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EMOTIONAL INTELLIGENCE AND CONFLICT MANAGEMENT IN NIGERIA BREWERY PLC, AMA, ENUGU STATE

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Abstract

Considering the enormous potential of conflict management and despite the acknowledgement of its immense contribution to organizations, its performance and sustainability still fall below expectations in many organizations. This study investigates the relationship that exists between emotional intelligence and conflict management in Nigeria Brewery plc, Ama, Enugu State, Nigeria. To achieve the stated objectives of the study, a survey research design was adopted to gather data for the study through the administration of 217 respondents purposely selected for the study. Both descriptive and inferential statistics of linear regression, was used to achieve all the objectives of the study. The result from the hypotheses discovered that there is significant relationship that exists between effective communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State ($p=0.00<0.005$). Also, there is significant relationship that exists between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State ($p=0.00<0.005$) and there is significant relationship that exists between

empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State (p=0.00<0.005). The study concluded that between effective communication contribute positively to collaboration among staff of Nigeria Brewery PLC Ama, Enugu State and self-awareness perform effective role in accommodating among staff of Nigeria Brewery PLC Ama, Enugu State. The study recommended that staff of the Nigeria Brewery PLC Ama, Enugu State need to exercise more empathy in order to create room for compromise among staff of Nigeria Brewery PLC Ama, Enugu State, Nigeria.

Keyword: emotional intelligence, conflict management, communication, collaboration, self-awareness.

Introduction

The ability to recognize, comprehend, and regulate one's own emotions as well as those o f others is referred to as emotional intelligence. Estelle michinov (2022) noted that Appraisal of emotion in oneself involves the ability to accurately perceive and monitor one's own deep emotions and to express them naturally. Picking up on emotions is critical, but we also need to be able to put ourselves in someone else's shoes in order to truly understand their point of view (Kendra, 2024). Appraisal of others' emotions is the ability to accurately perceive and understand the internal and extern emotions of others. In the context of conflict management, emotional intelligence helps leaders to better understand the underlying feelings and motives of people involved in the dispute, and to build conflict resolution tactics that take these emotional variables into consideration, thereby de-escalate tense situations, facilitate productive dialogue, and find mutually beneficial solutions (Jackreece, Dearson and Omonzejele, 2023). Ridwan, Iyos and Fitrianing (2023) concluded that the level of emotional intelligence is positively correlated with conflict management strategies such as collaborating, compromising, and accommodating. Aqqad et al. (2019) in their study revealed emotional intelligence and conflict management styles were positively and significantly related. Furthermore, researchers revealed that conflict management styles had a significant mediating influence on the relationship between emotional intelligence and conflict management styles.

Onwuka and Nwakoby (2021) noted that individuals with greater degrees of emotional intelligence could better cope with environmental demands and pressures, and emotional intelligence comprises self-awareness, self-management, self-motivation, empathy, and social skills. Chen et al. (2019) noted that individuals with greater degrees of emotional intelligence could better interpret, control, and utilize emotional information than those with lower levels. As a result, individuals have an inclination to participate in conflict management in stressful situations such as Workplace disputes will vary (Ma & Liu, 2019). Thus, emotionally intelligent individuals are able to communicate effectively and relate well with others. Employees within an organization are sourced from diverse backgrounds, each possessing unique physical, emotional, and psychological characteristics. This diversity extends to their educational qualifications, ranking, and positions within the organization. These variations can lead to disagreements and discord, thus making conflict an expected occurrence in workplaces where individuals with different attributes unite to pursue a shared organizational objective. In such scenarios, individuals may engage in competition for various resources, such as power, influence, and position, thereby giving rise to conflicts. Nwafor and Baridam-Ngobe (2020) posit that it is a state of discord caused by the actual or perceived opposition of needs, values, and interests between people working together in an organization. Consequently, when individuals collaborate as a team, conflict emerges as a foreseeable consequence (Ayinde, Bolarinwa, Alarima, Kazeem, & Kareem, 2021).

