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Emotional Intelligence Role among Nurse Managers; Its Relation to Conflict Resolution Management

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Abstract:

Nursing is an emotionally charged profession. The competence to manage emotions and interpersonal conflict effectively is essential for nurse managers. So, nurse managers need advanced skills to solve conflicts. The purpose of this study was to assess emotional intelligence role among nurse managers and its relation to conflict management resolution. The design of this study was a descriptive correlational research design. A simple random sample of 30 nursing managers and 281 staff nurses were selected to carry out this study. This study was conducted at Menoufia University Hospital at Shebin El – Kom Menoufia Governorate. Three Instruments were used for data gathering: Job conflict questionnaire, Rahim organizational conflict questionnaire and emotional intelligence questionnaire. The results of this study indicated that the main findings of this study revealed that the most common causes of conflict were related to scarcity of resources and over work load. The most common conflict management strategies that the nurse managers use were collaborating (14.3 ± 1.9) and compromising strategy (16.5 ± 3.7). Moreover, the total level of nurse managers' emotional intelligence was high as reported by their staff nurses. Also, there was a positive correlation between nurse managers emotional intelligence role and their conflict management resolution. Conclusion; this study concluded that there was a positive correlation between nurse managers emotional intelligence role and their conflict management strategies. This means that when the level of nurse managers emotional intelligence was high their level of conflict management was high. Recommendation; Future researches are recommended to replicate the study on a larger sample size in different health care setting.

Key words: Emotional intelligence- Conflict – Conflict management resolution.

INTRODUCTION

Nowadays, human resource is one the most valuable organizational asset providing competitive advantages for organization. Emotional intelligence has been one of the most important and interesting research topics in recent years with many applications in social and professional fields (Basogul and Ozgur, 2016). A manager's ability to manage conflict has established the prerequisites of emotional intelligence and conflict management skills as core competencies of his/her portfolio. Managers with emotional intelligence are effective leaders that achieve the goals with maximum staff productivity, satisfaction and commitment (Shahmansoori and Rezaee, 2015). Emotional intelligence (EI) is a social skill and an important component of communication. It can be expressed as the ability to correctly identify emotions, make proper decisions and solve problems (Esmaceli et al., 2015). Emotional intelligence is a way of recognizing, understanding and choosing how people think, feel

and act. It shapes interaction with others and understanding of them, it defines how and what people learn. Emotional intelligence is defined as the ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. Emotional intelligence differs from traditional intelligence with a focus on skills and abilities in the emotional realm including self-awareness, others awareness of emotion, and empathy, whereas traditional intelligence involves verbal, spatial, and logic processing abilities (Callahan, 2016). Additionally, emotional intelligence consist of five components are (self-awareness, self-regulation, motivation, empathy and social Skills). The ability to use emotions to facilitate problem solving or generate excitement in the performance group has an important role. Progression of positive emotions within the group facilitates collaboration and group participation and reduces conflict and

also improves the efficiency of group members (Heris, 2011). Emotional intelligence and conflict management are both constructs that are said to encapsulate the fundamental proficiencies of a successful manager. A critical element of this unpredictable environment is the propagation of workplace conflict requiring essential competencies of managers to manage it (Pooya et al., 2013).

Conflict is the interaction between interdependent people who Perceive incompatibility and the possibility of interference from others as a result of the incompatibility. Also, conflict occurs when other's needs or one's own needs are ignored (Elgoibar, Euwema, and Munduate, 2017). Additionally, conflict involves one of five types intrapersonal, interpersonal, intragroup, or intergroup, and inter-organizational Managing conflict is an important skill for everyone in an organization. There are five commonly identified styles of conflict management: competing, collaborating, compromising, avoiding, and accommodating (Beheshtifar and Zare, 2013). Nurse's emotions must be handled effectively and appropriate conflict skills must be developed or health care institutions will face the challenge of rectifying the problems which result (Mohamed and Yousef, 2014).

