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**EMOTIONAL INTELLIGENCE AND INDUSTRIAL CONFLICT RESOLUTION  
MECHANISMS IN IMO STATE PUBLIC SECTOR: AN EMPIRICAL APPROACH**

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**ABSTRACT:** *The focus of this paper is on Emotional Intelligence and Industrial Conflict Resolution Mechanisms in the Imo State Public Sector. The study used survey approach and covered a population of 305 senior staff of eight selected public sector organizations in Imo State. In determining the sample size, the researchers used purposive sampling technique to select 221 members of staff, however, only 198 copies of the survey tool was accurately filled and returned which yielded 89.59% return rate. The data used was generated from both primary and secondary sources but a five point likert scale survey tool titled Emotional Intelligence and Industrial Conflict Resolution Mechanisms Questionnaire (EI&ICRMQ) was the major instrument for data collection. The statistical tool used for data analysis is the one-way ANOVA test using the 23.0 version of SPSS. The study found that variations in the results obtained showed that emotional intelligence effect on negotiation is more significant as it posted the least output (0.000). This is closely followed by mediation that posted an output of (0.006). The result however showed that in arbitration, emotional intelligence plays little or no role as it posted an output (0.075) that is higher than the level of significance (0.05). The study concluded that emotional intelligence is key to conflict resolution especially when the conflicting parties opt for negotiation as a mechanism. Sequel to the findings and conclusion above, the study recommended that to enhance management-labour relations, conflicting parties should ensure that only representatives with high emotional intelligence quotient are sent when adopting negotiation as a conflict resolution mechanism. Training representatives of conflicting parties to imbibe and exhibit emotional intelligence can enhance the success rate of mediation as a conflict resolution mechanism and that conflicting parties adopting arbitration as a conflict resolution mechanism should focus on gathering needful data for evidence and avoid being emotionally sentimental*

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**KEYWORDS:** arbitration, conflict, emotional intelligence, mediation, negotiation

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## INTRODUCTION

Organizations are established for the purpose of providing diverse satisfaction to its numerous stakeholders. In order to achieve these goals, human resource must be recruited and deployed to different units. It is noteworthy to state that employees join the organization to attain their individual goals first before considering the organizational goal. While the scenario above may negate the Henry Fayol's (1916), principle of subjugation of individual interest to that of the organization, it is a truism that to most workers; their interests comes first especially in developing nations like Nigeria. This opinion of the researchers is strengthened by one of the key assumptions of theory X of McGregor (1960), which states that man is lazy and is willing to avoid work but for its pecuniary gains. This individual goal of the employees may in some instances create a wedge in the organization's bid to achieve its goals especially profit generation, hence; conflicts may ensue. Conflictual situations are known to be an integral part of human co-existence since people's idiosyncrasies, philosophy, believe and value systems differs. The quest to assert ones interest over the other will naturally breed resistance which if not checked may lead to manifest conflict. Kabuoh, Semako and Abiola (2014), in corroborating the view above posited that conflict arises as a result of argument or disagreement between two parties. A conflict situation is characterized by the inability of those concerned to iron out their differences. Conflict is by nature ubiquitous and inevitable in human existence. It is a product of human interaction and relation, and its occurrence is only among and between parties or groups.

In organizational setting, while the management (in private sector) is conscious of posting increased profit in their financial records, trade unions who are the representatives of the employees are desirous of improved welfare of their members (employees). In the Nigerian public sector in general, and Imo state in particular, regular strike action has become a recurring decimal. This is because workers believe that they are short changed by the policies of the government of the day. On the other hand, government in a concerted effort to reduce recurrent expenditure often direct its strategy towards cutting down personnel cost. This they do by demoting staff, withholding of duly earned allowances and other statutory payments and in extreme cases disengagement of employees without due notice and or compensation. These actions of government most times may violate the detects of employment contracts thereby leading to industrial conflict. In order to attain goal congruence therefore, leveraging on conflict resolution mechanisms becomes expedient. Conflict in its meaning is therefore explained by Andesine (2009) as the act of striking together, mutual interference of opposing or incompatible forces, ideas, interest context, and discord. Conflict is a difference or disagreement of opinions, ideals or goals between parties, individuals or groups (Anioke, 2002). The definitions above suggest that employers and employees get involved into an employment contract guided by the principle of reciprocity. However, over the years, incompatibility in goals may create conflictual situations that require resolution for the contract to subsist and remain valid. Conflict resolution is conceptualized in this research as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Ultimately a wide range of methods and procedures for addressing conflict exist, including negotiation, mediation, mediation-arbitration, diplomacy, and creative peace building