Conflict management is highly dependent on many factors, one of which is emotional intelligence (Al-Hamdan, 2019; Ibrahim, 2019; Yuan, 2019). Lacking critical emotional skills can lead to workplace conflict, such as misunderstandings, due to an inability to recognize or understand emotions (Landry, 2019). Higher levels of emotional intelligence can positively influence a person's emotional and physical health as well as make them more resilient to stress (Kubala, 2022). Self-awareness allows individuals to regulate their emotions in a manner that is appropriate for the situation (Babatunde, Fanisi & Haruna,

Sunday & Omotayo, Adeshina, 2023). This is a key skill for strong leaders, as it requires a high level of empathy compassion, self-awareness and kindness; All these abilities can greatly help with conflict resolution (Channel, 2023). According to Herbert and Marquette (2021), conflict can be harmful and, at the same time, generate significant cracks in an organization's structure. However, it can also be a vehicle for bringing the organization and the individuals inside it from inertia to a new level of effectiveness (Kamal A, Al-Ghamdi SG, Koç M, 2020). It depends on how the conflict is managed. For every organization, an optimal level of conflict exists, which is considered highly functional as it helps to generate good performance. However, when the conflict level is too high, it becomes dysfunctional, and performance suffers (Onuorah, 2019). Conflict management is the action taken by actors or third parties in order to direct disputes to certain outcomes that may or may not produce an end in the form of conflict resolution, namely producing calm, positive things, creativity, or consensus (Caputo, 2019; Cronin, 2019). Conflict management is the ability of the process or method used by individuals to deal with problems by finding solutions so that they can end conflicts or problems (Chen, 2019; James-Kangal, 2019). Conflict affects the organization either negatively or positively, depending on the handling strategies deployed (Onuorah, 2019). Accommodating, collaboration, and compromise are common strategies for managing conflict.

Nowadays, conflicts are taking up so much time and energy in many Nigerian firms, particularly Nigeria Brewery plc, that it appears as though conflicts are the main focus of these organizations. This development is largely due to the inability of leaders in Nigeria to work organizations to view the management of conflict as systematically as they view information, human resources, etc. and Unresolved Conflict in the organization generates many serious consequences involving financial and human cost (Nwokedi, Osaheghe, Okereke & Gbenga, 2022). Conflict resolution parties involved find it difficult to allow the other party to win the situation for the sake of peaceful coexistence, and also, after conflict has been resolved, individuals involved tend not to feel satisfied, thereby not relating to or

maintaining the same level of relationship with one another. The implication of this is that it destroys the basis for cooperation and teamwork among organizational members, thereby opposing the synergy needed for goal attainment. Furthermore, this tends to divert attention from organizational goal attainment, thereby creating anxiety, a lack of trust, and a loss of morale among conflicting parties. As a result of this, there is a need to integrate emotional intelligence (empathy, self-awareness, and effective communication) to address this issue. The study seeks to investigate the relationship that exists between emotional intelligence and conflict management at Nigeria Brewery plc, Ama, Enugu State, Nigeria. However, the specific objectives are to: determine the level of relationship that exists between effective communication and collaboration, evaluate the degree of relationship that exists between self-awareness and accommodating, examine the extent of relationship that exists between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State.

Review of Related Literature

Emotional intelligence

Emotional intelligence is often described as a set of competencies that enable individuals to navigate the complex terrain of human emotions (Nicolae 2023). Estelle michinov (2022) noted that Appraisal of emotion in oneself involves the ability to accurately perceive and monitor one's own deep emotions and to express them naturally. Onwuka and Nwakoby (2021) noted that individuals with greater degrees of emotional intelligence could better cope with environmental demands and pressures. emotional intelligence is essential for consciously managing oneself's emotional sphere and other people, it is a condition for creativity and quick adaptation to working conditions (Sharov and Vira, 2024). Emotional intelligence offers a lens through which to understand and navigate the complexities of emotional experiences in the workplace, emphasizing the importance of self-awareness, empathy, and emotion regulation in fostering productive relationships and organizational success (Ogonda, 2024). Emotional intelligence helps to relate well with

