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EMOTIONAL INTELLIGENCE IN COUNSELLING: A PANACEA TO CONFLICT RESOLUTION IN ORGANISATIONS IN LAGOS STATE

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Abstract

Emotional intelligence (EI) plays a crucial role in effective counselling and conflict resolution. This study explored the interplay between Emotional intelligence and counselling in resolving conflicts in organisations in Lagos State, using a Systematic review approach to highlight how emotionally intelligent professional counsellors can foster a conducive environment where there is an understanding of conflict and its resolution. Through the analysis of the components of Emotional intelligence, which are: self-awareness, self-regulation, empathy, and social skills. This study brings to fore the importance in navigating and properly handling conflicts. The findings suggest that the application of Emotional intelligence by counsellors in their practice will help them to engage in constructive and effective discourse, capable of managing emotions, and enhancing collaborative problem-solving skills among the conflicting individuals or groups. Ultimately, applying Emotional intelligence in counselling practices promotes better conflict resolution outcomes, thereby making way for healthier interpersonal relationships in organisations and our societies as a whole.

Keywords: Emotional intelligence, Counselling, Conflict resolution, Organisations.

Introduction

Conflict has remained a major component of every growing human society. It is an indispensable tool for growth and development in almost every society worldwide when adequately addressed, including Nigeria (Olatunji, 2020). Effective conflict resolution in the global space has also become a catalyst for fostering innovations and advancing a cause for a stronger society (Uzochukwu et al., 2016). Conflicts are almost unavoidable in every facet of life, and remains innate among human being generally within the context of social interactions.

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Conflicts are bound to take place in school systems due to interactions with individuals around us, this also makes conflict inevitable, owing to our diverse upbringing (Karimova, 2015). Due to the concept of individual differences interplay existing in human beings and their behaviour, conflict

may arise, and this is dependent on the different psychological dispositions of individuals generally. Some of these psychological dispositions may include: home background, environment, personalities and temperament etc.

Due to the nature of conflicts, it is also noted that conflicts are both vertical and horizontal; the vertical has its origin in several authorities of workers or staff in organisations where there are superiors and average staff, thereby resulting in an unhealthy rivalry between the two categories of staff. From a review, the horizontal is explained as a form of conflict arising among individuals having the same anchor (Jolly, Kong & Kim, 2021). As earlier mentioned, conflict within these lines occur due to different work tasks or positions, besides, conflict arises on the ground of varied cultural beliefs. Often they can occur because of different positions and work tasks. Also, conflicts could arise as a result of different cultural beliefs, ethical options, value conflicts, and intellectual differentiations and prejudices (Rahim, 2023).

The nature of human beings have been characterized to be innately selfish, with individualistic and conflictive tendencies in different groups in societies in the course of pursuing their personal interests. In the face of current economic downturn, several rooms for conflict have arisen, with some gearing towards violence (Itumo, 2019). Resolving conflicts when the need arises, requires corresponding skills from all concerned, especially the Counsellor. It is also expedient to have an understanding of conflict and the types of conflicts that takes place within a group or organizations so as to know how emotional intelligence can be incorporated in the course of counselling to resolve conflicts. Conflict may be described as an antagonistic sharp disagreement between people, it could also be referred to as a form of discord between individuals and groups due to diverse perceptions in the opposition of needs, values and concerns, which may be within an individual or between two or more people. These leads us to the several forms of conflicts.

Theory of conflict resolution propounded by Lederach (1998) focuses on transformation, which emphasises a holistic and relational view of settling disputes, especially in a more serious situation. Lederach (1998) advocates the need for transforming the primary dynamics of conflict, which include relationships, systems and cultural norms. By doing this, there would be an understanding of the history and the possible desired end, and work out change processes to achieving the desired end. Lederach (1998) emphasised that this is more crucial to resolving conflict than mainly focusing on resolving immediate issues. This theory gives an insight to the fact that conflict does not arise accidentally, rather, it must have started at a point before it becomes protracted. Amongst the concepts in the theory are:

Conflict transformation: This focuses on presenting issues that is capable of transforming the fundamental processes of the conflict, its causes, and getting to its root.

