels, 2017; Kaufman et al., 2016). Johnson and Johnson (2005) said that this relationship could be positive, negative, or a mix of both. Positive interdependence leads to cooperative behaviors, whereas negative interdependence leads to competition. It becomes complicated when parties have competing and cooperating motives. When motives are mixed, the competitive aspects are highlighted, and the cooperative structure is perceived less clearly by the parties.

Furthermore, conflict has a psychological component in which conflict is viewed as a personal or subjective experience—as each individual perceives and manages the same conflict differently (Van de Vliert, 1997). It is determined by one's perception of the specific situation (Euwema & Giebels, 2017).

To date, the literature has identified four types of conflict: relationship conflict, task conflict, process conflict, and status conflict. Tasks conflict refers to differing perspectives on content (Jehn & Mannix, 2001). This content addresses disagreements over resource distribution, procedures, policies, judgment, and fact interpretation (De Dreu & Weingart, 2003).

The term process conflict is used to describe disagreements about the best way to complete various jobs (Jehn et al., 2008). Arguments over responsibility and organization are at the heart of this type of dispute (Jehn et al., 2008).

Interpersonal incompatibility is a common definition of relationship conflict (Jehn, 1955, p. 257). Disagreements can arise from different values, perspectives, or approaches to interpersonal interactions (De Dreu & Weingart, 2003).

Status conflicts are disagreements regarding status positions or hierarchies (Bendersky & Hays, 2012). This type of conflict involves disagreements over the relative status positions of individuals within their group's social hierarchy. It is believed that status induces more competitive behavior than other types

of conflict due to its long-term effects, involvement of other group members, and more distributive outcomes.

Conflict Management

Over the past decades, conflict management has received considerable attention. Existing literature has thus far identified conflict management styles. Rahim (2002) seemed to be the most cited and valid source (Ma et al., 2008; Winardi et al., 2020). Rahim (1983; 2002) proposed five styles of conflict management or conflict resolution: avoiding, accommodating, forcing, compromising and problem-solving. Forcing means that one party achieves its objective by imposing a solution on the other (Euwema & Giebels, 2017). Avoiding is when one party seeks to avoid conflict with other parties (Euwema & Giebels, 2017; Van de Vliert, 1997). Accommodating or yielding refers to giving in or going along with the other party's ideas, desires, and needs (Euwema & Giebels, 2017). Compromising involves seeking a compromise between one's own interests and those of others (Euwema & Giebels, 2017). Problem-solving refers to "optimizing rather than satisfying the parties" (Van de Vliert, 1997, p. 36).

Later, Rahim (2007, p. 207) expanded the definition of "conflict" to include "an interactive process characterized by incompatibility, disagreement, or dissonance within or between social levels of analysis (i.e., individual, group, organization)."

In terms of measurement, three instruments have been used internationally by academics to date: the management of differences exercise (MODE), Rahim's organizational conflict inventory (ROCI), and the DUTCH test for conflict handling (DUTCH). Thomas and Killmann (1997) created MODE, which provides 30 options representing various conflict styles. ROCI is a collection of 28 items that assesses five types of conflict behavior. DUTCH refers to the 20 items that assess preference for the five styles (Van de Vliert & Euwema, 1994; De Dreu et al., 2001).

Research Gap

Based on the literature, emotional intelligence has gained increasing attention among organizational researchers (Ashkanay & Daus, 2005; Zeidner et al., 2012; Solomon, 2020) because it appeared to be positively related to leadership performance (Wong et al., 2004; George, 2000), transformational leadership (Hoch & Bentolila, 2021), education settings (Mclaughlin, 2012), quality of work relationships (Bracket et al., 2011; der Foo et al., 2004). Surprisingly, EI has not been thoroughly investigated in the context of business families and how this relates to the conflict resolution behavior of family business leaders or entrepreneurs.

Because conflict can be triggered by emotions and emotional messiness (i.e., negative and positive entanglement of emotions) among family members, they experience the most intense, best, and worst emotions. These emotions can have a negative impact on family relationships, which can then be extended to the business system (Brundin & Sharma, 2012; Santiago, 2015). According to Sharma (2004), the negative emotions that led to bitter conflict among family business leaders paralyzed the business and drove it to its demise. To the best of my knowledge, the connections between intense emotions that caused family firms to operate at a deep psychological level among family members (Berrone et al., 2010) influence their decisions (e.g., succession; Sfeir, 2020, p. 39), and conflict management (i.e., strategies, conflict handling; Caputo et al., 2018) have yet to be explored.

Based on the recent research of Labaki and D'Allura (2021) and Zawadzki et al. (2020) regarding the lessons learned in understanding emotions in organizations and recommendations, it is crucial for researchers to capture the emotions within the family unit to comprehend the motivations that shape businesses. To determine the relationship between emotions and conflict, I must, therefore, fully understand why EI is a significant factor that influences conflict and conflict resolution. According to my knowledge, the significance and originality of this study lie in its modest attempt to provide an overview of the results of studies linking emotional intelligence and conflict management.

Motivation of the Study

The motivational relevance of this work stems from the call of family business scholars such as Humprey et al., (2020) that more research on emotional intelligence in family firms is needed to understand its role and amplify its benefits in conflict management. This study will identify existing research publications and pinpoint gaps to recommend a future research agenda on advancing the literature on the role of emotional intelligence in conflict handling.

In addition, this study stemmed from the work of Santiago and Mateo's (2020) recommendations to explore the influence of emotional intelligence in making sound decisions. Furthermore, this study was also motivated by the work of Lobo et al. (2022), which calls for exploring the role of emotional intelligence as a key to providing solutions to family business challenges (i.e., succession, conflict, leadership).

Research Aim and Questions

The aim of this research inquiry is to map and discover knowledge clusters taken from the existing literature using systematic literature review and bibliometric analysis (i.e., concepts). By doing so, as noted by Mukherjee et al. (2021), the results of this study will provide a theoretical contribution to track evolutionary nuances to understand where the field is going and understand social processes supporting knowledge development in the field (e.g., emerging topics; refer to Figure 1).

Indeed, conflict has different nature in family firms than in non-family firms. Although most family firms struggle to sustain their businesses and do not survive more than three generations because of conflict (Lambrecht & Lievens, 2008), there is evidence that family firms survive throughout generations (Zobel de Ayala, 2018) and was linked with emotional intelligence of leaders and founders (Brundin et al., 2022; Labaki, 2020; Lobo et al., 2020, 2022). This led to the question that guided the study: What do we know about the link between emotional intelligence and conflict management in the context of family firms?

To address this question, I set the following objectives:

1. To map the role of emotional intelligence in conflict management;
2. To know knowledge clusters from the selected papers; and
3. To explain the current state of the art based on findings.

To do this, a systematic literature review on the role of emotional intelligence in the conflict handling of family business leaders and entrepreneurs was conducted. Based on the screening, there is no sufficient empirical evidence and knowledge to understand the connection between these concepts. Specifically, there is a lack of an integrating map that uncovers the correlation between these different concepts. EI and CM are defined separately and do not relate to each other. The former EI is rooted in psychology, and the latter (conflict management) is observed in the specific context of sociology. Hence, an overview of the dependencies between the antecedents, emotional intelligence, and conflict management will be presented. Aside from this, there is no sufficient understanding of which dimensions of emotional intelligence are associated with conflict-handling behaviors in family firms, and what they generally imply on each level. This is an important research gap, as understanding emotions and others' emotions and the use and regulation of emotions are likely to have a substantial impact on conflict management and conflict resolution.