others in a team, making it easier to solve workplace issues or disagreements in a calm and constructive manner (Dearson, Omonzejele and Jackreece 2023). It is useful for navigating work-life relationships, education, and mental and physical wellbeing (Kendra & Williams, 2022). Being emotionally intelligent makes it possible for you to communicate clearly, sympathize with others, and be self-conscious as well as socially aware. Our work and home situations are influenced by the way we react to each other and ourselves. Living in this world involves connecting with a wide variety of individuals and embracing change and unexpected experiences on a daily basis. The secret to how you react to the things life throws at you is emotional intelligence. It's also essential to having compassion and comprehending the underlying motivations of other people's behavior.

Conflict management

Conflict management refers to the process of identifying, addressing, and resolving conflicts in a constructive and effective manner. It aims to identify, overcome, resolve and prevent conflicts that may arise in the work environment (Sholihah, 2020). Proper handling of conflict not only reduces tension in the work environment, but also creates a more harmonious relationship between employees and management (Margaretha, 2019). Management's role in managing conflict is not only limited to resolving existing conflicts, but also includes proactive prevention efforts to ensure a healthy and productive work environment for all employees (Suryani & Yoga, 2019). Agbo (2020) asserted that conflict management mechanisms are applied in the organization, increased employees' attitude to work positively, while low regard for conflict management strategies reduced employees' attitude toward work. Conflict management seeks to resolve the disagreement or conflict with positive outcomes that satisfy all individuals involved or are beneficial to the group (Yasmyne, Vickie, Tammy, and Butler, 2023). According to Hasim et al. (2021), effective conflict management also assists businesses in identifying and addressing underlying issues that may impede their effectiveness. Conflict management strategies refer to the internal mechanisms used in resolving conflicts and Effective conflict management will

lead to a conducive working environment, promotion opportunities, and movement directed towards non-violent reconciliation or basic clashing interests (Igbokwe 2024). Onwuka and Nwakoby (2021) posited that conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspect of conflict at a level equal to or higher than where the conflict is taking place.

Theoretical Review

Positive psychology theory

This study was anchored on positive psychology theory, Seligman (2012) described positive psychology theory as focusing on "the study of positive emotion, of engagement, of meaning, of positive accomplishment, and of good relationships". The positive psychology approach aims to promote harmony or optimal functioning in individuals and institutions (Seligman, 2012). The positive psychology approach to understanding workplace-related Harmony shows promise and is one of the newest theories to be applied to work (Thomas, 2018; Folger, 2013). This approach encompasses a management-focused emphasis on enhanced employee engagement and productivity resulting from optimal conditions and an employee-focused focus on personal well-being resulting from optimal conditions (Bakker, 2008). In addition, the positive psychology approach focuses on recognizing and fostering positive organizational behavior, individual strengths, and the reciprocal nature of workplace conditions and individual strengths. Practical applications in the workplace are increasingly building on theoretical frameworks and research findings generated by the positive psychology approach (Ashleigh, 2012). The Individual difference characteristic of emotional Intelligence, which has become a central concept in the positive psychology approach to the workplace, may be a platform for developing intra-personal and interpersonal workplace characteristics such as collaboration, teamwork and goal attainment. Emotional Intelligence is embedded in

environmental and social contexts and thus falls into the positive psychology conceptualization of the individual in the context of institutions and groups (Diener, 2009). Self-awareness, empathy and effective communication are core components of emotional intelligence and may facilitate employees' mastery of workplace events and reactions to events, encouraging a greater sense of power. The competencies comprising emotional intelligence may directly facilitate conflict management. They may also indirectly impact conflict management by encouraging the development of other qualities such as collaboration, teamwork and goal attainment. This study will be anchored on positive psychology theory.