### **Statement of the Problem**

Over the years, there is a shift towards industrial democracy that has enabled the employees to appreciate in no small measure their place and expected role in the organization through active participation in organizational processes. To complicate matters further, major demographic and social shifts associated with the global workforce, unionization, increasing employees' education and seamless flow of labour related information across the globe has made it possible for employees to seek for and assert their industrial right without fear of victimization. While organizations have benefited from this period of change by way of increased productivity and profitability, there have also been negative impacts on the psyche of the workforce. Job loss, questions about job security, increased anxiety and continued exposure to ambiguity are only some of the many effects that comprise the shadow of this era. These dynamics, complexities and diversities that are now the characteristic of operational environment are reshaping the conflict resolution models and mechanisms employed in labour-management relations. It is therefore incumbent on the organization to ensure that their negotiators at all times possess not only the requisite knowledge and skill but the right temperament too. This study is therefore faced with the problem of examining how emotional intelligence affects the success rate of selected conflict resolution mechanisms

### **Objectives of the Study**

The general purpose of this study is to examine emotional intelligence effects on industrial conflict resolution mechanisms in the Nigerian public sector. In specifics, the study shall;

- i. Examine the effect of emotional intelligence on negotiation in the public sector
- ii. Identify the effect of emotional intelligence on mediation in the public sector
- iii. Examine the effect of emotional intelligence on arbitration in the public sector

### **Research Questions**

The study is guided by the following research questions;

- i. Does emotional intelligence have effect on negotiation in the public sector?
- ii. Does emotional intelligence have significant effect on mediation in the public sector?
- iii. Does emotional intelligence affect arbitration in the public sector?

### **Statement of Hypotheses**

H<sub>01</sub>: Emotional intelligence does not have significant effect on negotiation in the public sector

H<sub>02</sub>: Emotional intelligence does not have significant effect on mediation in the public sector

H<sub>03</sub>: Emotional intelligence does not have significant effect on arbitration in the public sector

### **Review of Related Literature**

#### *Concept of Emotional Intelligence*

Emotions are manifested in many aspects of everyday life. Their impact and relevance, in combination with the subjective nature of emotional experience, suggest it is important to work towards a comprehensive scientific model of emotion-related self-perceptions, as envisaged in the trait emotional self-efficacy conceptualization (Petrides, Pita, and Kokkinaki, 2007). Mayer, Salovey, Caruso, and Sitarenios (2001) defined emotion as an organized mental response to an event that includes physiological, experiential, cognitive aspect while Sternberg (1984) defined

intelligence as purposive selection, shaping and adaptation to real-world environments relevant to one's life. Emotional intelligence basically illustrates and describes the capacity to join emotions with reasoning to arrive at a decision. Cognitive ability or competence, measured as intelligence quotient (IQ), often does not explain the difference between average and superior work performance, including that of a leader, and this indicates that there is another dimension that contributes towards effective leadership (Cameron, 2008).

Reuven (2010) argues that emotional intelligence forms an essential part of positive psychology and has a positive impact on performance, happiness, well-being, and the quest for a more meaningful life, all of which are key areas of happiness in positive psychology. Cameron elaborates further by stating that in line with positive psychology, positive and emotional intelligent strategies can help with creating a positive organizational outcome. Low, Lomax, Jackson, and Nelson (2004) defined emotional intelligence as a learned ability to identify experience, understand, and express human emotions in healthy and productive ways. To Goleman (2008), emotional intelligence is the ability to comprehend, perceive and manage the feelings, emotions and motivation of one's self and of others. In addition, Marquis and Huston (2009) defined emotional intelligence as the process of regulating both feelings and expressions. Organizationally desired emotions are considered standards of behaviour that indicate which emotions are appropriate in each relationship and how these emotions should be publicly expressed or displayed. Emotional intelligence plays a vital role in the organizations because emotions that are handled effectively may contribute to how one handles the needs of individuals, how one motivates employees, and how comfortable the employees feel at work. Employees who have high levels of emotional intelligence are able to accurately perceive, understand and appraise others' emotions and build supportive networks. They are also considered more interpersonally sensitive and understanding, warm, protective of others, less critical and deceitful, and more likely to turn to the better perceivers for advice and reassurance

