

The Impact of Emotional Intelligence on Conflict Management Case Study from Jordan

¹Ghassan Issa Alomari, ²Sakher Alnajdawi, ³Ammar Yaser Mansour Al-Mansour,
⁴Rami Hanandeh

Abstract

This study aims to explore the impact Emotional Intelligence on Conflict Management in The Jordanian Securities Commission (JSC). To produce numeric data as well as to test the hypothesis, the researchers use the statistical package for social science (SPSS). The testing included (N=320) questionnaires. Our suggested model examined The Jordanian Securities Commission (JSC) located in Amman-Jordan. The main results show that Emotional Intelligence has moderately to weak impact on Conflict Management for the managers, vice manager and Assistant Manager whom work in the Jordanian Securities Commission. This study contributes to the existing limited research on the topic. However previous researches offered an important base for the study regarding the consequences of emotions on conflict management; nevertheless, they have not addressed the particular approaches that people are more likely to use when confronted with conflict. This study explores the link between the Emotional Intelligence and all the five styles of Conflict Management, which's need more empirical investigations, as well as this study offered number of recommendations for future research.

Keywords: *Emotional Intelligence; Conflict Management; Jordanian Securities Commission (JSC); Compromising; Collaborating; Accommodating; Competing; Avoiding.*

I. Introduction

Business organization nowadays faces a lot Challenges, Especially in human resource management, organizational behavior and organizational culture, which requires from management and researchers to pay great attention on studying and analyzing all of its current and future implications. one of the most valuable department in any organization is human resource department, which responsible of creating and maintaining human capital, and spending a lot of money and time on hiring the right employees to gain competitive advantages (Savio, 2015).

Organizations on the business environment bay a lot of interest on recruiting employees with ability to deal with conflicts effectively. According to (Afzalur Rahim *et al.*, 2001) Conflict is defined as an interactive process appears in compatibility, disputes, or repulsion, between social entities (i.e, individuals, groups,

¹ Department of Business Management, Amman Arab University

² Department of Human Recourse Management, Amman Arab University

³ Department of finance, Amman Arab University

⁴ Department of Human Recourse Management, Amman Arab University

organization) .There are different sources of conflicts in the organizations, and the ways in which conflicts are managed in the organizations illustrate the degree of success of the organization.

Since 1990s the concept of emotional intelligence began to take a lot of researcher's attention(Grubler *et al.*, 2012).according to (Prakash *et al.*, 2016) emotional intelligence is a group of context related to emotional and social competencies, skills, and facilitators that influence one's ability to recognize, understand, and manage emotions; to relate with others; to conform with change and solve problems of a personal and interpersonal nature; and to dealing efficiently with daily requirement, challenges, and pressures.

Overall, many research are conducted on the relationship between emotional intelligence and Conflict management in different countries in the world and different sector. This research will study the impact of emotional intelligence on Conflict management in Jordan Securities Commission (JSC).

II. Research Problem

The subject of emotional intelligence raised the interest of scientists and researchers of management in general and organizational behaviour in particular. According to (Zhang, S. J., Chen, Y. Q., & Sun, H. 2015) there are lacks in scientific research on the impacts of emotional intelligence in the Asian Countries, and they called for more research in this area to improve the knowledge base.

III. Research Question

1- What is the impact of emotional intelligence on Conflict management (Competing, Collaborating, Compromising, Avoiding, and Accommodating) in Jordanian Securities Commission (JSC)?

IV. Research significant

1. A number of studies focus on the subject of emotional intelligence in different country in the world, but this research will be conducted in Jordan.

2. An enhanced understanding to the impact of emotional intelligence on Conflict management (Competing, Collaborating, Compromising, Avoiding, and Accommodating), it may be helpful to both managers and practitioner.

3. The findings and recommendations will provide a solid basis for Jordanian Securities Commission (JSC) to properly manage their institution and serve as an opportunity for improve organization performance.

V. Conceptual framework

The conceptual framework for this research illustrates the aspect that chosen based on the literature review of emotional intelligence and Conflict management.