Peace building Pyramid: This talks about the various levels of people involved in conflict and the appropriate steps for them all, these levels are: the top leadership, middle-range leadership, and grass root leadership.

Moral Imagination: this emphasises on applying creative approaches, and working out possibility for a change and new social realities in the conflicting scenarios

Insider Partiality: This also explains that there are individuals in the conflict network that can be important source for building trust, link and connection in resolving the conflict.

Truth, Mercy, Justice, and Peace: This emphasises on the relatedness of all the elements in arriving at peaceful resolution, and recognizing the need for fairness while ensuring forgiveness and compassion.

Holistic Approach: this emphasises on comprehensive approach, considering the social, psychological, and structural scope of conflicts as affected in the population.

Types of conflicts

From several reviews, it was established that there are several forms of conflict that takes place among a group of people or organizations (Basogul & Ozgur, 2016; Bélanger et al., 2015, Winardi et al., 2021).

They are typically Intra-personal conflict, Inter-personal conflict, Group conflict, Intra-state conflict, International conflict and there are differences in these conflict types.

Intra personal conflict takes place within an individual. It is a battle within oneself, it is a self-determined rift against oneself, and in most cases being an internal rift, and it most times results into personal frustration which is capable of being transferred to other people under aggression, this most times happen in the process of making crucial choices on pertinent issues.

Interpersonal conflict is very common among different age groups of people in communities, workplaces or associations, in inter personal conflict, two or more individuals could have a disagreement over an issue, and when a common ground cannot be reached, this could linger for long. It may be between two or more factions of groups and cliques. Interpersonal conflicts also arises in our different homes, and when this is not adequately addressed, it can be transmitted to other spheres of relationships which includes work organisations (Bélanger et al., 2015).

Intra-group conflict can also be described as disagreement among a small group of individuals within the same boundary, eg coworkers, and superiors, and employees and management (leadership) in organizations (Basogul & Ozgur, 2016; Winardi et al., 2021).

Intergroup conflict takes place between a larger number of people in a group from different work group or unfamiliar boundaries. Intergroup conflict is also termed with disagreements or clashes amongst two or more groups and their members. It often shows up in the form of psychological tension or physical violence, and this may come up within organization, diverse groups from formal and informal structures. Intergroup conflicts are mainly caused by

incompatibilities, behaviours and sentiments in different organisations (Halevy & Cohen, 2019). Within the confines of intergroup, there could be an experience of horizontal conflict, this is a conflict with individuals within the same peer level; also, the vertical conflict, which is a

conflict between a manager and his subordinate (Halevy & Cohen, 2019).

It has been established from studies on causes and resolution of conflict from organizational conflict theorist, that conflicts in most times are detrimental to organizational growth and functioning, conflict in organisations is a counterproductive force capable of inhibiting organizational growth and development. Caputo et al. (2019) established in the conflict management study conducted between 2007 and 2017 that conflict management typically emphasised on topics, like gender, emotion, negotiation skills, cultural style of resolving conflicts etc. regardless of the dysfunctional nature of conflict, it can be reasonably resolved through negotiations and adaptation (Nair, 2008).

It has also been established from studies how conflict can bring about changes, innovation and development in institutions or societies (Jolly et al., 2021). The basic component of such changes are anchored on the two categories of conflict, these categories are the Functional and the Dysfunctional.

Functional conflict can produce new ideas that are capable of being applied in problem solving situations, whereas dysfunctional conflicts are opposite in nature to functional conflict. This kind of conflict in most times are characterized as being capable of disruptive actions and lacks cooperation, thereby bringing disunity to a group of individuals or organisations (Rahim, 2023).

