

Predictive Estimates of Emotional Intelligence, Spiritual Intelligence, Self-Efficacy and Creativity Skills on Conflict Resolution Behaviour among the NURTW in the South-Western Nigeria

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Abstract

The study investigated the possible predictive estimates of emotional intelligence, spiritual intelligence, self efficacy and creativity skills on conflict resolution behaviour among the NURTW in the South-Western Nigeria. Multistage stratified sampling methods were used in selecting 300 members of NURTW in South West, Nigeria. The sample responded to five valid and reliable instruments, namely: conflict resolution behaviour inventory, emotional intelligence scale, spiritual intelligence questionnaire, creativity behaviour scale and the Generalized Self Efficacy Scale. Data analysis involved the use of Pearson Product Moment Correlation and Multiple Regression procedure to seek for possible predictive capacity of the four independent variables on the dependent variable. The results indicated positive correlations among variables; and the four independent variables, when taken together, were significantly effective in predicting conflict resolution behaviour. While other variables contributed significantly to the prediction of conflict resolution behaviour with emotional intelligence making the highest contribution followed by spiritual intelligence and creativity in that order, self efficacy did not. On the basis of this finding, recommendations were made that members of the NURTW nationwide must be subjected to training in emotional intelligence and creativity skills as well as making arrangements for religious leaders to have consistent interactive sessions with the union, these efforts could lead to reduction in the rate of conflicts among members of the union and consequent peaceful co-existence.

Key words: Conflict Resolution Behaviour, Emotional Intelligence, Spiritual Intelligence, Self Efficacy, Creativity, National Union of Road Transport Workers.

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Introduction

Conflict is an inevitable phenomenon in human relationship. Human beings are social animals who cannot live in isolation, however, as we interact with others there is bound to be conflict. Ogunyemi (2000) noted the inevitability of conflict in human interaction and relationship as a result of differences in ideology, needs, interests, values and goal pursuance. Albert (2001) postulated that major sources of conflict are competition for inadequate resources, contradicting value systems, psychological needs, manipulation of information and perceptions. Apart from personal and interpersonal conflicts, Imobighe (1993) observed that all human organizations communities and societies experience conflict at one time or another in the process of interpersonal relationships.

The National Union of Road Transport Workers (NURTW) in Nigeria is not an exception as far as conflict, is concerned. In fact, their own trend of conflict is purely animalistic, barbaric and dangerous because it often involves, killings, wanton destruction of public properties, the use of charms and ammunition against co-members as a result of rivalry or leadership tussle (Bridgeman, 1994; Audit Commission, 1997; Uwajare, 2004; Fagbamila, 2005; Adeyemi, 2005; Adetayo, 2005; Ayobamidele, 2006; Animasahun, 2007 and Olukoya, 2008).

Animasahun (2007b) reported that accidental career was responsible for the anti social behaviours of members of the union, as a result of circumstances, frustration or the last resort. Therefore expected of people in this kind of situation is the manifestation of behaviour such as aggression, poor interpersonal relationships, antisocial or purely criminal behaviour.

Conflict resolution behaviour has been found to depend solely on certain individual competencies and skills. Among these are emotional intelligence, spiritual intelligence, self efficacy and creativity (Ekubo 2008). Emotional intelligence refers to a set of acquired skills and competencies that predict positive outcomes at home with one's family, at work and in the society (Akinboye, 2003). Emotional intelligent individuals are often described as well adjusted, warm, genuine, persistent, and optimistic (Mayer & Salovey, 1997;

Salovey and Mayer, 1990). Goleman, (1998) also reported that emotional intelligence is the strongest indicator of human success. The inability to manage emotions has been identified as one of the causes of stress and consequent conflict especially when it involves interpersonal or intergroup interaction and interrelationship.

Self efficacy is another personality characteristic associated with conflict management. According to Bandura (1986), self efficacy refers to a people's judgment of their capabilities to organize and execute a course of action required to attain designated type of performance. A strong sense of self efficacy enhances human accomplishment, personal well-being and conflict management (Adeyemo 2008; Ekubo, 2008).

Another perceived index of conflict resolution is spiritual intelligence. While Zohar and Marshall (2000) defined spiritual intelligence as the development of our longing and capacity for meaning, vision and value which facilitates a dialogue between reason and emotion, between mind and body, and which enables us to integrate the interpersonal and intrapersonal, to transcend the gap between self and others; Wigglesworth (2002) opined that it is the ability to behave with compassion and wisdom while maintaining inner and outer peace (equanimity) regardless of the circumstance. Spiritual intelligence is therefore a necessary personal endowment which enables one to maintain both inner and outer peace and display love regardless of the circumstances whether stress or acute conflict. It could therefore help in conflict management and peaceful co-existence in the society.

