Innovations

Emotional Intelligence and Workplace Conflict Management: The Intervening Mediation-Moderation Effects of Job Satisfaction and Organizational Culture among Healthcare Workers in North-West Ghana

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Abstract: *This study explores the impact of emotional intelligence on conflict management in healthcare organizations, focusing on theGhana Health Service (GHS) in the Upper West Region. Drawing on the trait emotional intelligence theory and integrating job satisfaction as a mediating variable and organizational culture as a moderating variable, the study investigates how various emotional intelligence dimensions; self-awareness, self-regulation, motivation, empathy, and social skills affect conflict management strategies. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from 256 healthcare workers of GHS, Upper West Region, the study finds that all emotional intelligence dimensions significantly contribute to effective conflict management, with job satisfaction mediating this relationship and organizational culture strengthening the outcomes. The study's findings underscore the importance of emotional intelligence in healthcare settings, highlighting the potential for emotional intelligence-based interventions to improve conflict resolution among healthcare workers and overall organizational effectiveness. This study extends emotional intelligence theory within the healthcare context, while practical implications suggest that training healthcare workers in emotional intelligence can improve conflict management and organizational performance. This research also provides valuable policy recommendations for integrating emotional intelligence training into healthcare management practices.*

Keywords: *Emotional Intelligence, Conflict Management, Job Satisfaction, Organizational Culture, Trait Emotional Intelligence Theory, Job Demands-Resources (JD-R) Model, Ghana Health Services*

1. Introduction

Healthcare systems worldwide face significant challenges related to workforce dynamics, resource allocation, and patient care outcomes(Butt et al., 2024). Within such high-pressure environments, conflict is a pervasive issue, arising from interpersonal disputes, organizational misalignments, and systemic inadequacies. The Ghana Health Service (GHS), which serves as the backbone of healthcare delivery in Ghana, is no exception. Of the five levels of healthcare delivery in Ghana, GHS operates four levels including the community, sub-district, district and regional levels of healthcare delivery. As a result, GHSemploys over 120,000 healthcare workers across various disciplines, working within a context characterized by resource constraints, increasing patient demands, increasing stakeholder expectations, and complex inter professional relationships (Ampomah, Malau-Aduli, Seidu, Malau-Aduli, & Emeto, 2023). These factors create fertile grounds for conflicts, which, if poorly managed, can impede service delivery, compromise patient safety, and erode team cohesion.

Emotional intelligence has long been recognized as a critical factor in enhancing interpersonal interactions and organizational performance (Ugoani, 2024). According to Sharma, Dhanta, and Sharma (2024), emotional intelligence is the ability to recognize, understand, and regulate emotions in oneself and others, and has emerged as a transformative factor in organizational behavior and conflict resolution. The concept revolves around the capacity to understand and regulate emotions, both within oneself and in others, which directly influences behaviors in conflict situations (Antonopoulou, 2024).

Emotions are recognized as crucial and inherent aspects of organizational settings, particularly in interactions between employees and customers (Prentice, 2019). For over a decade, research on emotional intelligence has demonstrated its role as a positive predictor of employees' emotional skills and job performance, as well as its influence on customer-related outcomes such as satisfaction, loyalty, and engagement. Emotionally intelligent individuals are better equipped to regulate emotions in workplace interactions, fostering healthier interpersonal relationships within organizations (Amjad, 2024). Additionally, emotional intelligence (EI)has been identified as an effective tool for resolving organizational conflicts. Jordan and Troth (2021)found that individuals with higher emotional levels are more likely to adopt collaborative conflict resolution strategies, whereas those with lower EI levels tend to rely on forcefulness or avoidance when managing disputes.

Research has demonstrated that emotional intelligence plays a pivotal role in conflict resolution, especially within organizations where human relationships are complex and interdependent (Winardi, Prentice, & Weaven, 2022). For

instance the relationship between emotional intelligence and conflict management has been well-documented across various sectors, suggesting that high emotional intelligence individuals are better equipped to handle disagreements constructively (Chen, Xu, & Phillips, 2019). Specifically, the social skills aspect of emotional intelligence enables individuals to navigate disputes, maintain positive interactions, and influence others' responses in a desirable manner (Khosravi, Rezvani, & Ashkanasy, 2020). Thus, research has demonstrated that employees with high emotional intelligence are more likely to use collaborative conflict management strategies, which foster cooperation and mitigate the escalation of disagreements (Valente and Lourenço, 2020).
The importance of emotional intelligence in conflict management is further corroborated by Lawani and colleagues, who highlights its influence on the adoption of effective conflict management strategies, thus enhancing employee cohesiveness and organizational outcomes(Lawani, Arias Abad, Craig, Hare, & Cameron, 2024).