It must also be recognized that the place of counselling in conflict resolution cannot be overemphasized. Counsellors have been adequately equipped with the control and management of conflicts when they arise through effective counselling skills and a well-grounded sense of high level of interpersonal skills. In every social group, there are different individuals with different ideology and reasoning, these individual attributes make them to be easily susceptible to conflict, because these features mentioned above makes them incompatible in their goals and aspirations, and in the course of working towards the achievement of their different goals, different individuals may unavoidably step on each other's toe or cross each other's part. In organisations where there are no clearly stated rules for achieving organizational goals and objectives, conflict will arise due to responsibility overlaps amongst staff members, this may lead to differences in the feelings and viewpoints of these individuals, most times where the available resources are limited also. The emotional intelligence of the counsellor in this situation becomes a very useful tool to manage and control the situation of outburst of unhealthy behaviours leading to conflicts. Effective counselling in resolving conflict requires a high level of emotional intelligence (Aguilar, 2021).

Emotional intelligence has further been described as a tool useful in managing organizational

conflict effectively. Every effective leadership makes the most use of emotional intelligence in order to combat daily organizational task and conflict as they may arise. Emotional intelligence has remained a subject of more concern and attention to researchers. The theory of Emotional

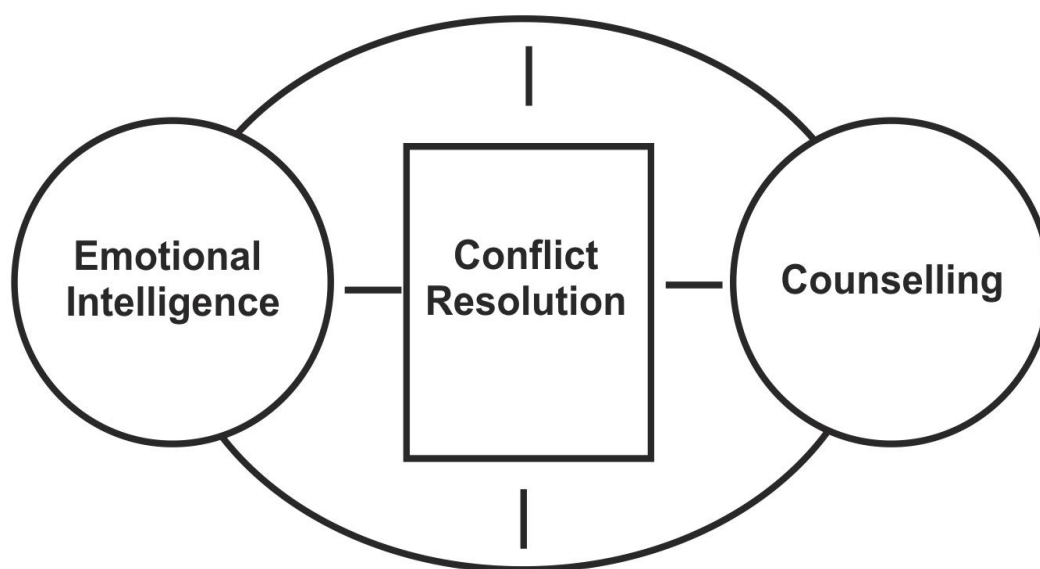
intelligence as developed by Thorndike evolved around Social Intelligence, which was termed as the ability to manage human beings and have a deeper understanding in their different genders. This was later expanded by Gardener, and the model of explaining emotional intelligence by Gardner (1993) evolved from the theory of multiple intelligence. The internal and social intelligence dimensions from the theory of multiple intelligence was used to conceptualize emotional intelligence (Gardner, 2011). Emotional intelligence has five dimensions of capabilities, the dimensions are: Self-awareness (awareness of individuals' personal emotions); Self-regulation (ability to manage emotions individually); Empathy (understanding other peoples' feelings); Social skills (individual's ability to motivate themselves, and establishing interpersonal relationship skills at every giving time). Emotional intelligence was further explained as the ability to monitor and control one's feelings and that of others, in which such feelings are used as a guide to the thoughts and actions of others. Studies have shown that Emotional intelligence has been termed as important as cognition (Poon Teng, 2002).