Styles of managing conflict consist of five styles (collaborating style, accommodating style, competing, avoiding and compromising). 1st, the collaborating style suggests a high concern for one's self and others. 2nd, accommodating style is indicative of little concern for one's self yet elevated concern for others. 3rd, competing style is indicative of high concern for one's self and low concern for others. 4th, avoiding style is indicative of low concern for one's self and low concern for others, which can be interpreted as suppression. 5th, compromising style is indicative of transitional concern for one's self and others (Harriott, 2014).

PURPOSE

The purpose of this study is to assess emotional intelligence among nurse managers and its relationship to conflict resolution management.

The following research questions were developed to conduct this study:

- What are the causes of conflict among nurses at Menoufia University Hospital?
- What are the conflict management strategies that the nurse managers use at Menoufia University Hospital?
- What is the level of emotional intelligence among nurse managers at Menoufia University Hospital?
- Is there a relationship between nurse managers' emotional intelligence and conflict resolution management

SUBJET and METHODS

- 1) **Research Design:-**A descriptive cor- relational design was used in the present study to achieve the purpose of the study.
- 2) **Research Setting:** This study was conducted at selected departments as inpatient departments (Medical, Surgical, Pediatric, Obstetrics, chest and Orthopedic departments) and Critical Care Units (Adult ICUs, Pediatric ICU, Surgical ICU, Emergency Unit, Operative Rooms, Hemodialysis unit and Neonate unit)) in Menoufia University Hospital at Shibin El – Kom, Menoufia .
- 3) **Sampling:** - A simple random sample of 30 nurse managers and 281 nurses were selected from critical care units and different departments.

Inclusion Criteria:

They should have at least two years of experience.

Instruments:

Three instruments were utilized for data collection

Instrument One:

Job conflict structured interview questionnaire. It was designed by Atia, (1990) and adapted by the investigator. It was developed to identify the causes of job conflicts among nurses at selected departments at Menoufia University Hospital. It consisted of two parts.

Part One: Social characteristics: It consisted of seven items related to demographic characteristics of studied nurse managers such as age, sex, educational level, job title, marital status, years of experiences, and working department.

Part Two:Job conflict questionnaire: It contained 65 items related to causes of job conflict. These statements were classified under the following eleven domains, Management system(ten items), Lack of rewards and recognition (five items), Over workload (four items), Leader's behavior(eleven items), Scheduling (four items), Scarcity of resources (two items),Work relation (eight items),Role ambiguity and role conflict (seven items), Nurses' differences (four items),Nature of working units conditions (five items) and Lack of nurses' job commitment (five items).

The frequency of responses to each subscale was assessed by using a three-point Likert scale, ranging from disagrees to agree. The total score statistically allocated to each item as follows: disagree has score 1, neutral has score 2, and agree has score 3. The total score of subject responses was 195.The score was graded as follows:

Scoring system of job conflict questionnaire:

The total score(195):	The level of conflict:
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If score <40 %	Low level of conflict.
If score 40 to <80%	Moderate level of conflict.
If score ≥80%	High level of conflict.

Instrument Two: it was Rahim Organizational Conflict Questionnaire. It was adopted from Rahim (2000). It was developed to assess the conflict management strategies among nurse managers. It consisted of 33 items measuring conflict management styles. It was designed to measure five independent dimensions of the styles of handling conflict as avoiding, competing, accommodating, collaborating, and compromising style. This part was used for two different groups. First group was nurse managers. It was used to assess the conflict management resolutions among them, and the second group was staff nurses. It was used to assess their opinion about their nurse managers' conflict resolutions strategies.

Scoring system of Rahim Organizational Conflict Inventory-II (ROCI-II)

Questionnaire: a three-point likert scale was used, ranging from disagrees to agree. disagree has score 1, neutral has score 2, and agree has score 3. The total score of subject responses is 99. The score was graded as follows:

The total score(99):	The level of conflict management:
If score < 66 %	Low level of conflict management.
If score 66 to <85%	Moderate level of conflict management.
If score ≥85%	High level of conflict management.