The last index of conflict resolution to be considered here is creativity skills. While De Bono (1992) defined creativity as the process of bringing about new ideas and updating old ones, Akinboye (2002) described it as the ability to produce new ideas, new concepts, new designs and alternative ways of doing things.

Evidences abound that over the years emotional intelligence has been found to correlate positively with conflict resolution. For instance, Rahim, Psenicka, Polychroniou and Zhao (2002), Yu, Ron, June and Sardesai (2006) found significant influence of emotional intelligence on both integrating and compromising conflict management styles. Jordan and Troth (2004) found positive correlation between emotional intelligence and conflict resolution method. In like manner. Talking about self efficacy and conflict resolution while Alper, Tjosvold and Law (2000) reported the positive and significant role of conflict efficacy in conflict resolution, Gale (2004), Midner, Montgomery, Shin, Speight and Vera (2004) found self efficacy to be a significant predictor of conflict resolution. As for creativity and conflict resolution Emmons (2000); Animasahun, (2002); Mc Bullen (2003); Moye, Gilson and Langred (2003); Jimoh

(2007); and Animasahun, (2008) confirmed a significant positive relationship between the two constructs.

In the light of the above, the variables under examination would be applied to the members of the National Union of Road Transport Workers in Nigeria; perhaps, a clue to resolution of incessant incidences of conflict would be discovered which would further enhance peaceful co-existence in the society.

Purpose of Study

The purpose of the study was to investigate the extent to which emotional intelligence, spiritual intelligence, self efficacy and creativity skills would predict conflict resolution behaviour among members of the National Union of Road Transport Workers (NURTW) in the South Western Nigeria. This is with a view to proffering solutions to incessant conflicts among the union.

Research Questions

Three research questions were set and investigated to guide us in the study:

Is there any relationship among emotional intelligence, spiritual intelligence, self efficacy, creativity skills and conflict resolution behaviour?

What is the joint effect of emotional intelligence, spiritual intelligence, self efficacy and creativity skills on conflict resolution behaviour?

What are the relative effects of the independent variables (emotional intelligence, spiritual intelligence, self efficacy and creativity) on conflict resolution behaviour?

Methodology

Research Design

The study utilized survey research design using the expo-fact type. The researcher was interested in knowing whether what nature had deposited in the participants which serves as the independent variables would have any predictive effect on the dependent variable (conflict resolution behaviour) without necessarily manipulating the independent variables.

Participants

The population of study consisted of all members of the National Union of Road Transport Workers (NURTW) in the South-West, Nigeria namely: Lagos, Oyo, Osun, Ogun, Ondo and Ekiti States of Nigeria. However, multistage stratified sampling method was used in selecting the participants. Two local governments were randomly selected from each of the six states that make up the zone based on balloting. A popular motor park was randomly selected from each of the twelve local governments, also based on balloting. Twenty five members of the National Union of Road Transport Workers (NURTW) were purposively selected from each of the motor park within the twelve local governments. Therefore a total of 300 participants were randomly selected for the

study. Their ages ranged between 18 and 75 years with a mean of 49.04 and standard deviation was 9.39.

Instrument

Five instruments were used to collect data from the respondents. They include:

Conflict Resolution Behaviour Inventory, (Akinboye, 2001). It is the 19th scale in Akinboye’s Executive Battery. It has 30 items measuring individual’s conflict resolution behaviours on a 7 point likert format ranging from (1) Never to (7) always. The scale has a reliability coefficient alpha using Cronbach, $\alpha=0.84$, and Guttman split half reliability $r=0.71$.

Emotional Intelligence Scale, (Animasahun, 2007). It is the 7th scale in Animasahun Success Potential Battery. It has 35 items measuring individuals emotional intelligence on a 5-point likert format ranging from (1) Strongly Disagree to (5) Strongly Agree. The scale has a Cronbach alpha of 0.87 and a Guttman split half reliability of 0.81.

The Spiritual Intelligence Questionnaire by Zohar and Marshall (2000). It consists of 31 items designed with a five point response format ranging from 1 (Strongly disagree to 5 (strongly Agree). It has a Cronbach alpha (α) of 0.74 while test-retest coefficient (r) =0.72.