Method

To achieve the aim of the study and its objective, a systematic literature review was conducted to identify
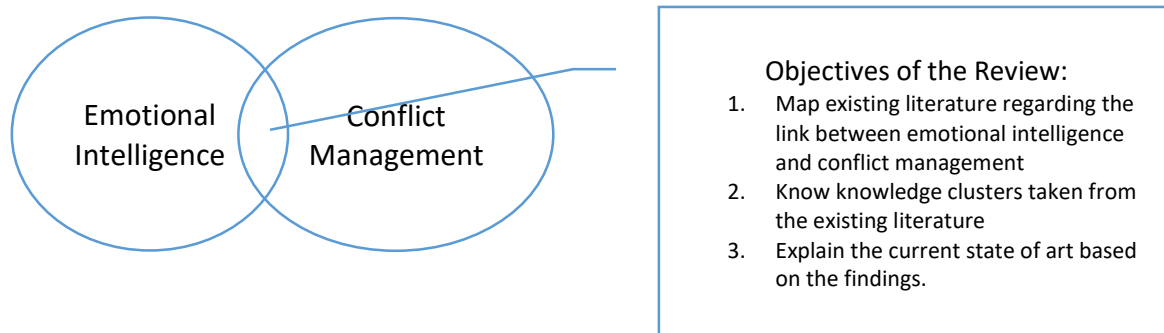

Figure 1. Aim of the Review

the relevant and existing publications on the role of emotional intelligence of the family business owner/ entrepreneur in family firms. Specifically, we followed the recommended process of Tranfield et al. (2003) to ensure a complete and reproducible review based on commonly accepted academic standards. As shown in Figure 2, this process included planning, conducting, and reporting a literature review used extensively in family business research (Suess, 2014; Röd, 2016). I adopted this guideline because it assesses the relevance and amount of the literature in specific contexts and concepts. This method expanded the medical science systematic review method and applied it to management research, including creating descriptive details on exhibiting results and evaluating literature (Rashman et al., 2009; Alkoraif et al., 2019).

Stage 1: Planning Stage

Prior to beginning the review, experts and family business owners were consulted regarding the plan to conduct a systematic literature review regarding the role of emotional intelligence in conflict management. A consultation (e.g., survey) during a seminar-workshop was done with family business owners, including academics and family business practitioners, regarding the utilization of emotional intelligence. It was found that EI is not a popular concept among family business owners. Hence, the initial stages of the systematic literature review were an iterative process regarding the identification of the definition

of emotional intelligence and conflict management. The goal in this stage is to scope cross-disciplinary perspectives (e.g., EI and CM) to know the theoretical and methodological history of each paper. The planning stage is also a basis for how the research question was formed.

Stage 2: Conducting the Review

As my focus is on English publications in the peer-reviewed academic journal, I performed a bibliographic database search on Web of Science (WoS) and Scopus. I also used both databases to ensure the reproducibility of the search process. Initial searches were performed in April 2021. Since, research on emotional intelligence emerged recently (i.e., works of Salovey & Mayer, 1990 and popularized by Goleman, 1995), I limited my search within 1990 to 2021 with the following keywords: emotional intelligence* entrepreneur, emotional competence*entrepreneur, emotional intelligence* conflict*, emotional intelligence* rivalry*, emotional intelligence*entrepreneur*con flict behavior, entrepreneur* conflict management, family firm*.

To increase search output quality, I limited the search to the articles' titles, abstracts, and subject terms. As shown in Table 2, the initial search resulted in 848 articles identified by WoS and 375 articles identified by the Scopus database. In total, there were 1,223 articles obtained from the databases. Accordingly, I screened the duplicate and narrowed down the results. I obtained
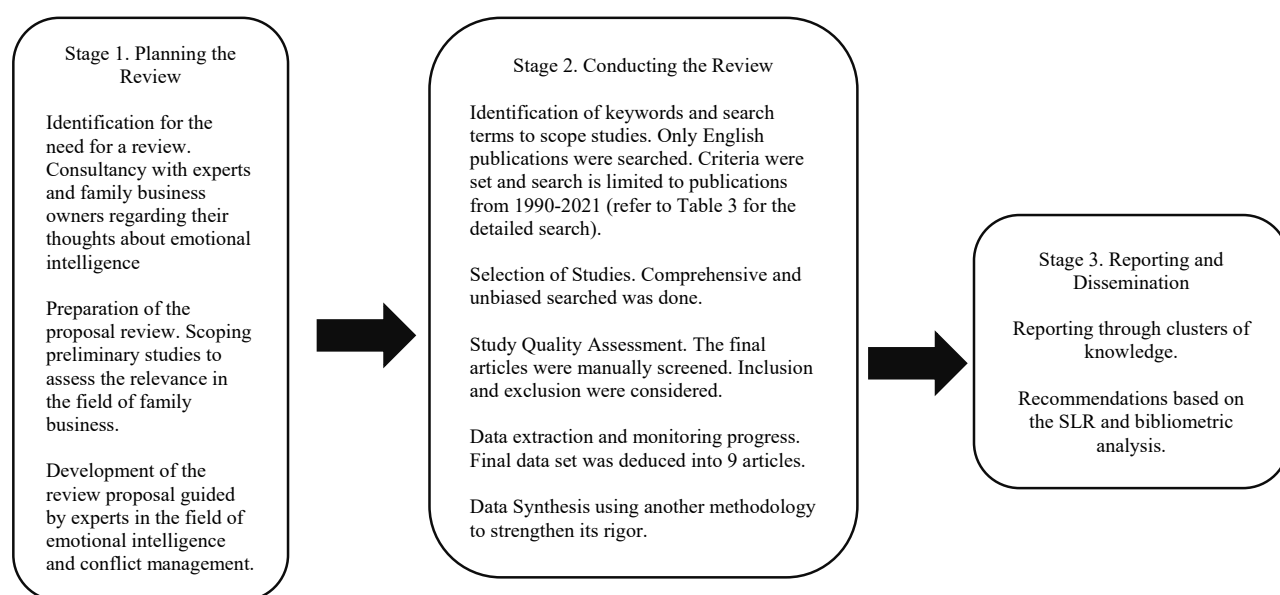

Stage 1. Planning the Review

Identification for the need for a review. Consultancy with experts and family business owners regarding their thoughts about emotional intelligence

Preparation of the proposal review. Scoping preliminary studies to assess the relevance in the field of family business.

Development of the review proposal guided by experts in the field of emotional intelligence and conflict management.

Stage 2. Conducting the Review

Identification of keywords and search terms to scope studies. Only English publications were searched. Criteria were set and search is limited to publications from 1990-2021 (refer to Table 3 for the detailed search).

Selection of Studies. Comprehensive and unbiased searched was done.

Study Quality Assessment. The final articles were manually screened. Inclusion and exclusion were considered.

Data extraction and monitoring progress. Final data set was deduced into 9 articles.

Data Synthesis using another methodology to strengthen its rigor.

Stage 3. Reporting and Dissemination

Reporting through clusters of knowledge.

Recommendations based on the SLR and bibliometric analysis.

Figure 2. Review Process Adopted From the Recommended Guidelines of Tranfield et al. (2003)

615 data from WoS and 248 entries from the Scopus database. Combining the data of WoS and Scopus, I then screened for duplicates considering the title and abstract. I obtained 133 entries. Subsequently, I applied an article-by-article screening process to determine the fit with the objectives of the literature review. I obtained 75 preliminary data set of entries.