Empirical Reviews

Lawani, Arias, Craig, Hare & Iain (2024) explored the relationships between emotional intelligence, preferred conflict management styles, and demographic factors in the construction sector of the Dominican Republic (DR). A sample of civil engineers in managerial positions were evaluated using the emotional intelligence appraisal and Rahim Organizational Conflict Inventory-II self-assessment tools. Findings revealed that there was a strong positive correlation between the rated emotional intelligence and the scores of collaboration and compromise styles, i.e., participants with a higher emotional intelligence level have a stronger fit within the collaboration and compromise styles of managing conflicts. For participants with lower emotional intelligence levels, collaboration and compromise styles were also top preferences, but with no statistical significance. Significant relationships existed between gender, collaboration, and compromise styles, and between work experience and collaboration style. There is no significant relationship between demographics and emotional intelligence. The practical implications are that the construction industry needs innovative construction managers whose conflict management styles and emotional intelligence levels are compatible with the culture and overall organizational objectives.

Gukssa (2024) explores the interplay between emotional intelligence and conflict resolution across various cultural contexts, focusing on the United States, Canada, Europe, and African countries. Drawing on a range of literature, the study investigates how individuals with high EI competencies navigate conflict resolution strategies, including negotiation, mediation, and collaborative problem-solving. Using the Social Information Processing (SIP) Theory as a theoretical framework, the study examines the role of communication and emotional cues in conflict resolution. Findings reveal a strong correlation between higher EI and a preference for collaborative approaches to conflicts, where individuals demonstrate constructive dialogue, active listening, empathy, and emotional regulation. These skills contribute to more positive and productive conflict resolution outcomes, fostering understanding and trust among conflicting parties. Moreover, the study underscores the practical implications for individuals and organizations, highlighting the importance of EI development programs in enhancing conflict resolution skills. By integrating EI assessments into recruitment and promotion processes, organizations can identify individuals better equipped to manage conflicts, leading to improved team dynamics and organizational performance. This study contributes to theory by advancing the understanding of EI's specific competencies in conflict resolution, offering practical insights for individuals and guiding policy development in conflict management strategies.

Sanjoy and Dwivedi (2024) explored conflict resolution as an indispensable social skill that is boosted by inherent emotional intelligence. Standardized Tests of Emotional intelligence and Conflict resolution are conducted over Senior Secondary students irrespective of Genders to collect data from a sample of 100 students in the from rural and urban areas in the district of North 24 Parganas, West Bengal, India. Correlation and inferential statistics were used to analyze the data. The result shows a significant correlation between emotional intelligence and conflict resolution ability of senior secondary students, along with a positive effect of emotional intelligence on conflict

resolution ability. This finding testifies to the importance of Emotional Intelligence for Conflict Resolution.

Partido and Colon (2023) investigated the relationships that exist between emotional intelligence and conflict management styles among undergraduate dental hygiene students. Methods This quantitative cross-sectional survey research study involved a non-probabilistic sample of undergraduate dental hygiene students in the Western United States. The survey instrument consisted of three parts: 1. The Rahim Organizational Conflict Inventory II (ROCI II) included 28 questions measuring 5 CMS; 2. The Emotional Quotient Self-Assessment Checklist (EQSAC) included 30 questions measuring 6 domains of emotional intelligence (EI); and 3. Demographic questions. The data were analyzed using descriptive statistics, correlational statistics, and multiple linear regression. Results responses from 92 participants were analyzed. Most dental hygiene participants had EI scores in the moderate range and mainly used a collaborative and compromising conflict management style. Total EI scores were significant predictors of collaborative, compromising, accommodating, and competing conflict management styles. Conclusion Improving EI scores may contribute to the increased use of collaborative and compromising conflict management styles in dental hygiene education.

Jackreece, Dearson and Omonzejele, (2023) researched on the relationship between emotional intelligence and conflict management in aluminum companies in Rumokoro, Rivers State, Nigeria. Factors of emotional intelligence examined are empathy, self-regulation, and self-awareness, as each relates to conflict and conflict management. The objective of the study was to ascertain the relationship between empathy, self-regulation, and self-awareness in aluminum companies. The study employed a cross-sectional survey design. A questionnaire was used to collect data from employees and managers within the aluminum companies. The population of the study was up to 557 in aluminum companies in Rumokoru Rivers State of Nigeria. The data generated were analyzed using Pearson Product Moment Coefficient Correlation. The Emotional Intelligence Appraisal

(EIA) questionnaire and standardized conflict management assessment tools were used to measure emotional intelligence and conflict management styles. The findings of this research showed a positive and significant relationship between all the independent variables and the dependent variables. The study concluded, among others, that a manager who exhibited empathy was more adept at effectively handle conflict. The study recommended that organizations should identify and nurture managers who possess strong emotional intelligence competence, as these can help resolve conflict promptly, leading to organizational effectiveness.