It is essential that an individual must be aware of his or her emotions. The possibility of an individual to identify his emotions makes it possible for him to understand his effect on thoughts and the corresponding motivations behind his behaviour. This makes it possible for individuals to manage their emotions effectively and exhibit adaptive behaviour in unpleasant situations. Emotional intelligence contains some personality traits such as showing optimism, assertiveness and being empathetic about others (Chung et al., 2023) Individuals with high degree of emotional intelligence can easily take note of emotions as people talk, in the pitch or tone of their voices, including body languages, gestures, and apply empathy. Notably, individuals who understand others and has ability to manage his emotions can constructively handle and resolve conflicts (Nzomo, 2018; Jordan & Troth, 2021).

Within this context, emotional intelligence can be ascertained as a critical tool for counselling skills of psychological counsellors. It is expected for every leader in organisations to be equipped with an intuitive ability to identify the emotions and feelings of others in an organization, and respond appropriately. But where this fails, there is a need for a counselling intervention through a professional counsellor who adequately possesses a measure of conflict resolution skills, with the understanding of people's emotion. The application of emotional intelligence has remained a necessary skill for counsellors in resolving conflicts of any form within an organization nationwide.

Counselling as a helping profession helps individuals to discover themselves and, making necessary adjustment where necessary, thereby helping them to be well equipped and integrated into the society, and becoming useful to themselves and significant others (Corey, 2013). Many

leaders and managers need to engage more counsellors in their organisations, which is crucial for healthy work relationship and managing outburst of behaviours that may lead to conflict and resolving conflict in organisations when it arises.



Conceptual framework

The objective of this study was to investigate the relationship between emotional intelligence and counselling in conflict resolution in organisations in Lagos State.

The problem of the study came out from the introduction of this study on how organisations and individuals have had conflicts in workplaces and at different groups. Most of these conflicts have been linked to work related conflicts, especially in the process of discharging of duties and in the course of aspiring for organizational growth. It has been understood by a few number of people that conflict is a tool that can influence growth and progress positively and negatively in organisations, but when this is adequately handled and resolved, it may in turn bring a turnaround effect on organizational growth and development. It has also been discovered that a few studies on emotional intelligence has been done, but without the inclusion of counselling. To this end, this study becomes important in a time like this, when conflict has become the order of the day, and to proffer possible ways of resolving conflicts effectively through emotional intelligence and counselling.

As earlier mentioned that, most of the studies conducted on emotional intelligence were carried out in educational institutions, homes and other organisations, but not accompanied with counselling (Aguilar, 2021; Jolly et al, 2021; Jordan & Troth, 2021; Poon Teng, 2002, Chang et al., 2023; Rahim, 2023). Invariably, different organisations have different levels and history of

conflicts, and with different degree of its escalation (Poitras, 2012). From these studies, it was found that emotional intelligence has a significant relationship with conflict resolution. The use of emotional intelligence in administering conflict resolution to issues in organisations reduced

interpersonal relationship conflict and stress that is commonly associated with organisations at different levels (Hopkins & Yonker, 2015).

The study of Rahim and Psenicka (2002) on emotional intelligence and conflict resolution were conducted in seven different countries around America, Asia, Africa and Europe, these countries include: the United States of America, China, Bangladesh, Hong Kong, Macau, Greece, Portugal and South Africa. From these array of studies, it was established and found that emotional intelligence is significantly linked with conflict resolution strategies, which implies that individuals in different organisations go about their own concerns and others in resolving conflicts. The conduct of this reviewed studies made it profound that emotional intelligence in conflict resolution follows the same trend world over.

In work related environment, emotionally intelligent members of staff experience a more stable lifestyle, with little or low level of conflict, which is capable of promoting a reasonable measure of peace of mind. This inadvertently promotes good and cordial relationship among members of staff and capable of fostering greater understanding in their emotions. In a similar vein, managers with high level of emotional intelligence are able to manage and resolve conflicts, and thereby reducing the impact of negative effect of conflict in work places and homes (Ayoko & Konrad, 2012). Studies (Badejo & Gandonu, 2021; Schlaerth et al., 2013; Shih and Susanto, 2010, Zhang et al., 2015) also established that emotional intelligence is strongly correlated with conflict resolution and building team morale.