The 75 entries were manually screened by reading the titles and abstracts guided by the criteria: (a) related to emotional intelligence and conflict management, and (b) the study should be about family firms. It is worth highlighting that most of the articles were published in medical journals and family studies, and few researchers tried to link the concept of emotional intelligence and conflict management in business organizations. I obtained 12 articles from the data. The 12 articles were manually screened by reading the abstracts, introduction, and entire articles to determine the relevance for the review. I consider relevant articles if they treated as (a) entrepreneur's emotional intelligence in family firms, (b) conflict and conflict behavior/management in family firms, (c) emotional intelligence's antecedents in family firms in their article, and (d) emotional intelligence as an outcome. Furthermore, to strengthen the rigor and focus of the study, articles are considered irrelevant if it is not related to family firms. To make sure that the article selection was not biased, external reviewers independently evaluated the articles I selected. The final data set is nine articles. I believe that for a systematic literature review, it is important to note that the weakness of the paper lies in its final data. However, given the limitation of the data on the link between emotional intelligence and conflict management, to emphasize the purpose, the ultimate aim of this review is to link the concepts and shed light on the gap that needs to be filled by future researchers and practitioners. The whole process of the systematic review took 10 months to be finalized.

Furthermore, to strengthen the methodology of this study, after selecting the related articles, I performed a bibliometric analysis to identify gaps and associations. This method was adopted to understand a certain domain (i.e., construct, discipline, context, field, outlet), which includes doing performance analysis and science mapping (Donthu et al., 2022). Given that the streams of literature (i.e., conflict management and emotional intelligence) are vastly independent, it is necessary to also use this method. As noted by

Mukherjee et al. (2022), bibliometric analysis can also be used to understand the co-occurrence of keywords to uncover relationships among natural language processing (NLP) or extracted keywords wherein keywords converging into a cluster represent a common theme. To do this, I used VOSviewer 1.6.5 as the algorithm of aggregation of the papers with bibliometric coupling as the aggregation mechanism (Van Eck & Waltman, 2010). I also used network visualization to understand the relationship among concepts by mapping the distance. This means that the smaller the distance between the terms, the stronger the terms are related to each other (Van Eck et al., 2010). The output from the VOsviewer serves as a map and a convenient way to optimize the visualization of relationships. By doing this, I was able to highlight that this area of study needs development and to be studied.

Stage 3. Reporting and Dissemination

The results were synthesized using Tranfield et al.'s (2003) guidelines for systematic literature review and bibliometric analysis. The research has two stage report, namely the preliminary analysis that provides an overview of the review process, distribution of research all throughout the years, an overview of selected papers, epistemological orientation, and methodology. These presentations provide a "descriptive analysis" of the existing literature and results of a systematic literature review. The second stage of the report provides a thematic analysis of whether the results are interconnected, which highlights associations and discordance. In this section, emerging themes were identified through clusters and categories. Linking themes were also reported.

Table 2. *Overview of the Systematic Literature Review Process*

Papers	WOS	Scopus
Initial Inquiry	848	375
After Duplicates	615	248
Second Screening (Relevance)	133	
Exclusion (not related to family firms)	75	
Inclusion (related to family firms)	12	
Result	9	
Final data set	**9**	

Finally, the last step involved in the systematic literature review (Tranfield et al., 2003) involves the analysis of data obtained from the process. I developed an overview that integrates the identified role of emotional intelligence in conflict to point out where these concepts overlap (see Table 3). Although these concepts originated in different streams of literature, I integrated their respective elements and developed a matrix to point out their relationships, such as conclusion, identified conflict management styles, and role of emotional intelligence. In addition, I highlighted research gaps and developed a research agenda to guide future research.

Operational Definition

In this study, I am limited to the following definitions:

- Family firm or family business is a business that is managed by a family and where there are plans to transfer management within the family (Chua et al., 1999).
- Family business owner or entrepreneur refers to the company's founder, successor, and family members who manage the business (Sharma, 2004).
- Conflict is defined as the process between two or more individuals or parties in which at least one feels obstructed, irritated, or frustrated by the other (Elgoibar et al., 2017; Van de Vliert, 1997). It is a process that takes time to develop and assess through several stages; it does not emerge suddenly (Spaho, 2013).

- Conflict behavior (CB) is the behavioral response to the experience of conflict (Van de Vliert et al., 1995).
- Conflict management (CM) is the deliberate action or strategies to deal with conflictive situations both to prevent or to escalate them (Rahim, 2002). Note: When this conflict behavior is acted upon, this becomes conflict management (Elgoibar et al., 2017).
- Emotional intelligence refers to the ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990).

Results

In this section, I present the results of the systematic literature review and bibliometric analysis. The papers' distribution over the years and geographic origin are presented in Table 3. In line with this, the overview and summary of the selected papers, methods, and epistemology are presented in Table 4 and Table 5, respectively.

Results indicate that there were nine articles published within the decennia from 2008 to 2021. Based on Table 2, it is only recently that there was an increase in publications related to emotional intelligence and conflict management, particularly in Southeast Asia. However, it is worth noting that most of the papers were published and conducted in the West.

Table 3. *Paper Distribution Over the Years*

Year	No. of Papers	Authors	Country	Continent
2008	1	Heyden & Huy	Not indicated	Not indicated
2009	1	Sheperd	Not indicated	Not indicated
2012	1	Boyatzis & Soler	Spain	Southern Europe
2013	1	Chaarni	Lebanon and France	Middle East and Western Europe
2014	1	Betancourt et al.	Colombia	South America
2020	1	Minarova et al.	Slovakia	Central Europe
2021	3	Paskewitz	United States	North America
		Ramos et al.	Malaysia	Southeast Asia
		Efendy et al.	Indonesia	Southeast Asia
Total	**9**			

Table 4. *Summary and Overview of the Papers Reviewed*

Authors	Journal	Concepts	Conclusion	Identified conflict management styles	Role of Emotional Intelligence in Conflict Management
1. Van der Heyden & Huy, 2008	Family Values and Value Creation	Fair process and emotional intelligence	Emotional intelligence as a factor that fosters fair process which effectively deals with complex emotional issues in family firms	Compromising and Problem Solving: Conflict promotes open-minded discussions to facilitate a fair process.	EI as a factor and the root of fair process. Fair process is an emotionally intelligent capability that family members use in dealing effectively with emotions in the system, particularly when it comes to managing conflict in the family
2. Shepherd, 2009	Journal of Business Venturing	Grief recovery from the loss of a family business: A multi- and meso-level theory	Emotional intelligence as an outcome that helps family members recover from the loss of family business and be aware of their emotions to avoid mistrust and conflicts during the grief process	Avoiding: Withdrawal of family members as a coping mechanism. Some family members talk about grief and loss and seek emotional support.	EI is regarded as a capability during feelings of mistrust and conflict at the family group level. EI can be gained from the experiences of the loss of a family loved one (e.g., divorce) and family business. An emotionally intelligent individual withdraws from the family group to speed up recovery but delays the others' emotional coping and grieving. Furthermore, individuals (e.g., entrepreneurs) who experience failure might better regulate their emotions and recover from loss and grief quickly for a shorter period of time.
3. Boyatzis & Soler, 2012	Journal of Family Business Management	Vision, leadership, and emotional intelligence transforming the family business	Emotional and social intelligence in family business leaders foster shared vision and dramatic increase in the success of a family business	Problem-Solving: Family members approach conflict constructively, inspire vision, leadership, and a shared sense of hope. Emotional contagion at work is evident.	EI promotes shared vision and resonant leadership relationships. Emotionally intelligent family business leaders know that vision is not enough; they should also be effective leaders or resonant leaders. They inspire people in their organizations, institutions, and communities. They also find new opportunities and create hope.