### **Models of Emotional Intelligence**

There are different approaches to emotional intelligence, namely an ability-based approach as well as a trait-based approach (Petrides, 2009). They are discussed below;

*Ability emotional intelligence:* this refers to emotion related cognitive ability, which is measured by means of performance tests (Petrides, Pita, & Kokkinaki, 2007). Ability emotional intelligence, called "cognitive-emotional ability" by Petrides and Furnham (2003) refers to concrete capabilities connected to emotions. To measure this construct, Mayer and Salovey, developed an emotional intelligence ability model assessing emotional intelligence as a kind of cognitive intelligence. The instrument is known as the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) (Mayer & Salovey, 1997). It is based on a number of emotion-based problem-solving items and measures constructs such as perceiving emotions, using emotions, understanding emotions and managing emotions. The model of ability-based emotional intelligence has been criticized for missing predictive validity and for being scientifically unsupported.

*Trait emotional intelligence:* focuses on the emotion related character and self-perceptions of individuals and is measured by a self-report. It consists of individuals' own perceptions of their abilities and is located in the lower order of personality. Hence trait emotional intelligence is not

an ability-based model. Trait emotional intelligence is the only effective definition of emotional intelligence that acknowledges the intrinsic bias and subjectiveness of emotional experience. Trait EI entails reaction-related behavioural inclinations and self-perceived capabilities referring to typical performance most effectively considered through own account. This they identified as “emotional self-efficacy”. According to this view, the self rating agrees with the subjective character of emotions (Petrides and Furnham, 2003)

*The mixed model of emotional intelligence:* introduced by Goleman (1998), sees emotional intelligence as learned abilities and it allures to the belief that individuals are born with a certain level of emotional intelligence that can be further enhanced through training. It focuses on a wide range of competencies and skills, which are grouped under the following four main constructs: self-awareness, self-management, social awareness and relationship management. The ECI, Emotional Competency Inventory, was developed by Boyatzis and Goleman in 1999 to measure emotional competencies and positive social behaviours.

### **Dimensions of Emotional Intelligence**

Goleman (1998) posits that the five dimensions of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and relationship management subsumed in his four major EI scales.

*Self-awareness:* Self-awareness occurs when the individual knows what he is feeling in the moment, and using those preferences to guide decision-making, having a realistic assessment of his own abilities and a well-grounded sense of self-confidence. The ability to “recognize a feeling as it happens and put it off if inconvenient” is the keystone to emotional intelligence. One has to be aware of his own and others’ feelings and emotions in order to have accurate data and information about the world around him. An individual’s ability to monitor feelings from moment to moment is crucial for his/her psychological insight and self-understanding. Being aware of other's emotions is essential for building a successful workplace environment and quality interpersonal relationships. One can respond appropriately to a situation only if he can read his emotions in that situation. The skill comes into play in most jobs, particularly those that involve dealing with people.

*Self-regulation:* This involves handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals while recovering well from emotional distress. This domain of EI comprises the ability to regulate moods and emotions in oneself and in other people. Emotionally intelligent people must be able to monitor, discriminate, and label their feelings accurately, believe that they can improve or otherwise modify these feelings, employ strategies that will alter their feelings, and assess the effectiveness of these strategies. That is emotionally intelligent people will be able to handle uncomfortable emotions, once they have accepted that they are feeling them. At times, one can stay open to his feelings, learn from them, and use them to take appropriate action. Other times, however, it may be better to disengage from an emotion and return to it later.

*Motivation:* This dimension of emotional intelligence involves using available deepest preferences to move and guide the individual toward desired goals and help in taking initiatives. Positive motivation which deals with the marshalling of feelings of enthusiasm, zeal and confidence is paramount for achievement. To motivate oneself for any achievement requires clear goals and an optimistic ‘can-do’ attitude. Emotions motivate us but also can demotivate us if they are too strong and if we allow them to overwhelm us. People who have this skill tend to be more highly productive and effective in whatever task they undertake.