Due to the irrationality in human behaviours and emotions in our different world of works, many conflicts have broken out of this, but with the application of emotional intelligence, emotions and reasoning are understood for problems to be resolved. Different studies have shown that high degree of emotional intelligence in work places have proven a better predictor of better work relationship in organisations, and with a minimal probable level of conflicts in organisations (Choi et al., 2019; Wen et al., 2019). Apparently, where this is achieved, there is a relatively higher and better level of service and performances, with a high quality of conflict management.

As earlier mentioned that a few studies were done in EI and counselling in conflict resolution, yet the existing few studies are not comprehensive enough, particularly when linked to the theoretical frameworks, where different methodology applied had impacted the reliability of study findings.

Models of Emotional Intelligence

Carusol et al., (2015) established EI as a mental ability; therefore measuring the level of an individual's emotional intelligence requires an ability test, which includes the use of emotional intelligence Scale by Carmeli et al. (2003), The WEIS self-report measure of EI, which consists

of four different orientations, such as :Self appraisal and expression of emotion, appraisal and identification of emotion in other people, self-regulation of emotion by individuals and facilitating

performance through emotion. These measurement scales were not without flaws, especially with the Self-report scale, which was considered possible for test administrator to feign positive attitudes for a desirable positive response, making the measures to overlap with personality measures (Prentice, 2019).

Table on Scales of measurement applied in the 29 studies on emotional intelligence examined in this work.

Table 1: *EI measurement.*

WLEIS	7
EQ-i	4
WEIP	3
MSCEIT	2
ECI-U	1
EI Scale Scutte	1
EIAI	1
Other scale	2

Methodology

Based on these inadequacies, a systematic review was used in this study. This is due to its explicitness, reproducibility, and comprehension. In addition, systematic review makes it possible to explore current and evolving trends in different fields, this also gives room for mapping boundaries on known ideas, and identifying existing gaps in relevant literature, and check possible occurrence of potential bias through narrative analysis (Pickering & Byrne, 2013; Pickering et al., 2014; Roy et al., 2012). The application of systematic review in this study was done within conflict resolution and emotional intelligence in counselling to identify gaps through the major aim of this study, which is: To establish the relationship between emotional intelligence and counselling in conflict resolution in organisations.

Studies on Emotional intelligence were identified applying electronic databases, which includes APA Psyc Articles, Emerald Insight, Google Scholar, Taylor & Francis, Scopus, and Sage. Additional information were sourced through other grey literature for quality and accuracy. The searches were conducted between March and June 2025. Keywords used in this search included “emotional intelligence”, “conflict”, “conflict management”, “conflict resolutions”, counselling and “organisation”.

The study selection was done using the PRISMA statement (Preferred Reporting Items for Systematic reviews and Meta-Analysis). This was used as a guide to systematic review (Moher et al., 2009). Only original studies on Emotional Intelligence and conflict resolution published in academic journals were included in the review. Evidence from these countries were reviewed and

recorded, namely: Afghanistan, Australia, China, Canada, India, Kenya, Nigeria, Russia, Singapore, South Korea, Spain, Taiwan, Turkey, UK and USA. The papers reviewed were

quantitative and qualitative in nature. While Emotional Intelligence was measured using the Workgroup Emotional Intelligence Profile-short version (WEIP-S), and Emotional Competence Inventory (ECI).