4. Chaarani, 2013	Journal of Retail and Business Management	The success keys for family firms: A comparison between Lebanese and French systems	Emotional intelligence is identified as one of the success keys for family firms.	Differences in strategies were evident in French and Lebanese family firms because of cultural, legal protection, and economic situations. Lebanese firms are being influenced by the political system and governmental networks. However, family firms use social networks are used by family firms in facilitating access to information and resources. On the other hand, in the French family firms, a weak correlation between social networks was evident. Hence, the weak family business performance. Managers of family firms are uninterested in building networks because of the high legal protection.	EI is an outcome. High levels of EI increase employees' organizational citizenship behavior and satisfaction. EI also promotes drafting succession plans and creates a professional board of directors with limited size and a high level of independence.
5 Betancourt et al., 2014	Journal of Family Business Management	Emotional intelligence in family firms: Its impact on interpersonal dynamics in the family, business, and ownership systems	Emotional intelligence affected interpersonal relationships in the family firm.	Family members have different approaches in dealing with conflict. Father is authoritarian and very strict. He is responsible for day-to-day operations in the business. He perceived that the company has and will always belong only to him. In contrast, the mother's role revolves in management of the house. She tries to avoid conflict in the family as much as possible. Older son is the successor and is expected to overtake the business. The older son is a delegator which the father sees as not a good characteristic for a manager. The middle child is performing specific tasks in the family business. The father would not let him perform all of the responsibilities. Family members believe that the middle child should be more assertive. The daughter is responsible for human resources and marketing for the family firm. She has always been protected by her father.	EI is viewed as a factor and outcome. In terms of the ability to perceive emotions, the father can perceive the emotions of the self and other. The mother has a very good sense of perceiving others' emotions, as well as the sons and daughters. In terms of the ability to understand emotions, the whole family is good at understanding the self and others' emotions. In terms of the ability to regulate/manage emotions, it was found that the father cannot regulate or manage his emotions. Unlike the mother, she is very good at managing/regulating her emotions. This is also similar to the daughter's ability. As for the older son, when he wants to manage his emotions, he is good at doing it. However, the middle son is viewed as the best at regulating and managing his emotions.

6. Minárová et al., 2020	Administrative Sciences	Emotional intelligence of managers in family businesses in Slovakia	Emotional intelligence is an important predictor of managerial work in family enterprises. The emotionality factor is found to be stronger for women than sociability and well-being. On the other hand, sociability and well-being are found to be stronger for men.	Self-control is a weak point of managers in Slovak companies which negatively affects stress management leading to conflict situations.	EI is a factor in dealing constructively and effectively with crises that are very stressful. Furthermore, EI is an important factor in solving interpersonal relationships and important for dimensions of subjective quality of life. Using emotional skills allows managers to find another way to express disagreement. EI prevents emotional outbursts and helps to reach a common understanding.
7. Paskewitz, 2021	Sustainability Journal	Exploring the Impact of Emotional Intelligence on Family Farm Member Conflict Experiences	Emotional intelligence can sustain relationships, especially when handling conflict between family farm members in the family firm	EI predicted different kinds of intragroup conflict in family firms. EI negatively predicted tasks, relational, process, and status conflicts.	EI prevents conflict from occurring.
8. Ramos et al., 2021	Journal of Human Resources in Hospitality & Tourism	Organizational support and pro-organizational behaviors in hotel family-SMEs: the role of emotional intelligence	Emotional intelligence moderate's relationship between perceptions of organizational support in family firms and organizational commitment		EI is a moderator and serves as the "secret sauce" of stewardship behaviors in the family business (Davis et al., 2010). EI promotes positive perceptions, which makes non-family employees be more satisfied with their jobs, attach more personal meaning to their roles, and feel more inclined to do what they can to help the family SME hotel achieve its goals. Furthermore, emotionally intelligent non-family employees are likely to be passionate, motivated, resilient, and committed.

| 9. Efendy et al., 2021 | Innovation, Growth, and Succession in Asian Family Enterprises | Conflict behavior and emotions in the escalation and de-escalation of intra-and intergenerational conflict in the family business | Family members behave differently in intra-and-intergenerational conflicts and may display different emotional reactions. When emotions are regulated, family members are able to communicate positive emotions. | Family members behave differently in a conflict within a generation and across generations. In both intra-and-intergenerational relationships, conflicts most likely escalate when parties possess competitive, or avoidance conflict handling styles and show unregulated emotions (e.g., aggressiveness, passive-aggressive behaviors). Senior family members reciprocate junior's aggressive and assertive persuasive behaviors in intergenerational conflicts. Family members most likely reciprocate the other party's conflict behavior in intra-generational conflicts. Furthermore, non-family executives play various roles in the family business conflict as an avoider, messengers, peacekeepers, settlement agents, and yes-man. | While family members behaved differently in a conflict within and across generations, non-family executives harness their emotional intelligence by understanding and accessing tensed situations. They become the vessel or messenger for other family members. They play as mediator and compromise with family members of the firms. EI prevents the escalation of conflict. If ever conflict escalates, the de-escalation of conflict only occurs when parties focus on resolving disagreements, are able to regulate emotions, use compromising and accommodating styles, or are mediated by family elders. Furthermore, when family members focus on the issue of conflict, remain calm during the conflict, employ collaboration, and include non-family executives as part of decision-making, conflict is more likely not to escalate. |

Table 5. *Epistemological Orientation and Research Methods Used*

Type	No. of Papers
Epistemological Orientation	
Theoretical	0
Conceptual	3
Exploratory	4
Predictive	2
Total	**9**
Research Methods	
Qualitative	
Case Study	2
Grounded Theory	0
Action Research	0
Narrative	0
Phenomenology	0
Quantitative	
Survey	4
Experimental	0
Financial	0

In terms of epistemological orientation and research methods used, as indicated in Table 4, most selected papers were published as conceptual and exploratory in orientation. In addition, most of the authors used the survey method to understand the importance of emotional intelligence. Only a few authors explored the concept through the qualitative method. Although the quantitative method was used to understand the link between emotional intelligence and conflict management, the gap lies in the methods and the validated scales that were used. Because emotional intelligence arose from social intelligence through the work of Thorndike (1920), conceptually developed during the 1990s by Salovey and Mayer (1990), and popularized by Goleman (1995), it is obvious that the origin of the concept was linked to the field of psychology. Furthermore, insufficient consideration has been given to using validated scales to measure emotional intelligence dimensions. For example, Wong and Law (2002) developed the Wong and Law Emotional Intelligent Scale (WLEIS), which is widely used in the field of psychology because of its overall good internal consistency (a-0.83). This is

an obvious gap identified by conducting this review, which will explain why concepts should be linked theoretically and methodologically to provide impact and meaningful interpretation.

Bibliometric Analysis: Thematic Clusters

Results in Figure 2 show the network visualization of the relationship of concepts based on the results of the systematic review of the literature and bibliometric screening. I found out that the concept of emotional intelligence has a stronger relationship with concepts related to change or innovation in the family enterprise (please see yellow network). Furthermore, in the same figure, the distance between the topics of emotional intelligence with the need for family protocol and fair process in the family business (light blue network) and the relationship in the family (green network) suggests a stronger relationship. This means that the concept of emotional intelligence is evident in the topics related to change and family protocol processes happening in the family enterprise. However, in terms of the relationship between emotional intelligence and conflict, surprisingly, there is a weak relationship between these concepts. This weak relationship also implies that emotional intelligence and its dimensions were not thoroughly explored to understand conflict types and conflict management in family firms. This result resonates with the study of Calabro et al. (2018) that researchers are not communicating with each other.