*Empathy:* This is related to sensing what other people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people. The capacity to know how another person feels is important in any job and in the case of managers too. As one begins to recognize emotions in oneself and realizes her/his own emotional weather systems, she/he will be able to sense them in others more accurately. This means one can feel with someone rather than feel about themselves. People, who are empathetic, are more attuned to the subtle social signals that others’ need or want. Empathy skills are most important in managing relationships. When a person is empathetic, she/he has the ability to have strong bonds with other people, can communicate more clearly, can understand others’ view points, have compassion and can forgive others for their transgression. Goleman explained empathy as ‘social radar’ i.e the ability to pick up another’s feeling without having a word uttered by them.

*Relationship Management:* Relationship management manifests in handling emotions in relationships and accurately reading social situations and networks, interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and teamwork. Understanding of other people’s emotions gives us the ability to motivate them, be effective leaders, and to work in successful teams. People who excel in these skills do well at anything that relies in interacting smoothly with others. The old rigidities born out of fear or anxiety, can dissolve into acceptance of others and ourselves. EI gives the ability to have ‘grace under fire’ and to act with integrity and courage.

### **The Concept of Conflict and Conflict Resolution**

Like most concepts in the social sciences, there is no singular definition of conflict acceptable to all. Anioke (2002), defines conflict as a difference or disagreement of opinions, ideals or goals between parties, individuals or groups. Conflict could be inter-personal or inter-group. Again, it could present itself in a single or multi-dimensional form. It can be violent or non-violent, latent or manifest. Adesina (2009) sees conflict as the act of striking together, mutual interference of opposing or incompatible forces, ideas, interest context, and discord. Fujana (1997) states that modern industrial conflicts seem inevitable since the domination of management is to maximize profit while labor’s concern is to secure and maintain the highest level of wages with the best conditions of service. In this process conflicts emerged between the social partners in an effort of each partner to obtain maximum benefits of the industry. He defines industrial conflict “as a breakdown in the standard mechanism of decision making which leads an individual or group to experience difficulty in selecting a mutually acceptable alternative. He continues that industrial conflicts do arise within the rank and file of all the actors in the organization including all the constituents in the role set of individuals. Such conflicts are referred to as inter-personal. It also

involves an organized group of individuals acting concertedly. Conflicts in organization and industrial establishment can be disruptive, when the organizational goals are stressful to the health of the individual workers and employees. In another word, industrial conflicts can be defined as the inability of members in a role set to reach an agreement on an issue concerned with the objective of interaction. There is hardly any gainsaying the fact that industrial conflicts are realities of any economic system where workers and management or employers interact. Conflict goes a long way in shaping the industrial relations system of any nation. Hence, in spite of their differences, both parties are committed to the continuation of their relationship (Fashoyin, 2010)

Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. The term conflict resolution according to Roberts and Ash (2009), may also be used interchangeably with dispute resolution, where arbitration and litigation processes are critically involved. The concept of conflict resolution encompasses the use of nonviolent resistance measures by conflicted parties in an attempt to promote effective resolution. Conflictual situations are suggestive of state of distrust between the disputants. While one (stronger) party in the dispute will want the maintenance of status quo, the other party will want a change in status quo even with its attendant uncertainties. It is therefore required that for resolution to be reached in good faith; there is need for dependable and innovative confidence-building mechanisms.

### **Conflict Resolution Mechanisms**

In the resolution of industrial conflict, disputants can employ any or a combination of the following mechanisms;

**Negotiation:** Negotiation is the most basic means of settling differences. It is back-and-forth communication between the parties of the conflict with the goal of trying to find a solution. Negotiation allows the parties to participate directly in decisions that affect them. In the most successful negotiations, the needs of both parties are considered. A negotiated agreement can become a contract and be enforceable. Parties may negotiate directly with each other or may opt to hire expert negotiators to negotiate directly with the other side on their behalf. Parties can determine their own rules but it works best if all parties agree to remain calm and not talk at the same time. Negotiation is reputed to be the first method of choice for problem-solving and trying to reach a mutually acceptable agreement. If no agreement is reached, parties may pursue or employ other options discussed in this study.