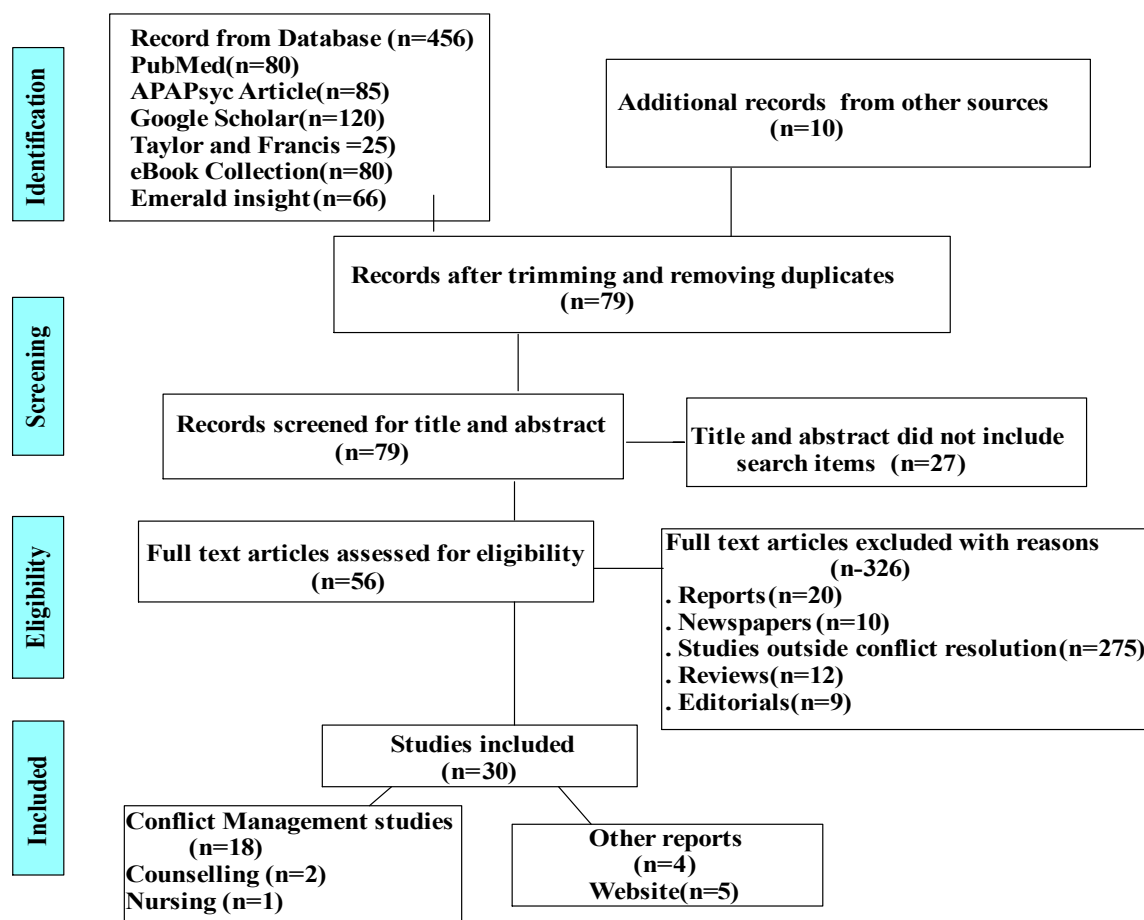
Some other measures of EI used in some of the reviewed studies include the Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT), the Wong and Law Emotional Intelligence Scale (WLEIS), the Bar-On Emotional Quotient Inventory (EQ-i), the Workgroup Emotional Intelligence Profile–Short Version (WEIP-S), and the Emotional Competence Inventory (ECI). Lastly, all the methods applied in measuring the relationship between Emotional Intelligence, Counselling and Conflict resolution in all the studies were documented, hypotheses were also analysed using multiple regression, structural equation model, and ANOVA. The study keywords include: Conflict, Conflict resolution, Counselling, Emotional intelligence, and Organisations.

A total of 456 studies were identified, and screened. 326 articles were excluded for the fact that they were not deemed appropriate within the review scope. In the last screening, 30 studies were retained for review, having n to be 30.

Results

A summation of 30 studies that had the necessary criteria, published in different journals of conflict resolution management, counselling and emotional intelligence were sourced from journals of high repute, such as Google Scholar, Emerald insight, Taylor and Francis and others.

PRISMA FLOW CHART



Geographical setting and research area

Various studies reviewed were ranked in percentages due to its frequencies, and these studies were carried out in advanced countries, such as the USA(17.2%), Canada(3.4%), Singapore (3.4%), Spain (3.4%), Turkey(3.4%), Afghanistan (3.4%), Australia(10.3%), Russia(3.4%), China(6.9%), Taiwan(6.9%), South Korea(6.9%). UK(3.4%), India(6.9%), while other studies were from Africa, these includes Kenya(3.4%), and Nigeria(17.2%). From these studies, it was made obvious that the literature on EI on conflict resolution are limited in number, and the most available studies were done in the field of education as indicated in table 3.