In healthcare settings, where emotional labor is particularly demanding, the ability of healthcare workers to manage emotions can significantly impact team dynamics and conflict resolution (Delgado, Evans, Roche, & Foster, 2022).In the context of GHS, the integration of emotional intelligence into conflict management practices could play a crucial role in improving workforce dynamics. The healthcare sector in Ghana faces unique challenges, including limited resources, high levels of stress, and job dissatisfaction among health workers(Dartey et al., 2023). These challenges, within the Service, have led to various conflicts, which are exacerbated by job stress and limited access to human resources(Odonkor & Adams, 2021). Consequently, unmanaged stress and interpersonal disputes can severely undermine the quality of care and employee well-being. Thus,emotional intelligence becomes a useful toolin helping healthcare workers manage their emotions and approach workplace conflicts with a constructive mindset, enhancing organizational resilience and improve both individual and collective outcomes (Vrontis, Chaarani, Nemar, & Dib, 2021).Furthermore, emotional intelligence becomes even more pronounced within the healthcare settings, enabling workers to navigate emotional complexities and foster collaborative relationships (Jiménez-Picón et al., 2021).Reports indicate that unresolved conflicts contribute to high attrition rates, low morale, and strained professional relationships, ultimately compromising productivity(Agyemang, 2023).Yet, the extent to which emotional intelligence influences conflict management in the GHS remains underexplored. The absence of empirical studies on how emotional intelligence influences conflict management in this context presents a significant gap in the literature, thereby providing the impetus for this study.

While emotional intelligence equips individuals with the capacity to navigate workplace conflicts effectively, the extent to which these competencies translate into improved conflict management may depend on additional psychological and workplace dynamics. Notably, employees with high emotional intelligence are better equipped to understand their own emotions and those of their colleagues, which fosters a positive work environment and enhances job satisfaction(Alwali & Alwali, 2022). When employees feel satisfied in their roles, they are more likely to engage in constructive behaviors, such as collaborating to resolve conflicts rather than avoiding or exacerbating them. Also, research shows that , empathy and social skillsas key components of emotional intelligence help employees navigate interpersonal challenges, thereby reducing stress and increasing job satisfaction(Jordan & Troth, 2021; Sharma et al., 2024). This suggests that beyond its direct effects, emotional intelligence may indirectly influence conflict resolution through mechanisms that foster greater engagement, motivation, and workplace fulfillment.

Organizational norms, leadership approaches, and shared values shape how individuals apply their emotional intelligence in navigating interpersonal challenges(Daud, Novrianto, & Kurniawan, 2023). In environments that foster trust, collaboration, and open communication, emotionally intelligent behaviors may be more readily expressed and leveraged for constructive conflict management.
Conversely, rigid or unsupportive workplace cultures may constrain the application of these competencies, thereby altering their impact on conflict resolution outcomes(Daud et al., 2023).Organizational climate also shapes how employees perceive and respond to workplace conflicts. , Evidence shows that,in a positive climate, employees may feel more empowered to express their emotions constructively and seek resolution through dialogue, thereby enhancing the impact of emotional intelligence on conflict management(Paredes-Saavedra, Vallejos, Huancahuire-Vega, Morales-García, & Geraldo-Campos, 2024). On the other hand, a negative organizational culture may hinder employees' ability to utilize emotional intelligence effectively, leading to unresolved conflicts or counterproductive behaviors. While existing studies underscore the importance of conflict resolution mechanisms, there is limited empirical evidence on the interplay between emotional culture, job satisfaction and conflict management in the Ghanaian healthcare context. This gap hinders the development of tailored interventions to enhance workforce dynamics and organizational performance.By moderating the relationship between emotional culture and conflict management, organizational culture highlights the importance of creating supportive environments to fully realize the benefits of emotional intelligence in the workplace.

The aim of this study is to explore the influence of emotional intelligence on conflict management. By doing so, the study seeks to answer these key questions: (1) does emotional intelligence influences conflict management among healthcareworkersin the Upper West Region? (2) How does job satisfaction mediate the relationship between emotional intelligence and conflict managementamong healthcareworkersin the Region? (3) How does organisational culture influence the impact of emotional intelligence on conflict management among healthcareworkersin the Region? Drawing on traitemotional intelligence theory (K. V. Petrides, 2010), the study posits that emotional competencies such as self-awareness, self-regulation, empathy, motivation, and social skills significantly affect employees' approaches to conflict management. Additionally, the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017), is used to understand how job satisfaction mediates the relationship between emotional intelligence and conflict management, suggesting that emotional intelligence can positively impact job satisfaction, which in turn, enhances conflict management behaviors.