Instrument Three:

Emotional Intelligence Questionnaire. It was developed by Daniel Goleman (1995). This instrument was used to assess the level of emotional intelligence of nurse managers. It consisted of 50 items divided into five categories as: Self-awareness, managing emotions, motivating oneself, empathy, and social Skill.

Scoring system of emotional intelligence questionnaire: a three-point likert scale was used, ranging from disagrees to agree. The total score allocated to each item as follows: disagree has score 1, neutral has score 2, and agree has score 3. The total score of subject response is 150. The score was graded as follows:

The total score(150):	The level of emotional intelligence:
If score < 36 %	Low level of emotional intelligence.
If score 36 to <70%	Moderate level of emotional intelligence.
If score ≥70%	High level of emotional intelligence.

Validity:

For validity assurance, A bilingual group of five experts was selected to test the content and face validity of the instruments. The panel included five experts from Nursing Administration department at Faculty of Nursing Menoufia University.

Reliability:

The reliability of the instruments was measured by using cronbach's Alpha test for emotional intelligence ($\alpha=0.96$). Also, it was used for Rahim organizational conflict Inventory-II (ROCI-II) ($\alpha=0.97$).

Procedure:

- An official permission to carry out the study was obtained from the directors of Menoufia University Hospital after submitting an official letter from the Dean of nursing Faculty.
- A pilot study was carried out on 10% of the total sample (3 nurse managers and 28 nurses) after the instruments were developed and before starting the data collection to ascertain clarity, relevance, applicability of the study tools and to determine obstacles that may be encountered during data collection.
- Ethical Consideration:- The study was conducted with careful attention to ethical standards of research and rights of the participant:- an informed consent was obtained by explaining the purpose, nature, time of conducting the study, potential benefits of the study and how data will be collected. The respondents were assured that the data will be treated as strictly confidential; furthermore, the respondents' anonymity was maintained as they weren't required to mention their names.
- Data was collected over three months started from 8th of August 2018 to 8th October of 2018.
- Before beginning to collect data from the study subjects the investigator introduced herself to them, explained the aim of the study, and informed them that their information will be treated confidential and will be used only for the purpose of the research; additionally, each participant was notified about the right to accept or refuse to participate in the study.

DATA ANALYSIS:-

The collected data were organized, tabulated and statistically analyzed using SPSS version 20 created on IBM compatible computer, Illinois, Chicago, USA. For numerical values the mean and standard deviations were calculated. Chi square test was used to detect the statistical differences between variables. When chi square test was not suitable due to presence of observations with small number, Monte Carlo exact test was used. T test was used to compare between two means of parametric data. One way ANOVA test also was used at this study.

for variable had more than two groups as educational level, job title, and years of experience. As this test was used to describe phrases in term of frequency, percentage, and mean and stander deviation of the variables. The correlation between study variables was calculated using Pearson's correlation coefficient The level of significant was adopted at $p < 0.05$.

RESULTS:

Table1: Shows distribution of nurse managers and staff nurses regarding to personal characteristics. As noticed from the table, the highest percentage of the studied subjects (57.2 %) was between 20<30years old and most of them were female. Regarding qualification most of them (56.2%) had bachelor degree in nursing and the majority of them (41.1%) had 5<10years of experience. Regarding marital status and job position, the majority of them (68.2%) were married and most of them (90.4%) were staff nurses. Additionally, the highest percentage of the studied subjects (67.2%) was from critical care units.

Table 2: Shows ranking with the mean score of job Conflict causes among studied subjects. As noticed from the table, the first ranking of job conflict causes are scarcity of resources (33.3%) and over work load (41.5%) as reported by nurse manager and staff nurses respectively. while, the last ranking of job conflict causes are management system(13%) and scheduling(29.2%)as reported by nurse manager and staff nurses respectively.