As shown in Figure 3, the selected papers are divided into six clusters. As mentioned, I utilized bibliometric analysis to generate clusters/themes based on the selected papers.

Cluster 1. One's Emotion, Conflict, and Relationship Cluster (keywords: business relationship, conflict, conflict types, EI dimensions, other's emotion, own emotion, and task)

As shown in Figure 4, this cluster aggregates the concept that focuses on the awareness of one's emotions and other's emotions (Wong & Law, 2002) to facilitate tasks and the approach to conflict. The awareness of one's emotions relates to the ability to sense, acknowledge, and understand one's own emotions, whereas the awareness of others' emotions relates to the ability to perceive and understand the emotions of others. These dimensions are evident in the study of Paskewitz (2021), who claimed that emotional intelligence is an important tool through
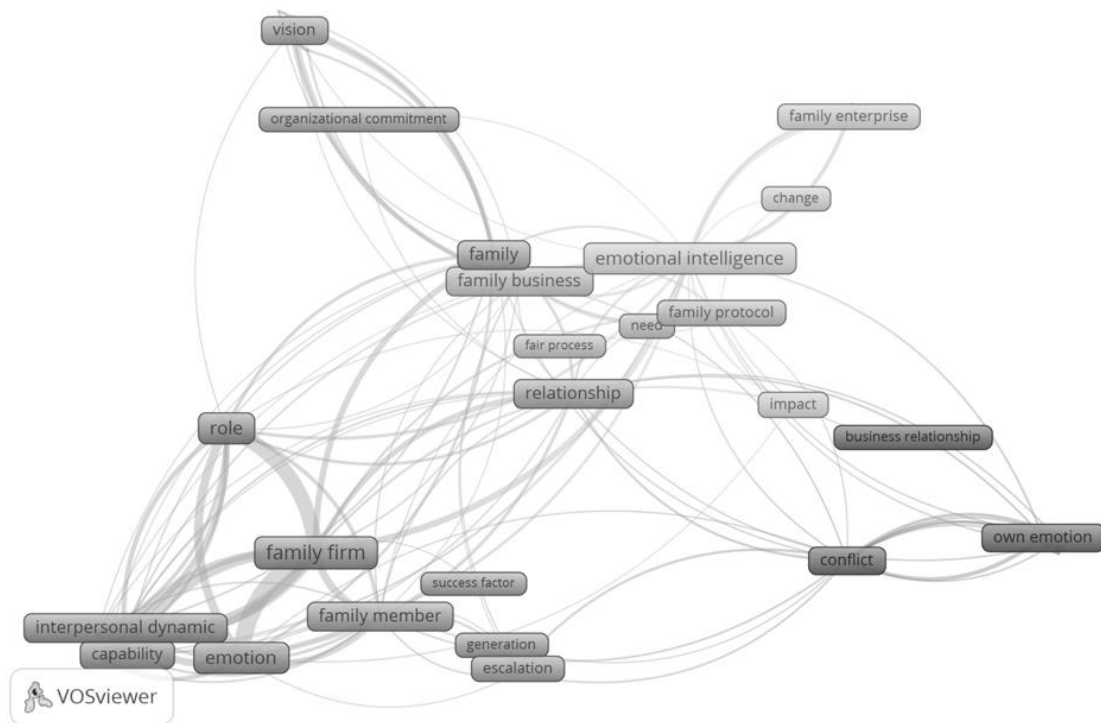
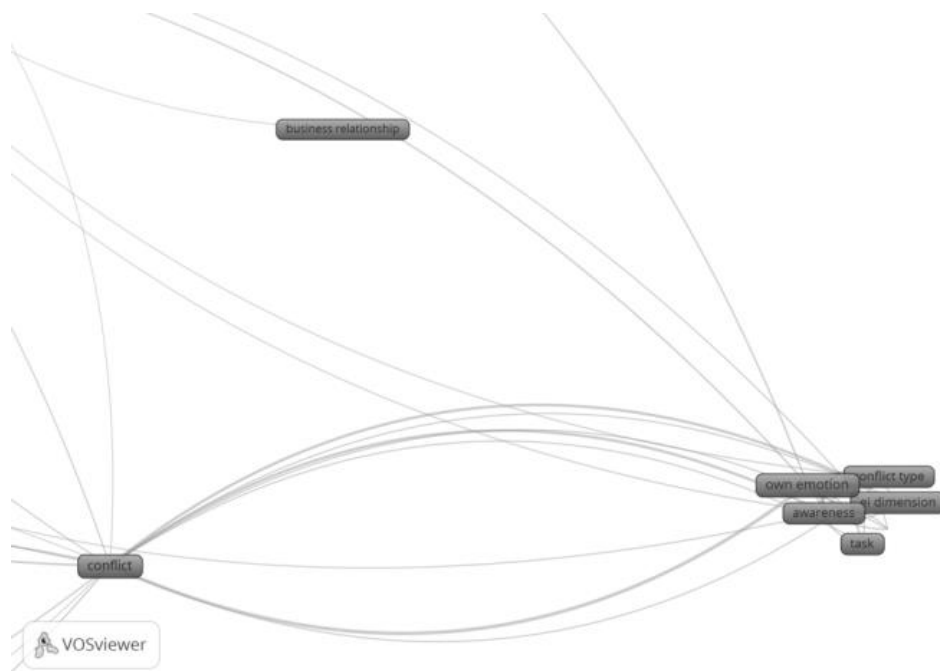*Figure 2.* Relationship of Co-occurrence of Keywords

Figure 4. One's Emotion, Conflict, and Relationship Cluster 1

which family members on the farm can sustain relationships, especially when handling conflict between members. The author found that high levels of emotional intelligence of family members prevent task, relational, process, and status conflict. When family members are aware of their own emotions and others, they are less likely to engage in conflict and are able to identify their conflict styles. Paskewitz (2021) concluded that for the family farm members, being aware of their own emotions and being able to manage emotional responses in themselves and others can help prevent conflict from occurring, thereby sustaining both family and business relationships for the future.

Cluster 2. Leadership and Shared Vision Cluster (keywords: family leadership, organizational commitment, organizational support, relationship, social intelligence, and vision)

This cluster aggregates the concepts that focus on leadership and social intelligence (SI) toward organizational commitment and support for a long-term vision in the family business (see Figure 5). The

concepts mentioned focus on using one's emotions and regulate one's emotions to facilitate performance. Wong and Law (2002) defined the use of emotion as the ability of individuals to utilize their emotions by directing them towards constructive activities and personal performance, whereas the regulation of emotion reflects the ability to cope well with the experience of strong emotions. These EI dimensions were also evident in the study of Boyatzis and Soler (2012), which talks about emotional and social intelligence in family firm leaders, promoting a shared vision of family businesses. Using EI and SI inspired family members, built resonant relationships with them, and created a shared vision among the various stakeholders in the family, organization, and community. The authors also emphasized the term resonant leadership as an effective leadership that inspires people in the organization, institutions, and communities. Resonant leaders help free flow emotions between two or more people. In other words, these types of leaders promote emotional contagion—spreading emotions from one person to another within seconds or milliseconds.

Figure 5. *Leadership and Shared Vision Cluster 2*

When family members utilize the use of emotion and regulation of emotion in their tasks, they inspire a shared vision for their teams and organizations. According to Boyatzis and Soler (2012), a shared vision becomes a legitimate antecedent to the sustainability of the business. Vision activates neural networks (Boyatzis & Soler, 2012) that allow a person to consider the possibilities of a better future. The family members in this study stimulated organizational commitment and support through a vision for a positive change.