Nadya, Ali and Zaamil, (2022) examined the relationship that exists between emotional intelligence and conflict management abilities in prisoners at the Class II B Batusangkar detention house. The research method used is quantitative, which is a type of correlational research. The population in this study was 75 prisoners in November 2020. The author uses a Likert scale to obtain the required data on emotional intelligence and conflict management skills. The results showed a significant relationship between emotional intelligence and the conflict management abilities of prisoners in the Class IIB Batusangkar Detention Center. This is evidenced by the results of the correlation test, which show that the recount is greater than the table; thus, it can be concluded that the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. This means that emotional intelligence is related to conflict management skills.

Methodology

Survey research design was adopted for this study. The research aims to collect data directly from respondents, based on the fact that survey research design supports the collection of data primarily through the use of questionnaire, the population of the study consisted of all Nigeria Brewery Plc Ama employees in Enugu state, Nigeria. the Human Resource Department reports that 474 people work there overall, Accordingly, 474 people made up the study's entire population. Taro Yamane (1964) sampling technique was used

to determine the sample size from the total population of the study which gave the sample size of 217. the multistage sampling was used to select respondents for the research questionnaire, source of data for this research is the primary source of data. Data are collected directly from respondents with the use of questionnaires. Content validity was selected to examine the correctness of the wording of the instrument and the objectives of the study, face Validity was adopted to ensure that research instruments measured what it was supposed to measure. Cronbach Alpha analysis was administered to obtain the reliability of instrument and a figure of 0.748 and 0.714 respectively was obtained which shows that the instrument is very reliable. To analyze the relationship between emotional intelligence and conflict management, this study used both the descriptive and inferential statistics to analyze the data generated. The data was coded and analyzed using SPSS for windows version 20.

Data Analysis

Test of Hypotheses

Hypothesis One: H_{01}: There is no significant relationship that exists between effective communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574[a]	.330	.326	.65287

a. Predictors: (Constant), effective communication

The correlation coefficient (R) of 0.574 and coefficient of multiple determinations (R^2) of 0.330, one observes that about 33.0% of effect of change in effective communication may be attributed to a magnitude increase in collaboration among staff of Nigeria Brewery PLC Ama, Enugu State. In other word, more than 57.4% of the variability in observed change in collaboration is explained by effective communication. The remaining percentage as

observed here may be due to other factors that influence collaboration among staff of Nigeria Brewery PLC Ama, Enugu State which is not covered by this study. The result from table above shows the significant influence of each of the independent variables (effective communication) on the dependent variable (collaboration among staff of Nigeria Brewery PLC Ama, Enugu State)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.421	1	39.421	92.485	.000[b]
	Residual	80.133	204	.426		
	Total	119.553	205			

a. Dependent Variable: collaboration

b. Predictors: (Constant), effective communication

The F-value is obtained by the Mean Square Regression (39.421) divided by the Mean Square Residual (0.426) yielding F = 92.485. In the hypothesis, the independent variable (effective communication) was found to have significantly predicted the dependent variable (collaboration). Therefore, there is an effect of effective communication on collaboration at F = 92.485. The table shows that the test of effective communication on collaboration among staff of Nigeria Brewery PLC Ama, Enugu State is significant at 0.000 p-values. The null hypothesis is thereby rejected.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.494	.228		6.554	.000
	effective communication	.579	.060	.574	9.617	.000

a. Dependent Variable: Collaboration

Table above also shows that effective communication and collaboration enjoy positive relationship meaning that effective communication have the potential to increase collaboration irrespective of their condition. This claim is further supported by coefficient of effective communication with the value of 1.49%. This indicates that 14% increase in effective communication will lead to increase of about 57.9% increase in collaboration among staff of Nigeria Brewery PLC Ama, Enugu State. However, the table revealed that the predictor variable of effective communication adopted by Nigeria Brewery predicts the level of collaboration among staff of Nigeria Brewery PLC Ama, Enugu State with (β = .574; t = 6.554; $p<0.05$). The null hypothesis is therefore rejected.