Table 3:Shows mean score of conflict management strategies among nurse managers as reported by nurse managers and staff nurses. As noticed from the table, the highest mean (16.5±3.7 and 15.7±3.2) was for compromising style as reported by nurse managers and staff nurses respectively moreover there was no statistical significant difference related to all conflict management strategies among nurse

managers except competing style had statistical significant difference as reported by nurse mangers and staff nurses.

Figure 1: Shows levels of conflict management among nurse managers as reported by nurse managers and staff nurses .As noticed from the figure, the nearly above half percentage of nurse managers (53.4%, 54.1%) had a high level of conflict management strategies as reported by nurse managers and staff nurse respectively.

Table 4: Shows mean score of emotional intelligence components among nurse managers as reported by nurse managers and staff nurses. As noticed from the table, the highest mean score was (23.7±4.2 and 23.2±3.3) for motivating component asreported by nurse managers and staff nurses and there was no statistical significant difference related to all components of emotional intelligence except managing emotion had highly statistical significant difference as reported by nurse mangers and staff nurses.

Figure 2: Shows percentage of total emotional intelligence level among nurse managers as reported by(nurse managers and staff nurses). As noticed from the figure, the total level of nurse managers' emotional intelligence was high (90%, 75.1%) as reported by(nurse managers and staff nurses) respectively.

Table 5: Shows correlation between nurse mangers emotional intelligence level and their conflict management strategies. As noticed from the table, there was statistical significant difference between level of nurse mangers emotional intelligence and their conflict management strategies. Also, there was appositve correlation between nurse mangers emotional intelligence and their conflict management strategies (R .34) this mean when the level of nurse mangers emotional intelligence was high there level of conflict management was high.

Table (1): Distribution of Nurse Managers and Staff Nurses Regarding to Their Personal Characteristics (n= 311):

Personal Characteristics	N	%
Age		
20<30	178	57.2
30<40	103	33.1
40<50	30	9.7
≥ 50	0	0
Qualification		
Diploma	131	42.1

Bachelor	175	56.2
Other	5	1.7
Experience		
1<5	89	28.6
5<10	128	41.1
10<15	65	21
≥ 15	29	9.3
Gender		
Female	250	80.3
Male	61	19.7
Marital status		
Married	212	68.2
Unmarried	99	31.8
Job position		
Nurses managers	30	9.6
Staff nurses	281	90.4
Hospital units and departments		
Critical care units	209	67.2
Departments	102	32.8

Table (2): Ranking with the mean score of job Conflict causes among studied subjects (n= 311):

Items	Nurse mangers Mean±SD	Staff nurses Mean±SD	Nurse mangers Total %	Nurse mangers ranking	Staff nurses Total %	Staff nurses ranking
Management System	3.90±3.71	10.86±7.71	13%	11	36.2%	3
Lack of Rewards and Recognition	3.40±3.22	5.46±4.69	22.7%	4	36.4%	5
Over Workload	2.70±2.53	4.98±3.97	22.5%	5	41.5%	1
Leader's Behavior	10.10±6.42	11.89±7.49	30.6%	2	36.03%	7
Scheduling	2.80±3.14	3.50±.71	23.3%	3	29.2%	11
Scarcity of Resources	2.00±2.13	2.33±2.36	33.3%	1	39.8%	2
Work Relation	5.10±4.74	8.34±5.85	21.2%	6	34.7%	8
Role Ambiguity and Role Conflict	3.70±3.75	6.97±5.20	17.6%	8	33.2%	9
Nurses' Differences	2.10±2.63	3.72±3.63	17.5%	9	31%	10
Nature of Working Units Conditions	2.20±2.72	5.43±4.01	14.7%	10	36.2%	6
Lack of Nurses 'Job Commitment	3.10±2.67	5.48±4.32	20.7%	7	36.5%	4

Table (3): Ranking with The Mean Score of Conflict Management Strategies among Nurse Managers as Reported by (Nurse Managers and Staff Nurses) (n= 311).