Cluster 3. Emotional Capability Cluster (keywords: capability, emotion, family business owner, family firm, individual, interpersonal dynamic, role)

As shown in Figure 6, clusters aggregate concepts that focus on the role of family business owners and their capability to handle emotions in managing a family firm. These concepts are evident in the study of Betancourt et al. (2014). When family members manage their emotions appropriately, it influences interpersonal dynamics at the individual, interpersonal, and group levels.

In this cluster, antecedents like gender and role in the family emerged. Betancourt et al. (2014) found that the father perceives his emotions very well and understands himself and others' emotions. The father

can regulate and manage his emotions very well during a conflict in the family. The mother, who is very good at perceiving and understanding the emotions of herself and others, is also very good at managing and regulating her emotions. When it comes to sibling relationships, Betancourt et al. (2014) also emphasized that both genders (son and daughter) are very good at perceiving and understanding their emotions and others' emotions and managing their emotions.

Cluster 4. Emotionality and Impact Cluster (keywords: change, emotional intelligence, emotionality, impact, self-control, sociability, gender)

This cluster aggregates the concept that focuses on the awareness of one's emotions, which relates to the ability to sense, acknowledge, and understand one's own emotions. An antecedent emerged particularly related to gender (e.g., male (father), female) involvement and its trait that influences performance in the family enterprise. Based on the bibliometric analysis of network visualization of concepts, a father's emotional intelligence (trait) is related to his emotions, self-control, and family life. The awareness of emotions relates to whether it facilitates performance in managing the family business.

This cluster also suggests that the conflict is found to be unidimensional and emotionally charged because
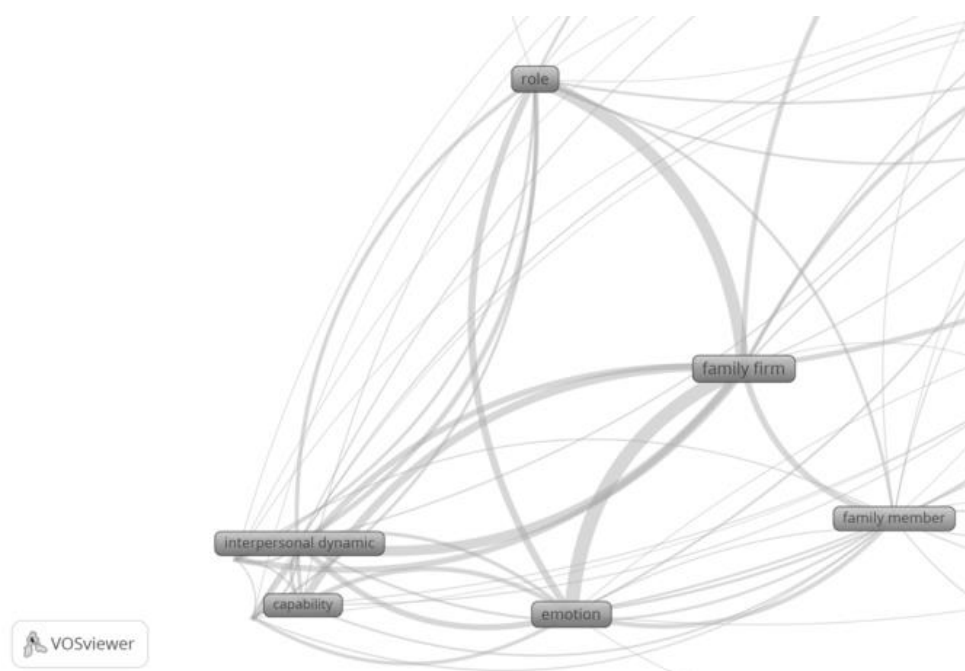

Figure 6. *Emotional Capability Cluster 3*

of roles, tensions, stress, performance, self-control, and work-family conflict. The influence of emotional intelligence on work and family conflict is stronger when fathers cannot regulate their emotions (Biggart et al., 2010). According to Biggart et al. (2010), emotional intelligence was negatively associated with levels of work interfering with family life and family life interfering with work performance. This means that business owners (e.g., fathers) who are able to regulate their emotions experience less work-family conflict.

Similar results conducted by Minarova et al. (2020) also claimed that the emotional intelligence of family managers varies according to gender. The emotionality factor is found to be stronger for women than sociability and well-being. On the other hand, sociability and well-being are found to be stronger for men. According to Minarova et al. (2020), the emotionality factor indicates that women express their emotions clearly, better perceive the emotions of others, have a higher degree of empathy, and try to maintain satisfactory emotional ties with other people. This conclusion means that women think about themselves as well as the quality of relationships around them. On the other hand, this conclusion also indicates that men are more assertive, have stronger leadership skills, and have the ability to influence the emotional states of others.

This cluster also suggests that even though conflict is unidimensional and emotionally charged, the awareness of emotions to understand one's emotions accurately promotes a good relationship with people in the family enterprise. Minarova et al. (2020) also claimed that good relationships between family managers to their people could significantly improve performance in their profession and satisfaction in their personal and family lives. This conclusion also resonates with the study of Biggart et al. (2020) that fathers, whether they have a business or employees in the company, who have high emotional intelligence experience less work and family conflict.
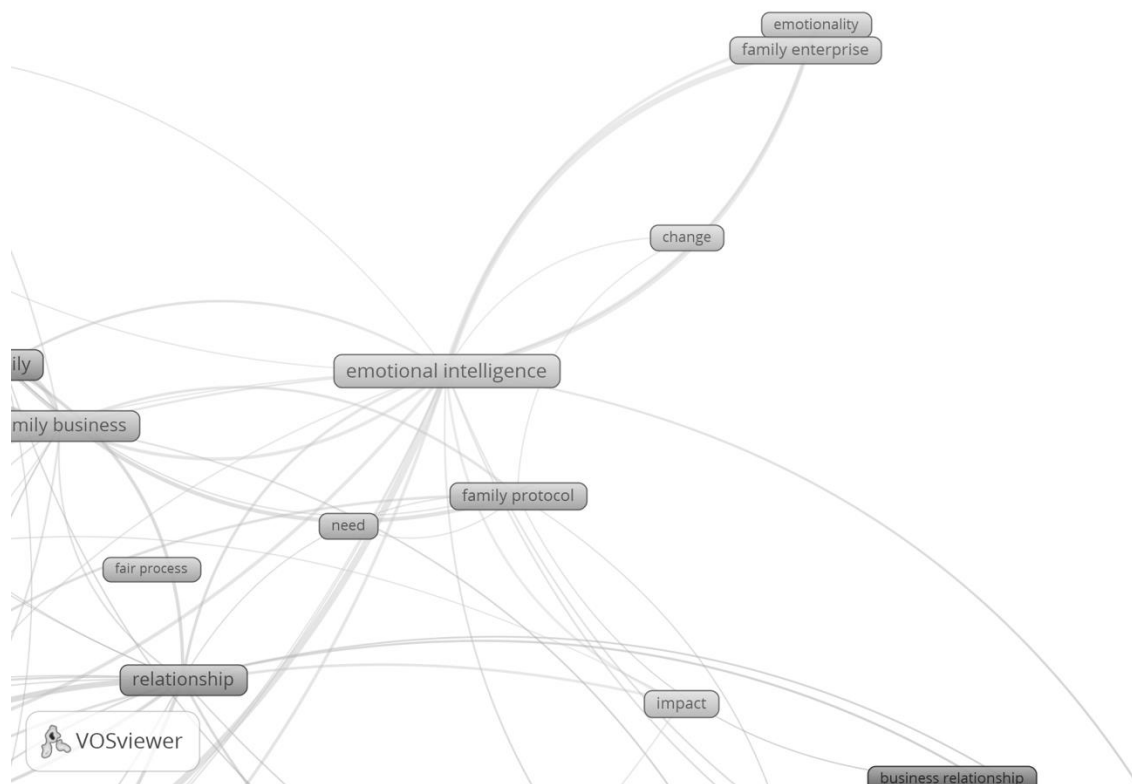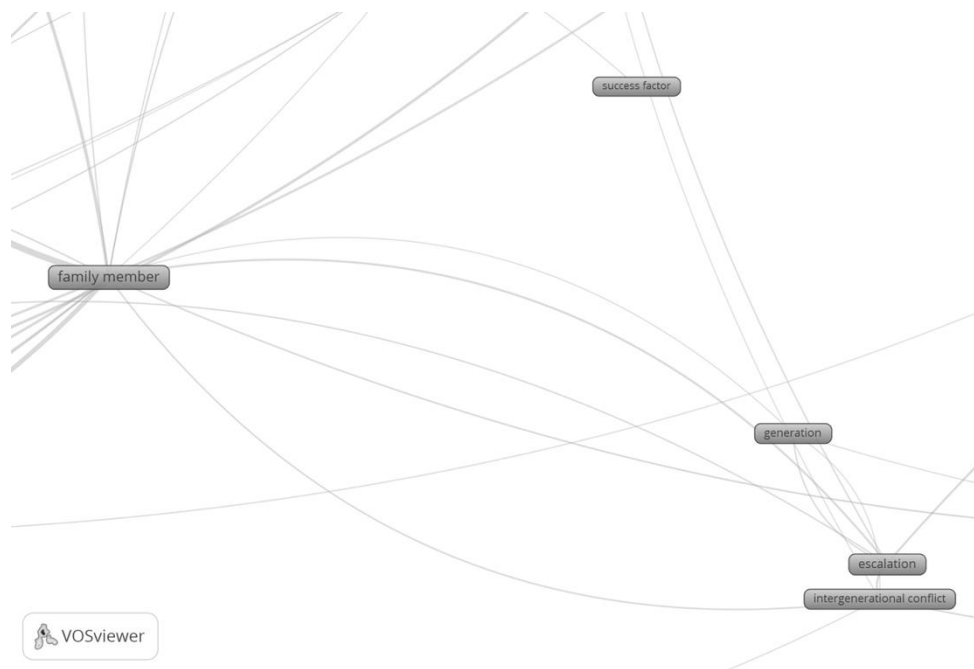