Hypothesis Two:

H_{02}: There is no significant relationship that exists between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742[a]	.551	.548	.52984

a. Predictors: (Constant), self-awareness

The correlation coefficient (R) of 0.742 and coefficient of multiple determinations (R^2) of 0.330, one observes that about 55.1% of effect of change in self-awareness may be attributed to a magnitude increase in accommodating. In other word, more than 74.2% of the variability in observed change accomodating is explained by self-awareness. The remaining percentage as observed here may be due to other factors that influence accommodating among staff of Nigeria Brewery PLC Ama, Enugu State which is not covered by this study. The result from table above shows the significant influence of each of the independent variables (self-awareness) on the dependent variable (accommodating) among staff of Nigeria Brewery PLC Ama, Enugu State.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.665	1	64.665	230.344	.000[b]
	Residual	52.778	204	.281		
	Total	117.443	205			

a. Dependent Variable: accommodating

b. Predictors: (Constant), self-awareness

The F-value is obtained by the Mean Square Regression (64.665) divided by the Mean Square Residual (0.281) yielding F = 230.344. In the hypothesis, the independent variable (self-awareness) was found to have significantly predicted the dependent variable (accomodating). Therefore, there is an effect of self-awareness on acoomodation at F = 230.344. The table shows that the test of self-awareness on accomodating is significant at 0.000 p-values. The null hypothesis is thereby rejected.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	.187		4.928	.000
	self-awareness	.713	.047	.742	15.177	.000

a. Dependent Variable: accomodating

Table above also shows that self-awareness and accomodating enjoy positive relationship meaning that self-awareness has the potential to increase accommodating among staff of Nigeria Brewery PLC Ama, Enugu State irrespective of their condition. This claim is further supported by coefficient of self-awareness with the value of 0.922%. This indicates

that 9% increase in self-awareness will lead to increase of about 71.3% increase in accommodating among staff of Nigeria Brewery PLC Ama, Enugu State However, the table revealed that the predictor variable of self-awareness adopted by Nigeria Brewery PLC Ama, Enugu State with ($\beta = .742$; $t = 4.928$; $p<0.05$). The null hypothesis is therefore rejected.

Hypothesis Three

H_{03}: There is no significant relationship that exists between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.275	.271	.67315

a. Predictors: (Constant), empathy

The correlation coefficient (R) of 0.742 and coefficient of multiple determinations (R^2) of 0.275, one observes that about 27.5% of effect of change in empathy may be attributed to a magnitude increase in compromise. In other word, more than 52.4% of the variability in observed change compromise is explained by empathy. The remaining percentage as observed here may be due to other factors that influence compromise among staff of Nigeria Brewery PLC Ama, Enugu State which is not covered by this study. The result from table above shows the significant influence of each of the independent variables (empathy) on the dependent variable (compromise among staff of Nigeria Brewery PLC Ama, Enugu State, Nigeria.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.254	1	32.254	71.180	.000[b]
	Residual	85.189	204	.453		
	Total	117.443	205			

a. Dependent Variable: compromise

b. Predictors: (Constant), empathy

The F-value is obtained by the Mean Square Regression (32.254) divided by the Mean Square Residual (0.453) yielding F = 71.180. In the hypothesis, the independent variable (empathy) was found to have significantly predicted the dependent variable (compromise). Therefore, there is an effect of empathy on compromise among staff of Nigeria Brewery PLC Ama, Enugu Stateat F = 71.180. The table shows that the test of empathy on compromise among staff of Nigeria Brewery PLC Ama, Enugu State is significant at 0.000 p-values. The null hypothesis is thereby rejected.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.192	.185		11.832	.000
	empathy	.386	.046	.524	8.437	.000