Items	Nurse anagers Mean±SD	Staff nurses Mean±SD	Nurse managers Total%	Nurse managers ranking	Staff Nurses Total%	Staff Nurses ranking
Avoiding style	13.6±2.6	14.1±2.5	64,8 %	4	67.1%	4
Competing style	11.6±3.8	12.7±3.5	55.2%	5	60.5%	5
Accommodating style	13.7±2.9	13±2.7	76.1%	3	72.2%	3
Collaborating style	14.3±1.9	13.6±2.8	79.4%	1	75.5%	1
Compromising style	16.5±3.7	15.7±3.2	78.6%	2	74.8%	2

Figure 1): level of conflict Management among Nurse Managers as Reported by Nurse Managers and Staff Nurses (n= 311):

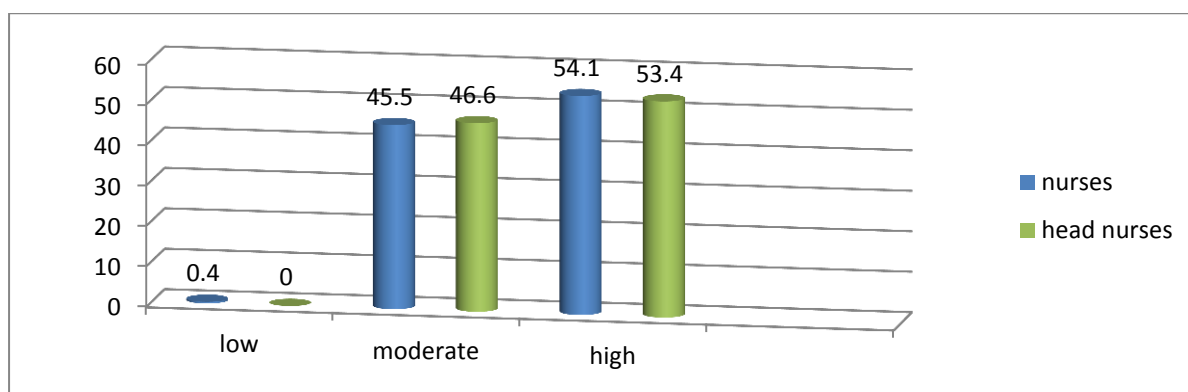


Table (4): Mean Score of Emotional Intelligence Components among Nurse Managers as Reported by Nurse Managers and Staff Nurses (n= 311):

Items	Nurse managers(30) Mean±SD	Staff nurses(281) Mean±SD	Maximum mean	T	P
Self-awareness	23.1±3.3	22.7±3.4	30	0.6	0.2
Managing emotion	19.2±2.8	22.1±2.9	30	4.9	0.0001
Motivating	23.7±4.2	23.2±3.3	30	1.02	0.1
Empathy	23.2±4.3	22.7±3.1	30	0.6	0.2
Social skills	23.5±3.9	22.4±2.8	30	1.5	1.06

Figure (2): Percentage of Total Emotional Intelligence Level among Nurse Mangers as Reported by (Nurse Managers and Staff Nurses) (n= 311):