#### *Characteristics of Negotiation:*

- Voluntary
- Private and confidential
- Quick and inexpensive
- Informal and unstructured
- Parties control the process, make their own decisions and reach their own agreements (no third party decision maker)
- Negotiated agreements can be enforceable
- Can result in a win-win solution

Source; <https://www.okbar.org/freelegalinfo/disputes/>

**Mediation:** Mediation is a voluntary process in which an impartial person (the mediator) helps with communication and promotes reconciliation between the parties which will allow them to reach a mutually acceptable agreement. Mediation often is the next step if negotiation proves unsuccessful. The mediator manages the process and helps facilitate negotiation between the parties. A mediator does not make a decision nor force an agreement on the conflicting parties. The parties directly participate and are responsible for negotiating their own settlement or agreement. At the beginning of the mediation session, the mediator describes the process and the ground rules. The parties or their representatives have an opportunity to explain their view of the dispute. Mediation helps each side better understand the other's point of view. Sometimes the mediator will meet separately with each side. Separate "caucusing" can help address emotional and factual issues as well as allow time for receiving legal advice. Mediators have no formal power and cannot impose an agreement on the two parties. Instead, they seek to clarify the issues involved and enhance communication between the conflicting parties. However, whenever the mediator is not seen as neutral or if there is dissension in the ranks of each negotiating party, mediation does not seem to work well.

*Characteristics of Mediation:*

- Promotes communication and cooperation
- Provides a basis for you to resolve disputes on your own
- Voluntary, informal and flexible
- Private and confidential, avoiding public disclosure of personal or business problems
- Can reduce hostility and preserve ongoing relationships
- Allows you to avoid the uncertainty, time, cost and stress of going to trial
- Allows you to make mutually acceptable agreements tailored to meet your needs
- Can result in a win-win solution
- Source; <https://www.okbar.org/freelegalinfo/disputes/>

**Arbitration:** Arbitration is the submission of a disputed matter to an impartial person (the arbitrator) for decision. The arbitrator controls the process, listens to both sides and makes a decision. In a more formal setting, the arbitrator will conduct a hearing where all parties will present evidence through documents, exhibits and testimony. There can be either one arbitrator or a panel of arbitrators. The result can be binding if all parties have previously agreed to be bound by the decision. In that case, the right to appeal the arbitrator's decision is very limited. An arbitrator's award can be reduced to judgment in a court and thus be enforceable. A common use of arbitration is in the area of labor. Arbitration occurs when a third party is given authority to dictate the terms of settlement of conflict. In *binding arbitration*, the two sides agree in advance to accept the terms. In *voluntary arbitration*, the two sides retain the freedom to reject the recommended agreement. In *conventional arbitration*, the arbitrator can offer any package of terms he or she wishes. In *final offer arbitration*, the arbitrator merely chooses between final offers made by the disputants. This was devised to motivate the two parties to make sensible offers that have a chance of being up held.



*Characteristics of Arbitration:*

- Can be used voluntarily
- Private (unless the limited court appeal is made)
- Maybe less formal and structured than going to court, depending on applicable arbitration rules
- Usually quicker and less expensive than going to court, depending on applicable arbitration rules
- Each party will have the opportunity to present evidence and make arguments
- May have a right to choose an arbitrator with specialized expertise
- A decision will be made by the arbitrator which may resolve the dispute and be final
- Arbitrator's award can be enforced in a court
- If nonbinding, you still have the right to a trial

Source; <https://www.okbar.org/freelegalinfo/disputes/>

**Theoretical Framework**

Jonathan (2003), posits that there are different schools of thought on industrial conflict. *Pluralists* say that industrial conflict is unavoidable because of interest group divisions, which inevitably require a web of rules for conflict management and resolution. *Marxists* opine that social class cleavages are at the root of conflict and that there is a need to address the uneven economic and political relations at the workplace and the larger society. Fauchux and Rojot (1979), point out that conflict is the motive force of an industrial relations system and that rules are designed to contain labor unrest. The *systems analysts* argue that conflict is ubiquitous but deviant behavior. They perceive the need for a system of rules to manage and resolve workplace tension, involving the three main actors in an industrial relations system – government, employers and employees. Conflict can be cooperative or competitive. *The theory of cooperative conflict* suggests that employers and employees can have shared goals. Conflict arises chiefly because the parties argue about the best way of achieving their common interests. *The theory of competitive conflict* indicates that labor and management have opposing goals and interests. There is a high degree of mistrust and a propensity for communication channels to break down, leading to overt conflict. Margerison's behavioral analysis of conflict generation argues that there are three levels of conflict. It may occur at the distributive, structural or human relations level. Conflict at the distributive level means that there are questions regarding the allocation of economic rewards at the workplace; that is who gets what for performing a certain role in the organization? At this level of conflict, the outcome could be a strike or lockout. At the structural level, conflict may arise because the organization is so poorly designed that it is unable to adapt to changes in the business environment. A usual example is that of a subordinate receiving two conflicting directives from two superiors. As a result, there are demarcation disputes and authority is challenged. Conflict at the human relations level is the most common and recognizable among the three. At this level, conflict may derive from differing social orientations among individuals, groups or labor and management. Some outcomes are individual alienation and group strain.