Additional records from other sources (n=10) Records after trimming and removing duplicates (n=79) Records screened for title and abstract (n=79) Full text articles assessed for eligibility (n=56) Full text articles excluded with reasons (n=326).Other reports (n=4) Website(n=5) Included Eligibility Screening Identification PRISMA Flowchart for the study selection process Record from Database (n=456) PubMed (n=80), APA Psyc Article(n=85), Google Scholar(n=120),Taylor and Francis (n=25) eBook Collection(n=80) Emerald insight(n=66).

Table 3. This consist of: Author(s), year, journal, and locales of the 30 studies reviewed on

emotional intelligence and conflict resolution in this study.

Table 1. *Author (s), year, journal, and location of the 30 studies on emotional intelligence and conflict resolution assessed in this study.*

No.	Author	Year	Journal	Country	Subject Area
1.	Aguilar, Y. M.	2021	Journal of international relations, strategy and security Revstade relaciones Internacionales, Estrategiay Seguridad Spain Government	Spain	Government
2.	Ayoko & Konrad	2012	Equality, Diversity and Inclusion: An International Journal	Australia	Public services
3.	Basogul & Ozgür	2016	Asian Nursing Research	Turkey	University Hospital
4.	Belanger et al.	2015	International Journal of Conflict Management	Canada	Recreational Industry
5.	Caputo et al.	2019	International Journal of Conflict Management		
6.	Choi et al.	2019	International Journal of Hospitality Management	Taiwan	Hotel
7.	Chung et al.	2023	Journal of Plastic and Reconstructive Surgery	China	Industry
8.	Corey	2013	Journal of Counselling and Psychotherapy	USA	Psychotherapy
9.	Gandonu & Badejo	2021	Journal of Innovation and Technology for Sustainable Educational Development	Nigeria	Public/family
10.	Halevy & Cohen	2019	International Journal of Conflict Management	South Korea	Public Construction firm
11.	Hopkins & Yonker	2015	Journal of Management Development	USA	University
12.	Itumo	2019	African Journal of Politics and Administrative Studies	Nigeria	University
13.	Jolly et al.	2021	Journal of Organisational Behaviour	India	Wildlife
14.	Jordan & Troth	2021	Journal of Developing Human Performance	Australia	University
15.	Karimova	2015	Journal of Social and Behavioural Sciences	Russia	University
16.	Lederach	1998	Institute of Peace	USA	Industry
17.	Nair	2008	International Journal of Conflict Management	India	Organisation
18.	Nzomo	2018	Kenyatta University Repository	Kenya	Public Secondary School
19.	Olatunji	2020	Journal of Politics and Development	Nigeria	Industry
20.	Poitras	2012	International Journal of Conflict Management	Afghanistan	Politics

21.	Poon Teng	2002	Management Research News	Singapore	Industry/Tourism
22.	Rahim	2023	International Journal of Conflict Management	Nigeria	Industry
23.	Rahim & Psenieka	2002	The International Journal of Organizational Analysis	USA	University
24.	Schlaerth et al.	2013	Group Processes & Intergroup relations	USA	Industry
25.	Shih & Susanto	2010	International Journal of Conflict Management	Taiwan	Government
26.	Uzochukwu et al.	2016	Greener Journal of Business and Management Studies	Nigeria	Government
27.	Wen et al.	2019	International Journal of Hospitality Management	China	University
28.	Winardi et al.	2021	Journal of Global Scholars of Marketing Science	Australia	Firm/Company
29.	Zhang et al.	2015	International Journal of Conflict Management	South Korea	Construction Firm

Result and discussion

Measuring of cognitive ability to ascertain conflict resolution was suggested by Zhang et al., in conflict resolution management, while other researchers were of the opinion that emotions in conflict resolution plays a crucial role which cannot be downplayed (Pong et al., 2002). The literature reviewed was explicit that when conflict arises, it will either affect individual's emotional state positively or negatively, but when counsellors involved approached it with a sense of emotional intelligence, it would be resolved faster (Olatunji 2020 , Rahim, 2023).