a. Dependent Variable: Compromise

Table above also shows that empathy and compromise enjoy positive relationship meaning that empathy have the potential to increase compromise irrespective of their condition. This claim is further supported by coefficient of empathy with the value of 2.192%. This indicates that 21% increase in empathy will lead to increase of about 38.6% increase in compromise. However, the table revealed that the predictor variable of empathy adopted by compromise among staff of Nigeria Brewery PLC Ama, Enugu State with ($\beta = .524$; $t = 11.832$; $p<0.05$). The null hypothesis is therefore rejected.

Discussion of Findings

The objectives set by the study and the hypotheses stated have all been tested with appropriate analytical techniques and findings have been observed. Starting from the first objective which was to determine the extent of the relationship that exists between effective

communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State and its accompanying hypotheses which stated that there is no significant relationship that exists between effective communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State. Findings revealed that there is a statistically significant relationship existing between effective communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State. This relationship was observed to be a direct or positive relationship which implies that an increase in the independent variable also leads to an increase in the dependent variable. That is, when the effective communication among staff of Nigeria Brewery plc, Ama, increases, it will also lead to an increase in the rate of collaboration in the organization. That is, effective ccommunicateon with team members improves collaboration in resolving conflict, strengthens relationships among employees, promotes mutual respect and trust among collaborating parties, promotes shifting priorities in order to find a solution, helps in understanding others perspective, needs and concerns and contributes to sharing of ideas and expertise in collaboration among staff of Nigeria Brewery Plc Ama, Enugu State. The second objective was evaluating the degree of relationship that exists between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State and the hypothesis accompanying this objective was that there is no significant relationship existing between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State. the finding reveals that, there is a statistically significant relationship existing between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State. It is also instructive to note that the relationship observed was a positive one and the extent of the relationship seen was a great relationship. This finding implies self-awareness enhances accommodating style, helps employees prioritize the interest and demand of another party over their own, promotes peaceful coexistence in the organization, helps employees to recognize and manage their emotions among stafff, allows accommodating employee to understand another party feelings and thought, enables employees to stay any from potential

disagreement and promotes employee's flexibility and adaptability. The third objective was to examine the extent of relationship that exists between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State. This objective was supported by the hypotheses that stated that there is no significant relationship that exists between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State. The finding shows that, there is a statistically significant relationship existing between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State. This finding means that an increase in empathy also leads to an increase in compromise. This means that empathy enables employees understand each other's perspective, needs and concern, allows employees to respond appropriately to the feelings, behaviors and emotions of others, enables employees to give up something in order to reach a compromise.

Summary of findings

There is significant relationship that exists between effective communication and collaboration among staff of Nigeria Brewery PLC Ama, Enugu State ($p=0.00<0.005$).

There is significant relationship that exists between self-awareness and accommodating among staff of Nigeria Brewery PLC Ama, Enugu State ($p=0.00<0.005$).

There is significant relationship that exists between empathy and compromise among staff of Nigeria Brewery PLC Ama, Enugu State ($p=0.00<0.005$).

Conclusion

Based on the finding of this study, it can be concluded that between effective communication contribute positively to collaboration among staff of Nigeria Brewery PLC Ama, Enugu State and self-awareness perform effective role in accommodating among staff of Nigeria Brewery PLC Ama, Enugu State. The study also concluded that empathy of emotional intelligence builds a significant relationship with compromise among staff of Nigeria Brewery PLC Ama, Enugu State, Nigeria.

Recommendations

The following recommendations were made based on the findings of the study.

1. There is need for continuous in the effective communication in organization so as to increase collaboration among the staff of the company.
2. There is need for more self awareness among employee in order to retain the level of accomadation among staff of Nigeria Brewery PLC Ama, Enugu State, Nigeria.
3. Employee of the Nigeria Brewery PLC Ama, Enugu State need to exercise more empathy in order to create room for compromise among staff of Nigeria Brewery PLC Ama, Enugu State, Nigeria.

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