Another significant theory that contributes to the understanding of emotional intelligence (EI) is the *Personality Trait Theory*. Personality trait theory is an approach to the study of human

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personality. This theory was propounded by Gordon Allport in 1936. Allport was primarily interested in the measurement of traits, which can be defined as habitual patterns of behavior, thought, and emotion. According to this perspective, traits are relatively stable over time, differ across individuals (for example, some people are outgoing whereas others are shy, and others are provocative at the slightest anger while others are mild at the slightest provocation), and all these influence the behavior of people. In other words, individual behaviour is the result of inherited or acquired traits.

## **METHODOLOGY**

This study used descriptive survey approach. The data used was generated from both primary and secondary sources but a five point likert scale researchers' designed questionnaire titled Emotional Intelligence and Industrial Conflict Mechanisms Questionnaire (EI&ICRMQ) was the major instrument for data collection. The study covered a population of 305 senior staff drawn from eight selected public sector organizations in Imo State. In determining the sample size, the researchers used purposive sampling technique to select 221 members of staff, however, only 198 copies of the survey tool was accurately filled and returned which yielded 89.59% return rate. In other to determine the proportional contribution of each of the case study organizations to the sample size, the Bowley proportional allocation formula was used. It is mathematically represented as;  $n_i = n \cdot N_i / N$  Where  $n$  represents sample size,  $N_i$  represents population size of the  $i$ th strata and  $N$  represents the population of study. The research instrument (questionnaire) was subjected to face and content validation, while its reliability was tested using the spearman rank correlation coefficient which yielded an index (.899 or 89%). The statistical tool used for data analysis is the one-way ANOVA test using the 23.0 version of SPSS

**RESULTS****Test of Hypotheses****Hypothesis one**

H<sub>01</sub>: Emotional intelligence does not have significant effect on negotiation in the public sector

SPSS OUTPUT FOR HYPOTHESIS ONE  
 ONEWAY EIandN BY RANKS  
 /STATISTICS DESCRIPTIVES HOMOGENEITY  
 /MISSING ANALYSIS.

**Descriptives**

EIandN

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1.00	5	9.6000	8.84873	3.95727	-1.3871	20.5871	.00	17.00
2.00	5	30.8000	13.42386	6.00333	14.1321	47.4679	10.00	45.00
3.00	5	33.4000	8.79204	3.93192	22.4832	44.3168	23.00	47.00
4.00	5	87.8000	7.29383	3.26190	78.7435	96.8565	76.00	96.00
5.00	5	36.4000	11.30487	5.05569	22.3632	50.4368	21.00	49.00
Total	25	39.6000	27.99851	5.59970	28.0428	51.1572	.00	96.00

**Test of Homogeneity of Variances**

EIandN

Levene Statistic	df1	df2	Sig.
.682	4	20	.612

**ANOVA**

EIandN

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16746.800	4	4186.700	0.000	.000
Within Groups	2067.200	20	103.360		
Total	18814.000	24			

From the SPSS output, the f-value is 0.000, which is less than the level of significance (0.05), therefore we reject the null hypothesis and conclude that emotional intelligence has significant effect on negotiation mechanism in the public sector

**Hypothesis Two**

H<sub>02</sub>: Emotional intelligence does not have significant effect on mediation in the public sector

SPSS OUTPUT FOR HYPOTHESIS TWO  
 ONEWAY EIandM BY RANKS  
 /STATISTICS DESCRIPTIVES HOMOGENEITY  
 /MISSING ANALYSIS

**Descriptives**

EIandM

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1.00	5	39.6000	18.70294	8.36421	16.3772	62.8228	19.00	67.00
2.00	5	39.6000	13.27780	5.93801	23.1134	56.0866	27.00	62.00
3.00	5	39.6000	18.11905	8.10309	17.1022	62.0978	14.00	65.00
4.00	5	39.6000	11.12654	4.97594	25.7846	53.4154	26.00	55.00
5.00	5	39.6000	16.75709	7.49400	18.7933	60.4067	22.00	64.00
Total	25	39.6000	14.48563	2.89713	33.6206	45.5794	14.00	67.00