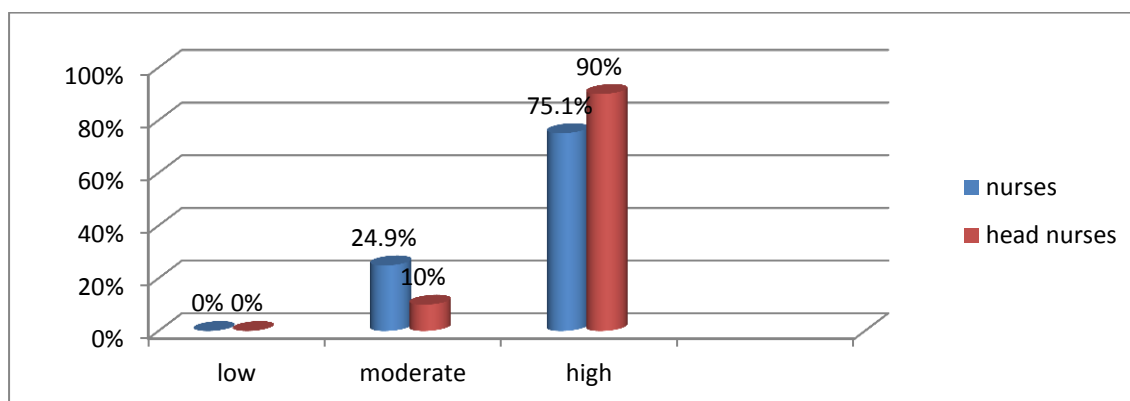


Table (5): Correlation between Nurse Managers Emotional intelligence Level and Conflict resolution Management Strategies:

	Conflict resolution management	
	R	P
Emotional intelligence	0.34	.05

DISCUSSION

Today's workforce is more intelligent technologically, emotionally, socially and managers need to have more than knowledge, skills, and abilities to be best suited to guide it. Effective work structures and formidable, progressive organization cultures are not accidental occurrences. They are developed over time, through determination, forecasting, planning, and a strategy to foster and sustain the healthy interpersonal and group relationships (Raines, 2016). Subsequently, nursing is an emotionally charged profession. The competence to manage emotion and interpersonal conflict effectively is essential for nurse managers (Mohamed and Yousef, 2014). So, nurse managers need advanced skills to solve conflicts. Therefore emotional intelligence can help managers to effectively deal with conflicts in the workplace (Al- Hamdan et al., 2018).

Concerning on socio-demographic characteristics of the studied subjects which have been answered in table 1. The results of present study showed that the present study was conducted at Menofia University Hospital at Shibin El – Kom. The studied subjects were distributed at the study setting including critical care units and general departments. The highest percentages of the studied subjects were from critical care units. Also, the highest percentage of the studied subjects were female and most of them was between 20>30 years old. Regarding job title, the highest percentages of the studied subjects were staff nurses, and were married. The results of present study are congruent with Ageiz (2016) and Abd El-Mageed, (2018) who mentioned that the Menofia University Hospital at Shibin El – Kom had a higher percentage of nurses hold bachelor degree in nursing and had five less than ten years of experience.

With reference to the 1st research question "What are the causes of conflict among nurses at Menoufia University Hospital in Shibin El – Kom?" Which have been answered in table 2. These study results showed that the first ranking of job conflict causes are scarcity of resources (33.3%) and over work load (41.5%) while, the last ranking of job conflict causes are management system (13%) and scheduling (29.2%) as reported by nurse manager and staff nurses respectively.

From the investigator point of view, the causes of conflict regarding the lack of resources might be related to unscientific and unfair allocation of supplies and equipment for each unit. More ever,

the uneconomical use of supplies by the health care team and nursing students as well as improper maintenance system contribute to a lack of resource and enhance conflict between them. And, over workload might be attributed to that nurse managers might be pressured to cope with high work pressure and shortage of staff nurses through increasing workload in assignments of staff nurses which often over their capabilities. These findings were consistent with McTiernan and McDonald, (2015) who conducted a study to identify occupational stressors, burnout and coping strategies between hospital and community psychiatric nurses. This study finding revealed that nurses' strike and their conflict were related to rotation, the timing of the shift, over workload and lack of resources.

In contrast, the findings of the present study are contrasted with Brinkert, (2016) who conducted a study to identify a literature review of conflict communication causes, costs, benefits and interventions in nursing. This study revealed that no floated staff nurses policy in the hospital, the minor levels of work-related conflicts included poor over workload and lack of resources.