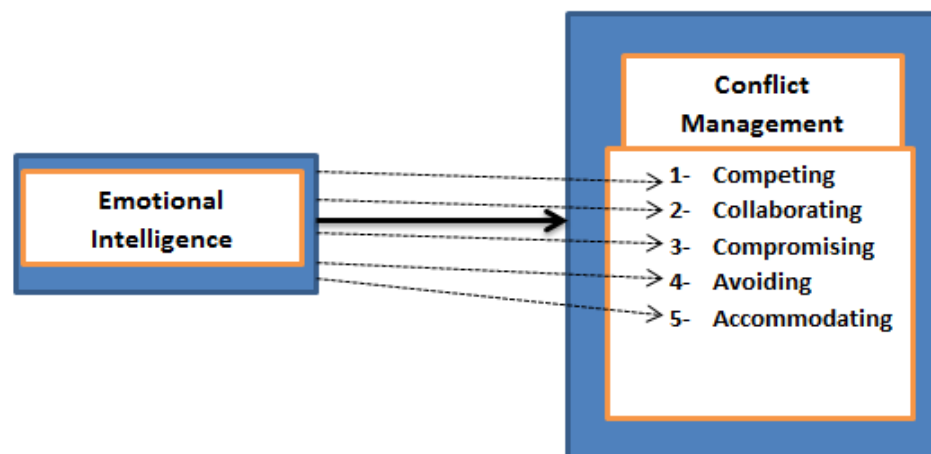


Figure (1)

VI. Literature Review

Emotional intelligence recently has been popular topic in the management studies, and especially it has an important role on the conflict management (Riaz et al., 2012). According to (Rahim et al., 2002) EI and its components play vital role in problem solving and bargaining strategies of conflict management, EI has positive impact on problem solving strategy and negative impact on bargaining strategy. Deferent study on transportation companies workers in Nigeria, found that EI has a positive impact on resolution behaviour (Animasahun., 2008). Accordingly EI plays vital role in CM behaviours, because innovative solutions may require adjustment which needs an ability to realize and organize the emotions (Schlaerth *et al.*, 2013). On the other hand Employees who can accurately perceive and manage their emotions or feelings and understand the perspectives and emotions of others can manage conflict constructively (Vashisht, R., Singh, K., & Sharma, S. 2018). Based on the literature review, this study proposed the following hypothesis:

H1: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Competing, Collaborating, Compromising, Avoiding, and Accommodating).

Although a number of researchers have been studied Emotional intelligence and conflict management in different organizations (Shih & Susanto, 2010; Chan, Sit & Lau, 2014; Rahim, Buntzman & White, 1999; Ann & Yang, 2012). According to (Yu, Sardesai, Lu, & Zhao., 2006) EI has a significant positive impact on integrating, compromising, and avoiding CM, the Regression analysis proofed that EI was the most notable predictor of merging conflict handling style as compared to other four styles of CM. The EI was unrelated to obliging and avoiding CM style. In the other study Kiani (2003) found that EI has significant positive relationship with integrating, compromising and accommodating and negative relationship with dominating CM style in the public and private sector companies. In the other study of (Zhang, S. J., Chen, Y. Q., & Sun, H. 2015) EI has a significant positive impact with integrating, compromising and collaborating CM.

Emotional intelligence can have numerous consequences on the employees and the workplace. Chan, Sit & Lau, (2014) in their study found that with higher levels EI the usage of CM will be increased among nurses, such as accommodating, compromising and avoiding. According to Jordan & Troth (2002) study they suggested that employees with higher levels of EI are more likely to engage in more collaborative conflict resolution styles. Hence, Shih & Susanto (2010) study also founded that EI has a significant and positive impact on integrating and compromising conflict handling styles between employees working in the government sector in Indonesia. Based on the literature review, this study proposed the following hypothesis:

H1.1: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Competing).

H1.2: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Collaborating).

H1.3: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Compromising).

H1.4: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Avoiding).

H1.5: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Accommodating).

VII. Research Design:

The research design is to explain the process of the research how to be done; the first step in this research is to search about literature review regarding the topic and variables included in this study. The next step to search about the problem identifiers, then develop objectives that may find solution regarding research problem. The third step to select the best methodology which suitable to achieve the objectives of study and the best procedure for questioner design. The fourth step, data collection procedures and interrupting the results obtained from the questioner using SPSS program which selected as analysis tool. The fifth step, results obtained from SPSS, researcher determine the accepted or rejected hypothesis, so for that researcher can build discussion part by concluding which hypothesis is consistent with prior research and which inconsistent with previous studies, then come up with future research agenda, practical implication and managerial implication of the study.