**Test of Homogeneity of Variances**

EIandM

Levene Statistic	df1	df2	Sig.
.430	4	20	.785

**ANOVA**

EIandM

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.000	4	.000	.006	1.000
Within Groups	5036.000	20	251.800		
Total	5036.000	24			

From the SPSS output, the f-value is 0.000, which is less than the level of significance (0.05), therefore we reject the null hypothesis and conclude that emotional intelligence has significant effect on mediation as a conflict resolution mechanism in the public sector

**Hypothesis Three**

H<sub>03</sub>: Emotional intelligence does not have significant effect on arbitration in the public sector

**Descriptives**

SPSS OUTPUT FOR HYPOTHESIS THREE  
 ONEWAY EIandA BY RANKS  
 /STATISTICS DESCRIPTIVES HOMOGENEITY  
 /MISSING ANALYSIS

## EIandA

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1.00	5	39.6000	18.87591	8.44156	16.1625	63.0375	17.00	69.00
2.00	5	37.6000	19.15202	8.56505	13.8196	61.3804	18.00	69.00
3.00	5	39.6000	15.53383	6.94694	20.3122	58.8878	21.00	58.00
4.00	5	39.6000	15.09304	6.74981	20.8595	58.3405	29.00	66.00
5.00	5	39.6000	15.51773	6.93974	20.3322	58.8678	17.00	60.00
Total	25	39.2000	15.47579	3.09516	32.8119	45.5881	17.00	69.00

**Test of Homogeneity of Variances**

## EIandA

Levene Statistic	df1	df2	Sig.
.086	4	20	.986

**ANOVA**

## EIandA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16.000	4	4.000	.075	3.000
Within Groups	5732.000	20	286.600		
Total	5748.000	24			

From the SPSS output, the f-value is 0.075, which is higher than the level of significance (0.05), therefore we reject the alternate hypothesis and conclude that emotional intelligence does not have significant effect on arbitration as a conflict resolution mechanism in the public sector

**DISCUSSION OF FINDINGS**

In this study, the major findings revealed that emotional intelligence has significant effects on conflict resolution mechanisms. This assertion is drawn from the output of the data generated after been subjected to statistical analysis with the one way ANOVA test. The hypothesis one showed that emotional intelligence has significant effect in determining the effectiveness of negotiation as a conflict resolution mechanism as the level of significance was greater than the f-value (i.e

0.05>0.000). The finding in hypothesis one is consistent with the major finding of Sajed and Mehdi (2011), who in their study discovered that emotional intelligence is key to the success of collaborative style (win-win) of conflict management. In hypothesis two, the null hypothesis was rejected in place of the alternate hypothesis since the f-value was lesser than the level of significance (i.e 0.0.0<0.06). The output of hypothesis three proved that emotional intelligence does not have significant effect on arbitration as a conflict resolution mechanism as the alternate hypothesis was rejected in place of the null, this is because the level of significance is lesser than the f-value (i.e 0.05>0.075).

## CONCLUSION

Conflict is perhaps an unavoidable outcome in human interaction. However, in resolving conflict, both internal and external exigencies are of immense concern. It is therefore of essence that conflicting parties should select resolution mechanisms that are consistent with their unique situations. It is concluded in this work that emotional intelligence is key to conflict resolution especially when the conflicting parties opt for negotiation as a mechanism. This study further concludes that variations in the results obtained showed that emotional intelligence effect on negotiation is more significant as it posted the least output (0.000). This is closely followed by mediation that posted an output of (0.006). The result however showed that in arbitration, emotional intelligence plays little or no role as it posted an output (0.075) that is higher than the level of significance (0.05). The result of hypothesis three strengthens the place of a third party in arbitration whose ruling are often expected to be based on available facts and not mere emotional expressions.

## Recommendations

Sequel to the findings and conclusion above, the study recommends as follows recommendations;

- (1) To enhance management-labour relationships, conflicting parties should ensure that only representatives with high emotional intelligence are sent when adopting negotiation as a conflict resolution mechanism
- (2) Training representatives of conflicting parties to imbibe and exhibit emotional intelligence can enhance the success rate of mediation as a conflict resolution mechanism.
- (3) Conflicting parties adopting arbitration as a conflict resolution mechanism should focus on gathering needful data for evidence and avoid being emotionally sentimental

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