Emotional intelligence with counselling is significantly related to organizational outcomes, including conflict resolution, and improving performances in workplaces. The 30 studies reviewed showed the significance of emotional intelligence with counselling in conflict resolution and other related outcomes surrounding organisations (Shih & Susanto, 2019; Zhang et al., 2015).

The findings of this study from reviews made revealed that emotional intelligence in counselling has a positive technique in resolving conflict in organisations, this is due to the fact that managing or resolving conflict requires consideration for the emotional and rational views of the conflicting situation (Ayoko & Konrad, 2012; Badejo & Gandonu, 2021; Schlaerth et al., 2013; Shih and Susanto, 2010, Zhang et al., 2015).

Furthermore, EI has been seen to be significantly linked with organisational outcomes in the areas of conflict management or resolution and job performance. Over 20 studies indicated how EI had aided significantly in resolving conflicts in organisations, hence, culminating into positive performances at workplaces (Shih & Susanto, 2019), innovation performance (Zhang et al., 2015), and cultural diverse workgroups (Ayoko & Konrad, 2012), while five studies further identified how EI has remained a moderating variable to managing and resolving conflicts at different

organizational level. Six studies also demonstrated that EI was a significant moderating variable to conflict management (Aguilar, 2021; Ayoko & Konrad, 2012; Olatunji, 2020; Wen & Hou, 2019, Rahim, 2023; Winardi et al., 2021).

The findings from this review clearly indicated EI as a positive strategy in counselling for resolving and managing conflict effectively with the consideration of both rational and emotional perspectives of the conflicting situation or parties involved (Olatunji, 2020).

The original search from database generated 456 studies. These data were from PubMed (80); APA Psyc articles (85); Google scholar (120); Taylor and Francis (25); Ebook collection (80); Emerald insight (66). These were screened for relevance, and was screened and reduced to 79 articles. From the screened data, 1 article from Emerald insight; 1 from APA Psycinfo; other articles were generated from Google scholar, websites and reports. The screening for duplicates removed 326 articles generated from the initial search. A total of 30 studies were included in this review. The procedure for study selection is illustrated in Figure 2. Two studies were conducted in selected Nigerian universities (Olatunji, 2020, Uzochukwu et al., 2016), while one was conducted among nursing population (Basogul & Ozgur, 2016, Namadi, 2016), one was also done among married couples (Gandonu & Badejo, 2021), one thesis was reviewed on public secondary school (Nzomo, 2018), There are different prevalence level of emotional intelligence in counselling on conflict resolution from the studies. Though, it may be quite impossible to record all the levels of emotional intelligence prevalence in Nigeria due to the varied nature of studies reviewed. A prevalence level of conflict 72.8% was recorded from youths, 68.1% was recorded for students, 85% was recorded for the workplaces/organisations, while, 14.4% was recorded for households.

Recommendations

From the findings of this study, certain recommendations were made:

1. Counsellors and leaders should endeavour to understand individuals' cultural and geographical differences and ensure the application of emotional intelligence in whatever approach adopted in resolving conflict in organisations.
2. Counsellors should be abreast of relevant information in work places and be alert to conditions where potential conflicts may possibly prevail.
3. Counsellors and managers need to be privy to the level of emotional intelligence among members in the organization, thereby guiding conduct and relationship paths, this will also make organisations to conduct an inventory to ascertain the level of every individual in the organization.
4. Lastly, due to the critical role of emotional intelligence in resolving conflict, it would be necessary for leaders, counsellors and managers to frequently undergo trainings for themselves and for staff personal development, especially in the area of emotional Intelligence, and this will enhance interpersonal relationships and promote more productivity in organisations.

Conclusion

This study has shown a relational significance of emotional intelligence and counselling in conflict resolution, establishing the major components of emotional intelligence, such as self-awareness, self-regulation, empathy, and social skills, and how it can be effectively applied in organisations alongside counselling for conflict resolution. It can be further concluded that the understanding of emotional intelligence and its application by counsellors or managers will foster effective and enduring conflict resolution in homes and organisations.

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