Creativity Behaviour Scale, (Animasahun, 2007). It is the 6th Scale in Animasahun’s Success Potential Battery. It has 33 items measuring individual’s level of creativity on a 5-point likert format ranging from (1) Strongly Disagree to (5) Strongly Agree. The scale has a cronbach alpha of 0.92 and a Guttman split half reliability of 0.85.

The Generalised Self Efficacy Scale (Schwarzer and Jerusalem, 1995). It consists of 10 items measuring individuals general self efficacy. It has a reliability coefficient of 0.65 – 0.91.

Procedure

The five instruments were packaged together as a questionnaire with 6 sections (A-F) whereby section A applied to investigate this. The result is presented in Table 1

It was observed that all the independent variables had significant positive relationship with conflict resolution

seeks demographic information, Section B accommodates conflict Resolution Behaviour Scale, Section C is on Emotional Intelligence, Section D contains Spiritual Intelligence tests, Section E focuses on creativity test while Section F centers on General Self efficacy scale. These were administered to the participants in each motor park after necessary permissions have been sought from the chairmen of the concerned motor parks who also made the participants available for the exercise. The researcher personally explained each aspect of the questionnaire to the participants and also guided them where necessary without influencing their responses. The instruments were collected immediately after completion. The exercise lasted for six Sundays with a Sunday allocated for each motor park because members of the union were readily available on Sundays for such exercises, according to their chairmen’s instruction.

Data Analysis

The collected data were analysed with Pearson Product Moment Correlation (PPMC) to investigate relationships among variables, and Multiple regression analysis to find out the joint and relative contribution of the four independent variables (emotional intelligence, spiritual intelligence, self efficacy and creativity skills on the dependent variable (conflict resolution behaviour).

Results

The first research question sought to investigate whether there is any relationship among the independent variables (emotional intelligence, spiritual intelligence, self efficacy, creativity skills) and the dependent variable (conflict resolution behaviour). Descriptive statistics such as the mean (\bar{x}) and Standard Deviation (SD) as well as pearson product moment correlation were which sought to find the joint contribution of the independent variables to the behaviour. The second research question to the criterion was subjected to multiple regression analysis. The result is displayed in Table2

Table 1 Descriptive Statistics and Correlation Matrix among Variables

Variables	Mean	SD	CRB	EQ	SQ	SE	CR
Conflict Resolution Behaviour	72.40	15.379	1.000				
Emotional Intelligence	132.35	25.123	0.955	1.000			
Spiritual Intelligence	131.23	27.435	0.692	0.679	1.000		
Self Efficacy	1.45	0.498	0.565	0.429	0.404	1.000	
Creativity	16.59	3.248	0.241	0.311	0.356	0.356	1.000

Table 2 Multiple Regression Summary of Joint Contribution of Emotional Intelligence, Spiritual Intelligence, Self efficacy and Creativity to conflict resolution behaviour.

Multiple R = 0.956 Multiple R ² = 0.914 Adjusted R ² = 0.913 Std Error = 4.534							
Source of Variation	Sum of Squares	Df	Mean Square	F ratio	Sig	P	Remark
Regression	64656.327	4	16164.082	786.156	0.000	<0.5	Sig
Residual	6065.470	295	20.561				
Total	70721.797	299					

The results shown in table 2 above indicate that there is significant joint contribution of the independent variables to conflict resolution behaviour (CRB). The result revealed that Multiple R = 0.956, Multiple R² = 0.914, Adjusted R² = 0.913, P<0.05. This result therefore means that the variables accounted for a total of 91.3% of the total variance for conflict resolution behaviour among the National Union of Road Transport Workers (NURTW) in South Western Nigeria.

Furthermore, the table revealed that the multiple regression analysis shows a significant joint predictive effect of the independent variables on the criterion variable as shown by the analysis of variance in the F-ratio value [F_(4,295) = 786.156, P<0.05]. The third research question investigated the relative effects of emotional intelligence, spiritual intelligence, self efficacy and creativity skills on conflict resolution behaviour. The result is presented in table 3.