The study offers new insights and makes significant contributions to both literature and policy on emotional intelligence and workplace conflicts management. The innovation of this study lies in its integration of trait emotional intelligence theory and the Job Demands-Resources (JD-R) model to examine how emotional intelligence impacts conflict management within the context of the Ghana Health Service (GHS). Unlike traditional studies that explore these variables independently, this research uniquely incorporates both the mediating role of job satisfaction and the moderating role of organizational culture, providing a more nuanced understanding of the dynamic interplay between emotional intelligence, job satisfaction, and conflict management in a healthcare setting. In addition, this study contributes to the literature by providing empirical insights into the relationship between EI and conflict management within GHS. By integrating quantitative methodologies, the research offers a nuanced understanding of how emotional intelligenceinfluence conflict resolution outcomes. Moreover, the study bridges a critical knowledge gap in the African healthcare context, where research on EI and its organizational implications remains sparse.

The findings have the potential to inform policy and practice, offering actionable recommendations for workforce training and conflict management strategies. Furthermore, the study introduces job satisfaction as a mediating variable, positing that EI influences employees' satisfaction levels, which in turn impacts their conflict resolution approaches. Moreover, it examines the moderating role of organizational climate, hypothesizing that a positive and supportive workplace environment strengthens the relationship between EI and conflict management outcomes. By integrating these additional variables, the study offers a nuanced understanding of the mechanisms and contextual factors

influencing conflict resolution in healthcare organizations. For policymakers, the study offers evidence-based recommendations to design interventions that enhance EI and improve organizational climate. For practitioners, it emphasizes practical strategies to promote employee well-being and collaboration. Ultimately, the research aligns with global calls for strengthening healthcare systems by prioritizing workforce well-being and operational efficiency (ref).

This paper proceeds by exploring the theoretical underpinnings of EI and conflict management in the literature review, detailing the research methodology, and presenting findings that illuminate the intricate dynamics between these constructs. Finally, the study concludes with a summary of findings, theoretical and practical implications, limitations, and directions for future research.

2. Theoretical Underpinning and Hypothesis development

This study is underpinned by two key theoretical frameworks: trait emotional intelligence theory and the Job Demands-Resources (JD-R) Model. These theories collectively provide a robust foundation for understanding the influence of emotional intelligence on conflict management, with job satisfaction as a mediating variable and organizational climate as a moderating variable in GHS. Both theories emphasize the role of individual and contextual factors in shaping workplace behaviors and outcomes, particularly in complex and high-pressure environments like healthcare. Drawing on emotional intelligence theory (Salovey & Mayer, 1990), the study proposes that emotional intelligence enables individuals to navigate workplace conflicts by fostering self-awareness, emotional regulation, empathy, and social skills. These core dimensions of emotional intelligence empower healthcare workers to manage interpersonal disputes constructively, reducing the likelihood of escalation and promoting collaboration. The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) provides a robust framework for understanding how emotional intelligence affects job satisfaction, which in turn influences conflict management. According to the model, personal resources such as EI enable employees to cope with job demands, fostering a sense of satisfaction and fulfillment in their roles.

2.1.1 Self-Awareness and Conflict Management

Self-awareness, a core construct of emotional intelligence, refers to the ability to recognize and understand one's emotions and their impact on behavior (Nurul, Redzuan, Hamsan, & Noor, 2017). Self-awareness enables individuals to identify their emotional triggers during conflicts and make informed decisions rather than reacting impulsively. Also, self-awareness is foundational for effective conflict resolution as it ensures clarity in understanding one's role and emotions

within a conflict(Golubeva, 2023).The role of self-awareness in conflict management extends beyond individual accountability(Hopkins & Yonker, 2015). It fosters a culture of openness and self-reflection within teams, which is particularly important in healthcare settings characterized by interdisciplinary collaboration. By understanding and addressing their emotional responses, healthcare workers can set a precedent for constructive communication and mutual respect, enhancing team dynamics and reducing the likelihood of recurring conflicts.

Evidence available demonstrates that individuals with high self-awareness are more adept at managing interpersonal disputes(Malherbe, 2023 and Usprech & Lam, 2020). Self-awareness has been linked to improved emotional clarity, which facilitates constructive conflict resolution and reduces misunderstandings. Valente and Lourenço (2020)highlighted that self-awareness allows individuals to evaluate their role in conflicts, fostering accountability and minimizing defensive responses, which are often barriers to effective resolution. In the Ghana Health Service, where healthcare workers often face high emotional labor and interpersonal challenges, self-awareness is crucial for maintaining professionalism and resolving conflicts. Recognizing one's emotional state helps mitigate escalations and ensures better communication with colleagues and patients. According to Bennett (2019), self-awareness also plays a critical role in hierarchical relationships within healthcare organizations, as it enables employees to manage interactions with supervisors and subordinates constructively.Therefore, it is hypothesized that:

H1a: Self-awareness positively influences conflict management among healthcare workers in the Upper West Region.