Figure 7. *Emotionality and Impact Cluster 4*

Figure 8. Process of Conflict and Generation Cluster 5
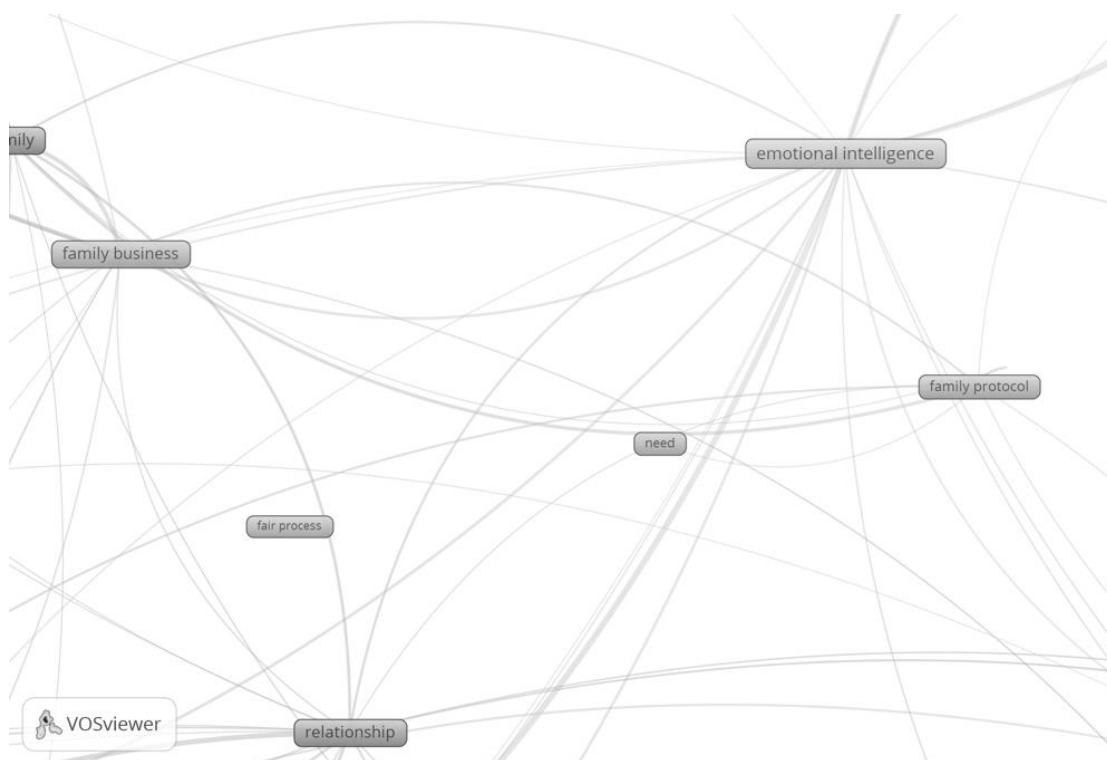

Figure 9. *Fairness and Protocol Cluster 6*

Cluster 5. Process of Conflict and Generation Cluster (keywords: escalation of family members, intragenerational and intergenerational conflict, succession)

This cluster aggregates the concept that focuses on the escalation of conflict, intergenerational conflict, and succession (see Figure 8). These concepts relate to the family level of conflict, where succession is a factor in motivating such conflicts in the family. The types of conflict are evident in the study of Efendy et al. (2021), which investigates conflict behavior in intra- and intergenerational conflict. The authors found that family members behave differently in a conflict within and across generations. Conflicts tend to escalate when both parties possess competitive or avoidance of conflict handling styles and show unregulated emotions.

Cluster 6. Fairness and Protocol Cluster (keywords: fair process, family business, family protocol, need, survivability)

In Figure 9, this cluster aggregates the concept that focuses on fairness in the family business through establishing family protocol and addressing the needs of family members to sustain the business. This concept relates to the organizational level, where family protocols and the concept of fairness prevail in the processes of the organization. The study of Van der Heyden and Huy (2008) discussed the concept of fairness as an important factor for enduring relationships in the family firm. Fair process refers to when family members perceive the allocation of resources to members show legitimate need and when decisions regarding budgets, promotions, and resource allocation are based on merit. Van der Heyden and Huy (2008) considered fair process as equality—the guiding judgment of fairness.

Conclusion

Findings from the systematic literature review and bibliometric analysis indicate that emotional intelligence may contribute to the prevention of the escalation of conflict in the family business if family members are willing to use their emotional intelligence. Emotional intelligence can be regarded as a factor, predictor, and outcome. Furthermore, EI also prevents conflict and de-escalates conflict. However, most of the results were derived from the organizational

perspective, specifically about the leadership of managers and the emotional endurance of employees (e.g., non-family employees). Research about family business leaders and owners is still scarce and needs attention.

