Emotional Intelligence as a Correlate of Conflict Management Styles among Managers and Supervisors in Work Organizations in Nigeria

Authors : Solomon Ojo

Abstract : The study investigated emotional intelligence as a correlate of conflict management styles among managers and supervisors in work organization. The study was a survey and Ex-post facto design was employed. A total of 407 participants took part in the study, and the participants were selected across different work organizations in the six (6) existing Geo-political zones in Nigeria, namely South-West, South East, South-South, North-East, North-West and North-Central. Questionnaire format was used for data collection in the study. Collected data were analyzed by both the Descriptive and Inferential Statistics, specifically using the Statistical Package for Social Sciences (SPSS) version 21.0. The findings revealed that considerate leadership style was significantly and positively related to the use of collaborating conflict management style, $[r(405) = .50^{**}, P < .01]$; Considerate leadership style was significantly and positively related to the use of compromising conflict management style, $[r(405) = .3^{**}, P < .01]$; Considerate leadership style was significantly and positively related to accommodation conflict management style, $[r(405) = .64^{**}, P < .01]$; Considerate leadership style was not significantly related to competing conflict management style, $[r(405) = .07, P > .05]$; Considerate leadership style was significantly and negatively related to avoiding conflict management style, $[r(405) = -.38^{**}, P < .01]$. Further, initiating structural leadership style was significantly and positively related to competing conflict management style, $[r(405) = .33^{**}, P < .01]$, avoiding conflict management style, $[r(405) = .41^{**}, P < .01]$; collaborating conflict management style $[r(405) = 51^{**}, P < .01]$. However, the findings showed that initiating structural leadership style was significantly and negatively related to compromising style, $[r(405) = -.57^{**}, P < .01]$ and accommodating style, $[r(405) = -.13^{**}, P < .01]$. The findings were extensively discussed in relation to the existing body of literature. Moreover, it was concluded that leadership styles of managers and supervisors play a crucial role in the choice and use of conflict management styles in work organizations in Nigeria.

Keywords : conflict management style, emotional, intelligence, leadership style, consideration, initiating structure, work organizations

Conference Title : ICIOP 2017 : International Conference on Industrial and Organizational Psychology
Conference Location : Madrid, Spain
Conference Dates : September 11-12, 2017