VIII. Limitation of Study

There are number of limitation and implication regarding sampling procedures and data collections that need to be acknowledged:

- Due to the lack of sufficient time to prepare is the biggest limit.
- the study investigate in two dimension independent and dependant the impact of emotional intelligence on conflict management in Jordan Securities Commission (JSC)

- Jordan Securities Commission
- The shortage of available sources makes a limitation for the study.
- The number of studies conducted in this field is limited and some of them not available for the researcher.

IX. Methodology

In methodology the data collection method was quantitative method, the primary data source from questioner using likart-5scal, the secondary data collected from scholars (articles, books, and journals... etc.) which will obtain form databases available to the researcher (Ebsco, Google scholar, ...,etc). The nature of study is using the positivism paradigm which deal in nature with quantitative approach and shall followed by qualitative approach. According to (Saunders et al., 2012) quantitative approach is used to test hypothesis which assert that the theories are true, on the other hand, the qualitative approach is explorative in nature which mean it useful for theories development and extension, in this proposal the researcher will apply the quantitative approach.

analysis the questioner will be done using (SPSS) to investigate the impact of emotional intelligence on conflict management in Jordan Securities Commission (JSC). SPSS is a useful tool for testing the hypothesized models and investigate relation between variables.

Language risk, as we know our study and communication will be in English because it is a global language. Most of the employees and worker are speaking Arabic. For that reason, the questioner has been translated to Arabic following (Brislin, 1986) procedure which used forward backward strategy.

X. Sampling

Simple random sampling technic are chosen for this research by distributed questioners on the employees whom work at the Jordan Securities Commission in Amman-Jordan. For the purpose of the study the researcher plan to distribute 350 questionnaire to obtain a real results that can be generalized and reflect the reliability of the study. The valid questioners are 320.

XI. Questionnaire Construction:

A single questionnaire was distributed among managers, vice manager and Assistant Manager in the Jordan Securities Commission, which was adopted from Wong and Law (2002) and Rahim (1983) the questions were carefully worded to avoid misinterpretation. The questionnaire layout was formatted in logical manner to ensure a higher response rate. Questionnaire included only closed-ended questions. Structured questionnaire was designed to measure all the independent and dependent variables on a 5-point Likert scale ranging from Strongly Agree (coded as "5") to Strongly Disagree (coded as "1"). The questions also sought data on demographics of respondents.

XII. Analysis and Findings

12.1. Validity and Reliability Test

Table (1) (Cronbach Alpha)

Number of Paragraphs	(Cronbach Alpha)	Variables
33	0.850	Emotional Intelligence
3	0.910	Avoiding
3	0.920	Accommodating
3	0.814	Compromising
3	0.791	Competing
3	0.920	Collaborating
15	0.89.8	Conflict Management
48	0.890	All paragraphs of the study tool

Based on the data listed on the table (1), the researcher find the result of Cronbach alpha ranged between (%92-%79.1), in addition table (1) shows Cronbach alpha of the instrument as a whole (89%). Therefore, the study tool can be described as persistence which is considered acceptable in the Humanities research and Studies (Sekaran & Bougie, 2012).

12.2. Normal Distribution Test

The normal distribution test of the collected data was performed to confirm whether the data is under normal distribution. Skewness values were extracted, which indicates that the values of the torsion coefficient are less than (1), that mean the data are naturally distributed (Doane & Seward, 2011).

Normal Distribution Table (2)

Torsion Coefficient (Skewness)	Standard Deviation	Mean	Variables	Kind of variable

0.391	0.332	3.70	Emotional Intelligence	V	I
0.483-	0.836	3.42	Avoiding		
0522-	0.696	3.58	Accommodating	V	D
0.844-	0.653	3.75	Compromising		
0.431-	0.752	3.73	Competing		
0.139-	0.610	3.90	Collaborating		
0.845-	0.507	3.67	Conflict Management		

Based on the test data indicated in Table (2) which shows that the distribution of the data was normal, where the torsion coefficient value (Skewness) of all variables of the study values less than (1).

In general, it was found that there are positive attitudes toward all factors because their means are more than mean of the scale (3).

Also, table (3) shows that highest mean is for (R2) was 3.87 with 0.9325 standard deviation so we can consider that this factor is the highest importance in questionnaire, while the lowest importance that for (p4) with 3.44 mean and 1.00314 standard deviation.

12.3. Test of hypothesis

Main hypothesis (H1):

H1: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Competing, Collaborating, Compromising, Avoiding, and Accommodating).