With reference to the 2nd research question ("What are the conflict management strategies that the nurse managers use at Menofia University Hospital? ") Which have been answered in table 3 and figure 1? These study results showed that the most common conflict management strategies that the nurse managers use were collaborating and compromising strategy. From the investigator point of view, the use of nurse managers for compromising and integrating strategy related to the collective culture that supports strong work relationships that assists managers trust others and respects the idea of mutual benefit, which, in turn, makes them think about the goals and needs of the other party once conflict occurs.

These results were congruent with Al-Hamdan, Nussera, and Masadeh, (2015) who conducted a study to identify the conflict management style of nurse managers and its relationship to staff nurses' intent to stay. This study showed that nurse managers use integrating and compromising styles most of the time. The collectivist culture also supports strong work relationships that assists managers trust others and respect the idea of mutual benefit, which, in turn, makes them think about the goals and needs of the other party once conflict occurs. Also, these findings were in the same line

with Gunkel, Schlaegel and Taras, (2016) who conducted a study to assess cultural values, emotional intelligence, and conflict handling styles among nurse managers. These study findings revealed that the conflict styles of integrating and compromising were the most commonly used styles by nurse managers. Also, nurse managers have highly conflict management level.

The findings of the present study are congruent Al-Hamdan et al., (2018) who conducted a study to assess the impact of emotional intelligence on conflict management styles used by nurse managers. This study finding revealed that the most commonly used conflict management styles among nurse managers were the compromising and integrating styles. In contrast, the findings of the present study are contrasted with Mohamed and Yousef, (2014) who conducted a study to assess emotional intelligence and conflict management styles among nurse managers. These study findings revealed that the forcing and smoothing conflict management styles were the most two used by the nurse managers in handling conflict with their subordinates.

With reference to the 3rd research question ("What is the level of emotional intelligence among nurse managers at Menofia University Hospital?"), which have been answered in figure 2 and table 4. These study findings revealed that; the total level of nurse managers' emotional intelligence was high as reported by nurse managers and their staff nurses. Furthermore the highest percentage of emotional intelligence components was for social skills and self-awareness as reported by nurse managers and motivation as reported by their staff nurses. From the investigator point of view, emotional intelligence has important advantages for nurse managers who must be equipped with skills to successfully meet the growing demands of the modern health care system. Management skills, such as negotiating resources, building trust relationships, encouraging partnership development, managing work place conflicts and making evidence-based decisions, require a strong foundation of perceiving, using, understanding and managing feelings. So, high level of emotional intelligence for nurse managers is important to perform this all management functions effectively. These results were congruent with Tyczkowski et al., (2015) whose study was undertaken to identify emotional intelligence and nursing leadership styles among nurse managers. This study finding revealed that the majority of nurse managers had high emotional intelligence and nurse managers' emotional intelligence score at the dimension of social skills was high. Also, the results of the present study were congruent with Kabeel, (2016) who conducted a study to identify emotional intelligence: a key for nurse managers' transformational leadership style. These study findings revealed that the level of emotional

intelligence was high among nurse managers. Furthermore, this study revealed that the others' emotional appraisal and self-emotional appraisal dimensions of emotional intelligence are high.

Also, these results were congruent with Muhurji and Yusef, (2017) who conducted a study to perceive the emotional intelligence of nurse managers. These study findings revealed that the majority of nurse managers had high scores of emotional intelligence. It also revealed that the majority of nurse managers could easily recognize their emotions as they experience it and are aware of these emotions. Managers know why their emotions change. Additionally, this study revealed that the highest percentage of emotional intelligence subscales was recorded for social skills followed by an appraisal of own emotions.