Table 3: Relative Contributions of the Independent Variables to the Prediction of Conflict Resolution Behaviour

Variable	Descriptive Statistics		Unstandardized coefficients		Standardized coefficients		T-statistics	
	N	Mean	SD	B	Std Error	Beta	T-ratio	P
Constant conflict resolution behaviour	300	72.40	15.379					
Emotional Intelligence	300	132.35	25.123	0.572	0.17	0.934	34.914	<0.05
Spiritual Intelligence	300	131.23	27.435	3.13	0.032	.056	9.87	<0.05
Self efficacy	300	1.5	0.498	0.665	0.663	0.022	1.003	>0.05
Creativity	300	16.59	3.248	.044	.088	.029	5.04	<0.05

The results displayed in table 3 above shows that Emotional intelligence had the greatest contribution as shown by Beta weight (0.934), followed by Spiritual intelligence (.056), and Creativity (.029) while Self efficacy has the lowest contribution with a Beta weight if (0.22).

Discussion

The results in table 1 revealed that emotional intelligence, spiritual intelligence, self efficacy and creativity are relevant predictors of conflict resolution behaviour. This is evident in the significant positive relationship that exists among all the variables.

The results obtained in Table 2 showed that the four independent variables when taken together jointly contributed 91.3% of the total variance of the outcome measure. This proves further the effectiveness of a combination of emotional intelligence, spiritual intelligence, self efficacy and creativity on conflict

resolution behaviour, and that the combination did not just occur by chance as the F-ratio value is 786.156.

On the basis of the relative contributions of the independent variables to the prediction of the criterion, critically revealed that emotional intelligence, spiritual intelligence and creativity contributed significantly to the prediction of conflict resolution behaviour while self-efficacy did

The current findings lend credence to the work of Ekubo (2008) who found positive correlations among emotional intelligence, spiritual intelligence, self efficacy, creativity and conflict resolution behaviour and that the independent variables are potent predictors of conflict resolution behaviour when working on Chevron-Texaco host communities in Bayelsa, Nigeria. The finding that emotional intelligence is the major contributor to the prediction of conflict resolution behaviour among NURTW members is best understood when it is realized that emotionally intelligent people

are more successful at home, at work and with every undertakings (Goleman, 1995; 1998; Chatterjee, 1998; Mayer and Salovey, 1997; Akinboye, 2002; Goleman, Boyatzis and Mickee, 2002; Cook 2006; Animasahun, 2007; & Adeyemo, 2008). The current findings upholds those of Cooper and Ayman (2000) and Yu et al (2006) that emotional intelligence contributes highly to sensing and understanding people as well as the fact that it has significant influence on both integrating and compromising conflict management styles.

The finding that spiritual intelligence also contributed significantly to the prediction of conflict resolution behaviour corroborates Ekubo's, (2008) finding and those of George, Larson, Koenig and McCullough (2002) who found strong relationship among spirituality, life purpose and satisfaction, health and well being. The result also upholds Zohar and Marshall's (2000) finding on the importance of spiritual intelligence. The significant role of creativity in human success and interpersonal relationships as submitted by Akinboye (2003) and that of Animasahun (2007) that creativity training greatly reduced the rebellious behaviours of members of the NURTW in Ibadan metropolis are further strengthened by the current finding that creativity contributed significantly to conflict resolution behaviour. The finding also upheld the earlier work of Moye, Gilson and Langfred (2003).

However, the result revealed the insignificant role played by self efficacy as far as conflict resolution behaviour is concerned. Possibly members of the NURTW do not believe that they can solve the conflicting problems themselves without any outside interference. This result is however, in opposition to the earlier findings of Alper, Tjosvold and Law (2000); Gale Group (2004); Bailey and Stone (2007); and Ekubo, (2008) who all found self efficacy to have significant influence on conflict resolution behaviour.

From all the present result however, all the independent variables have in one way or the other contributed to the prediction of conflict resolution behaviour, no matter how small, which indicates that if these traits or skills are further strengthened among the participants, their level of conflict resolution behaviour would increase and peace would reign in the society.

Implication of the Findings

The present finding has indicated that emotional intelligence, spiritual intelligence, and creativity skills are strong factors in fostering conflict resolution behaviour. This implies that if efforts are made by the government to subject members of the NURTW in Nigeria to training in emotional intelligence and creativity skills, the rate of conflict, killings, destruction of properties and disturbance of the societal peace would reduce to the barest minimum. In like manner, members of the union should create regular periods in each motor parks whereby some reknown

and honest religious leaders of different religions would come round to preach and pray for them. This would enhance better interpersonal relationship among them. Finally, the self efficacy beliefs of the members of the union must be awakened and strengthened by experts i.e. psychologists so that the members of the union can believe in themselves for settlement of disputes rather than allowing the law enforcement agencies to intervene which even worsen matters. If the government can make conscious efforts to assist in the suggestions above sanity would reign supreme among members of the NURTW in Nigeria.

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