Furthermore, EI dimensions such as perceiving emotions, facilitating thought using emotions, understanding emotions, and managing emotions were not thoroughly investigated. Most of the papers addressed and interpreted EI as a whole. It is critical to unpack EI dimensions to unravel strands of behavior or responses, as well as how family members use their emotions to behave in times of stress and happiness. It would be advantageous if the four branches (see Mayer et al., 2016; Wong & Law, 2002) were investigated and linked to different conflict resolution behaviors (e.g., five styles of handling). Furthermore, third-party intervention (e.g., informal, formal) was not thoroughly investigated.

Majority of the results were consistent with five styles of conflict-handling behavior (e.g., compromising, yielding/accommodating, problem-solving, forcing, and avoiding). It is also worth noting that only a few papers explicitly identified conflict types (e.g., works of Efendy et al., 2021; Betancourt et al., 2014; Paskewitz, 2021). This means that established conflict management theories are rarely used by family business scholars to explain the conflict in family firms. However, one could argue that the failure to adopt established theories is because conflicts in family businesses are motivated and characterized differently (e.g., succession conflict). Empirical research using quantitative and qualitative research methods could be conducted to better understand this phenomenon.

In terms of identifying knowledge clusters, using bibliometric analysis, there were six clusters that summarize the selected papers. These clusters aggregate the concepts such as emotional dimensions, relationships among family members, conflict approaches, leadership and shared visions, emotional capability and impact, conflict processes and conflict handling, and fairness and protocol in the family business.

In the case of antecedents, although emotional intelligence using a gender perspective is an interesting subject matter, it still depends on how emotional intelligence is being used by gender. There is still no concrete research that is replicable and stable that concludes that a certain gender is more emotionally

intelligent than others. Because this article is limited to a few significant papers derived from the bibliometric analysis and systematic literature review, a meta-analysis may help clarify the antecedents of emotional intelligence.

In terms of the current state of the art, weak theoretical and methodological connections between emotional intelligence and conflict management were identified as a gap in the literature through this review. In terms of differentiating emotional intelligence and emotion, there is still much work and research to be done. Emotional intelligence is the capacity to control one's emotions in a manner that enhances performance. It is a skill that must be learned and implemented. It appears that merely capturing the emotions of family members and non-family employees is insufficient for comprehending how these emotions influence decisions and actions. Future researchers and practitioners should go beyond merely capturing emotions and instead attempt to unpack them according to EI dimensions to comprehend the motivations and aspirations of family members.

In terms of measurements, only a few selected papers adopted EI measurements. EI is being assessed through qualitative inquiry. As noted by Lobo et al. (2022), to measure levels of EI in individuals, quantitative and qualitative should be used to understand each EI dimension and its benefits.

Having said this, I proposed a matrix (Table 6) using concepts used by Wong and Law (2002) and Rahim's five styles in conflict handling. Based on what I have reviewed, the role of emotional intelligence provides a positive approach to conflict. When an individual is aware of their emotions as well as those of others' emotions, they will resort to positive conflict styles such as compromising, yielding, and problem-

solving. When an individual does not use and regulate emotions and instead exhibits impulse reactions, negative conflict-handling behaviors will emerge, such as avoiding and forcing. Finally, approaching conflict constructively reinforces the positive role of emotional intelligence, promotes collaborative families (Alvarado-Alvarez et al., 2020), and reduces the intensity of resorting negative approach.

Because emotional intelligence is the result of experiences and knowledge, it must be utilized frequently. Awareness of one's emotions in the presence of conflict may prevent the escalation of conflict and improve relationship management with stakeholders (e.g., family members). Typically, the more intense one's emotions are during a conflict, the greater the likelihood they will dictate one's behavior. As a result, emotional awareness is critical, and so is the ability to regulate emotions. It is critical to learn and practice controlling thoughts that follow emotions during a "trigger event." Identifying triggers and responding using EI should become a habit for family business leaders and non-family employees.

Although it takes wisdom and experience to develop emotional intelligence as a skill, EI can be learned. The first step is being aware of one's emotions and strengthen them through time by learning other EI dimensions. EI provides adaptable skills (Bradberry & Greaves, 2009). The key is to recognize conflict and its potential consequences. This can be accomplished by using emotional intelligence as a guide for handling conflict. The awareness of one's own and other's emotions, the use of these emotions to facilitate performance, and the regulation of emotions to prevent conflict escalation must all be approached constructively and positively.

Table 6. *Proposed Overview of the Matrix of the Relationship Between EI Dimensions and Conflict Handling Behavior*

Dimensions of Emotional Intelligence (Wong & Law, 2002).	Conflict Handling Behavior (Rahim, 2002)				
	Yielding	Compromising	Forcing	Problem-Solving	Avoiding
Self-emotion appraisal	Positive	Positive	Negative	Positive	Negative
Other's emotional appraisal	Positive	Positive	Negative	Positive	Negative
Use of emotion	Positive	Positive	Negative	Positive	Negative
Regulation of Emotion	Positive	Positive	Negative	Positive	Negative
Conflict Approach	Constructive	Constructive	Destructive	Constructive	Destructive

Future Directions

Despite the continuous call of family business researchers (Sharma & Chua, 2013; Santiago et al., 2019) to refocus the research on Asian family businesses and their neighboring countries, we still know little about how Asian families manage their businesses. It is only recently that efforts have been undertaken to investigate the management of conflict and emotions in the family. This means that the future of family business studies in the Asia Pacific remains bright as much as exciting work awaits scholarly attention (Craig & Salvato, 2012).

For example, APEC countries offer rich data about family businesses, whether it is all about succession, innovation, leadership, and conflict management. Researchers must continuously decipher and compare Asian family best practices with the West. This will open an opportunity to learn with each other. Santiago (2000) highlighted that the Asian family business differs from the Western family business, specifically in succession. Family values are being carried out to the business, and that family values sustain the family business.

However, there are three limitations to this review. First, the study is limited to the nine papers that were selected. This review's selection process was constrained by its own selection criteria. As a result, only a few papers were chosen from high-impact journals, and the majority are exploratory in nature. This is because EI is widely studied in organizational studies rather than family businesses. Similarly, conflict management styles were not thoroughly explored in the family business literature. As a result, the relationship between EI and CM in the context of family businesses is also limited. I recommend conducting another SLR using different SLR methods (e.g., Pickering & Bryne, 2013), including the PRISMA checklist (Moher et al., 2013), updated guidelines on using bibliometric analysis by Donthu et al. (2021), and performing a meta-analysis as recommended by Tranfield et al. (2003). I also recommend unpacking EI dimensions rather than viewing EI as a set of skills. If SLR is performed in each EI dimension, the study will be fruitful. I contend that EI is not a well-known concept and that an organization and synthesis of EI dimensions in the literature is required.

The second limitation does not include the unit of analysis. If I had examined multiple levels or units of analysis, the study would have been fruitful. Using socio-psychological perspectives that take into account units (i.e., individual, family/group/organization) will provide nuanced information about how individuals use EI and CM.

The third restriction demonstrates restraint and originality. In this review, linking the concept of EI to CM is a limitation. The existing EI literature centered on leadership effectiveness and decision-making. However, the conceptual link that will advance EI theory and practical implications for family businesses is a challenge. EI and CM streams are completely different, so this review focuses on papers that connect these concepts. This restraint also demonstrates originality. Given that EI is a relatively new concept (e.g., Goleman, 1995), attempting to understand their connection could serve as a novelty.

Although there were limitations, the findings of this review will help create a space for intellectual dialogue, updates, and research on the role of emotional intelligence in conflict resolution. As I was conducting this research, I began to wonder what had been done to connect these concepts. I am hopeful that my colleagues in the fields of family business, family studies, psychology, and sociology will continue this work and take the challenge to discover the benefits of EI as well as its disadvantages.

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