The results of present study are in agreement with Bikmoradi et al., (2018) who conducted a study to identify the correlation between emotional intelligence and leadership style of nursing managers. These study findings revealed that, nursing managers had high level of emotional intelligence. It also revealed that emotional intelligence of nursing managers was at good ability level. In contrast, the results of present study are in congruent with the findings of Mohamed and Yousef, (2014) who conducted a study to assess emotional intelligence and conflict management styles among nurse managers. These study findings revealed that, nursing managers had a mild emotional intelligence level.

With reference to the 4th research question ("What is the emotional intelligence role among nurse managers; its relation to conflict resolution management at Menofia University Hospital?") Which have been answered in table 5? The current study showed that there was a positive correlation between nurse managers emotional intelligence role and their conflict management strategies. From the investigator point of view, this is due to that the nurse managers that have high level of emotional intelligence have both ability to deal with own and others' emotions and manage conflict more constructively.

The results of this study are congruent with Gunkel, Schlaegel and Taras, (2016) who study cultural values, emotional intelligence, and conflict handling styles. This study revealed that the emotional intelligence had a significant positive relationship in conflict handling styles. In contrast, the findings of the present study are contrasted with Mohamed and Yousef, (2014) who conducted a study to assess emotional intelligence and conflict management styles among nurse managers. These study findings revealed that there is no significant relationship between emotional intelligence and conflict management styles among nurse managers.

CONCLUSION

On the light of the current study, it can be concluded that the most common causes of job Conflict among studied subjects were related to scarcity of resources and over work load as reported by nurse manager and staff nurses, respectively. While, the lowest causes of job conflict were related to management system and scheduling as reported by nurse manager and staff nurses, respectively at Menoufia University Hospital in Shibin El-Kom. Additionally, the most common conflict resolution management that the nurse managers use were collaborating and compromising strategy and the nearly above half percentage of nurse managers had a high level of conflict management as reported by nurse managers and staff nurse respectively. More over, the total level of nurse managers' emotional intelligence was high as reported by nurse managers and their staff nurses. Furthermore, the highest percentage of emotional intelligence components were for social skills and self-awareness as reported by nurse managers and motivation as reported by their staff nurses. Also, there was a positive correlation between nurse manager's emotional intelligence role and their conflict resolution management.

RECOMMENDATIONS

Based on the findings of the present study the following recommendations are proposed:

I. Recommendations for hospital administration:

1. Hospital administrators need to maintain an acceptable balance of nurse-patient ratios with clearly defined tasks for each staff nurse to decrease work overload and burn-out.
2. Policymakers need to pay attention and look more closely at the supervisory policies, decrease unpaid overtime, and consider the importance of financial and professional development of nurses regularly.
3. Hospital administrators need to develop a system for nurses' complains, follow up and management and also, Nurse Managers must develop communication skills and interpersonal skills to understand the causes, approaches, and strategies of conflict management.
4. Hospital administrators need to design a training program to improve conflict management and emotional intelligence for nurses to effectively manage conflicts among them which is inevitable in health care institutions.

II. Recommendations for Nurse Managers:

1. Nurse Managers have to hold formal and regular scheduled meetings with the staff nurses to create and maintain clear communication channels and relieve their staff 'stressors.

2. Nurse Managers need to act as a model by teaching their nurses how to manage their emotions and deal with daily job conflicts.

III. At the educational level:

1. The nursing curriculum in nursing educational institutions should be included emotional intelligent course content education at the bachelors level for preparing effective future nurse managers.
2. Collaboration between nursing service and faculty of nursing for offering continuing education or professional development opportunities to develop emotional intelligence skills, as a key for conflict management skills that could have significant importance for health care systems, and the quality of management skills.

IV. At the research level:

Future researches are recommended to be done in the future to:

1. Identify the role of possible mediators of the relationship between emotional intelligence and conflict resolution, such as creativity, collaborative problem-solving behavior, or avoidance style.
2. Replicate the study for a large sample size in much different health care setting.
3. Identify the effect of an educational program about conflict management strategies on nurses' performance.

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