This hypothesis makes five sub hypotheses:

- **H1.1: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Competing).**
- **H1.2: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Collaborating).**
- **H1.3: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Compromising).**
- **H1.4: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Avoiding).**

H1.5: There is a statistical significant impact of Emotional Intelligence on Conflict Management (Accommodating).

The hypotheses of the study were subjected to simple linear regression analysis, where the results are shown in table (3):

Table (3) hypothesis test results

Collaborating		Competing		Accommodating		Compromising		Avoiding		Conflict Management		DV/IV
sig	T	sig		sig	T	sig		sig		sig		Emotional Intelligence
.708	.378	*.00	.983	*.001	.632	.324	.999	.782	.279	0.021	.418	
0.061		0.543		0.508		0.160		0.045		0.365		R
0.004		0.295		0.258		0.026		0.002		0.133		R²
1		1		1		1		1		1		Degrees of freedom
												(0.05) *
												(2.0227) =T

Table (3) illustrate the statistical results of the study hypotheses, the results of which indicated the following:

1) There was statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on **Conflict Management** through the value of T (2.418), which is less than the tabular value and not significant at the level of significance ($0.05 \geq \alpha$). (R²) of (0.133) indicates that emotional intelligence has explained (%13.3) of the change in the avoidance of conflict and the value of the correlation coefficient R = (%36.5), which indicates that the relationship is moderate between the two variables.

2) - There was no statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on **Avoiding** through the value of T (0.279), which is less than the tabular value

and not significant at the level of significance ($0.05 \geq \alpha$). (R²) of (0.002) indicates that emotional intelligence has explained (0.02%) of the change in the avoidance of conflict and the value of the correlation coefficient $R = (4.5\%)$, which indicates that the relationship is weak between the two variables.

3) There was no statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on the **Compromising** by the value of T (0.999), which is less than the tabular value and not significant at the level of significance ($0.05 \geq \alpha$) and the value of (R²) and the value Emotional intelligence explained (2.6%) of the change in permissiveness and the correlation coefficient $R = (16\%)$, which indicates that the relationship between the two variables is weak.

4) There was a statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on **Accommodating** through the value of T (3.632), which is greater than the tabular value and significant at the level of significance ($0.05 \geq \alpha$), which also represents the significance of the model at the degree of freedom (1) The value of (R²) (0.258) indicates that the emotional intelligence has accounted for (25.8%) of the change in permissiveness and the value of the correlation coefficient $R = (50.8\%)$, which indicates that the relationship between the two variables is moderate.

5) There was a statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on **Competing** through the value of T (3.983), which is greater than the tabular value and significant at the level of significance ($0.05 \geq \alpha$), which also represents the significance of the model at the degree of freedom (1) The value of (R²) (0.295) indicates that emotional intelligence has accounted for (29.5%) of the change in competition and the value of the correlation coefficient $R = (54.3\%)$, which indicates that the relationship between the two variables is moderate.

6) There was no statistically significant effect at the significance level ($0.05 \geq \alpha$) of **Emotional Intelligence** on **Collaborating** through the value of T (0.378), which is less than the tabular value and not significant at the level of significance ($0.05 \geq \alpha$). The value of the correlation coefficient was $R = (6.1\%)$, which indicates that the relationship between the two variables is weak.

XIII. Dissociation and Conclusion

This study was conducted to investigate the impact of Emotional Intelligence on Conflict Management in the Jordan Securities Commission. The results shows that Emotional Intelligence has moderate impact on Conflict Management, which matches the result of number of studies of Riaz et al., (2012), Rahim et al., (2002), Animasahun., (2008), Schlaerth *et al.*, (2013) and Vashisht, R., Singh, K., & Sharma, S. (2018).

In this study, the outcome showed that there is a weak effect of Emotional Intelligence on Avoiding, Compromising and collaborating for managers, vice manager and Assistant Manager whom work in the Jordanian Securities Commission. This matches the results of various studies of Jordan & Troth (2002) and Chan, Sit & Lau, (2014).

On the other side, the present study outcome showed that there is a moderate impact of Emotional Intelligence on Accommodating and Competing for the managers, vice manager and Assistant Manager whom work in the Jordanian Securities Commission. This matches the results of various studies Vashisht, R., Singh, K., & Sharma, S.(2018), and Zhang, S. J., Chen, Y. Q., & Sun, H. (2015) .

The present study suggested that EI has an influence on CM, the direction of the relationship between EI and CM was not in harmonious with all previous studies in the area of research. The study outcome might suggest that there is a need to investigate the role of organizational behaviour as moderators of the relationship between CM and EI in the same sectors or different sectors. In addition for the future researches, conducting different type of methodologies might enhance and provide in-depth information regarding to this complex relationship between EI and CM.

XIV. Originality/Value

This paper contributes to the existing limited research on the topic of emotional intelligence. However previous researches offered an important base for the study regarding the consequences of emotions on conflict management; nevertheless, they have not addressed the particular approaches that people are more likely to use when confronted with conflict. It explores the link between the EI and all the five styles of conflict management, which's need more empirical investigations.

References

1. Afzalur Rahim, M., Antonioni, D., & Psenicka, C. (2001). A Structural Equations Model Of Leader Power, Subordinates' styles Of Handling Conflict, And Job Performance. *International journal of conflict management*, 12(3), 191-211.
2. Afzalur Rahim, M., Psenicka, C., Polychroniou, P., Zhao, J. H., Yu, C. S., Anita Chan, K., ... & Ferdausy, S. (2002). A model of emotional intelligence and conflict management strategies: A study in seven countries. *The International journal of organizational analysis*, 10(4), 302-326.
3. Animasahun, R. A. (2008). Predictive estimates of emotional intelligence, spiritual intelligence, self-efficacy and creativity skills on conflict resolution behaviour among the NURTW in the south-western Nigeria. *Pak. j. life soc. sci*, 6, 68-74.
4. Chan, Y. C. J., Sit, M. N. E., & Lau, M. W. (2014). Conflict management styles, emotional intelligence and implicit theories of personality of nursing students: A cross-sectional study. *Nurse Education Today*, 34(6), 934-939. doi: 10.1016/j.nedt.2013.10.012
5. Habib, S. (2010). Emotional intelligence and spiritual wellness as predictors of life satisfaction among nurses. MSc Research Report. Department of Psychology, University of Sarhad, Islamabad.
6. Jordan, J. P., & Troth, C. A. (2002). Emotional intelligence and conflict resolution: Implications for human resource development. *Advances in Developing Human Resources*, 4 (1) , 6 2 - 7 9 . doi:10.1177/1523422302004001005

7. Kiani, S. (2003). Emotional intelligence and conflict management in the workplace. Unpublished M.Phil dissertation. National Institute of Psychology. Quaid-i-Azam University Islamabad.
8. Rahim. (1983). A Measure of Styles of Handling Interpersonal Conflict. *Academy of Management Journal*, 26(2), 368-376. doi: 10.2307/255985.
9. Riaz, M. N., Batool, N., & Riaz, M. A. (2012). Emotional intelligence as a predictor of conflict management styles. *Pakistan Journal of Psychology*, 43(1).
10. Schlaerth, A., Ensari, N., & Christian, J. (2013). A meta-analytical review of the relationship between emotional intelligence and leaders' constructive conflict management. *Group Processes & Intergroup Relations*, 16(1), 126-136.
11. Shih, H., & Susanto, E. (2010). Conflict management styles, emotional intelligence, and job performance in public organizations. *International Journal of Conflict Management*, 21(2), 147-168. doi:10.1108/10444061011037387
12. Vashisht, R., Singh, K., & Sharma, S. (2018). Emotional Intelligence and its Relationship with Conflict Management and Occupational Stress: A Meta-Analysis. *PACIFIC BUSINESS REVIEW INTERNATIONAL*, 11(4), 30-38.
13. Wong, C., & Law, K. S. (2002). The effect of leader and follower emotional intelligence on performance and attitude: An exploratory study. *Leadership Quarterly*, 13 (3), 243-274.
14. Yu, C., Sardesai, R. M., Lu, J., & Zhao, J. (2006). Relationship of emotional intelligence with conflict management styles: an empirical study in China. *International Journal of Management and Enterprise Development*, 3(1/2), 19.
15. Zhang, S. J., Chen, Y. Q., & Sun, H. (2015). Emotional intelligence, conflict management styles, and innovation performance: An empirical study of Chinese employees. *International Journal of Conflict Management*, 26(4), 450-478.
16. Zhang, S. J., Chen, Y. Q., & Sun, H. (2015). Emotional intelligence, conflict management styles, and innovation performance: An empirical study of Chinese employees. *International Journal of Conflict Management*, 26(4), 450-478