2.1.2 Self-Regulation and Conflict Management

Self-regulation is the ability to control one's emotional responses and remain composed in challenging situations (Hopkins & Yonker, 2015). This construct is critical in conflict management as it helps individuals de-escalate tensions and maintain a constructive approach to resolving disputes. Self-regulation ensures that individuals can process emotional reactions without letting them interfere with decision-making or interpersonal relationships. Self-regulation facilitates adaptability in conflict situations, allowing individuals to respond to dynamic circumstances with flexibility and composure (Aqqad, Obeidat, Tarhini, & Masa'deh, 2019). Research evidence underscores the importance of self-regulation in fostering collaboration and reducing interpersonal tensions(Noermijati, Sunaryo, & Ratri, 2019 and Shakeel & Khan, 2022). Individuals who exhibit strong self-regulation are better equipped to handle conflicts without resorting to emotional outbursts or impulsive decisions. Empirical studies highlight that individuals with high self-regulation are more

likely to adopt solution-focused strategies in conflict resolution, prioritizing long-term benefits over short-term emotional gratification(Noermijati, Sunaryo, & Ratri, 2019 and Shakeel & Khan, 2022). In GHS, where resource constraints and workload pressures are prevalent, self-regulation enables employees to manage their emotions under stress and resolve conflicts without compromising team cohesion or patient care. Based on the above theoretical basis, we assume that,

H1b: Self-regulation positively influences conflict management among healthcare workers in the Upper West Region.

2.1.3 Motivation and Conflict Management

Motivation, as a core construct of Trait Emotional Intelligence, refers to an individual's intrinsic drive to achieve goals, maintain optimism, and persevere despite challenges (Bekerman, Zembylas, Bekerman, & Zembylas, 2018). Highly motivated individuals view conflicts not as obstacles but as opportunities for growth, collaboration, and creative problem-solving. Motivation enhances an individual's ability to remain focused on long-term objectives and avoid emotional reactions that could escalate conflicts (Emetumah, Emetumah, Ajaegbu, & Emetumah, 2023). Studies have consistently demonstrated a strong positive link between motivation and effective conflict resolution. Motivation also drives innovation and creativity in conflict resolution. Healthcare workers with high motivation levels are more likely to explore alternative approaches to resolving disputes, which can lead to transformative organizational changes. In addition, motivation fosters a sense of ownership and responsibility among employees, encouraging them to take active roles in addressing workplace challenges and maintaining a harmonious work environment. Dewi et al. (2019) suggests that motivated individuals adopt proactive and solution-oriented strategies when addressing disputes. Similarly, Liu, Wang, Quan, and Li (2017) found that motivation contributes to employees' willingness to resolve conflicts constructively, emphasizing the importance of achieving organizational goals over personal grievances. Motivated individuals are also more likely to persist in finding mutually beneficial solutions, even in complex or emotionally charged disputes. In the Ghana Health Service (GHS), where healthcare workers operate under high-pressure conditions and resource constraints, motivation plays a critical role in fostering resilience and constructive engagement. Motivated employees prioritize organizational objectives, such as patient care and team performance, which drives their commitment to addressing conflicts collaboratively. Furthermore, motivation enables healthcare workers to approach conflicts with a positive mindset, focusing on resolving issues in ways that strengthen team cohesion and improve service delivery.

H1c: Motivation positively influences conflict management among healthcare workers in the Upper West Region.

2.1.4 Empathy and Conflict Management

Empathy involves understanding and sharing the emotions of others. As a Trait EI construct, empathy facilitates effective communication and fosters mutual understanding during conflicts (McNulty & Politis, 2023). Empathy enables individuals to address the concerns and emotions of others, creating a foundation for collaborative conflict resolution. Empathy also plays a transformative role in addressing power imbalances and cultural differences within diverse healthcare teams (Başoğul & Özgür, 2016). By fostering inclusivity and mutual respect, empathetic individuals create an environment where all voices are heard, enhancing the likelihood of equitable and sustainable conflict resolutions. This capacity to bridge interpersonal and cultural divides makes empathy an invaluable asset in conflict management within the GHS. Empirical evidence from Chen et al. (2019) highlights the critical role of empathy in enhancing conflict resolution outcomes. Empathetic individuals are more likely to approach disputes with sensitivity and seek resolutions that respect all parties' perspectives. Almost et al. (2016) also show that empathy reduces the likelihood of miscommunication, which is a common source of conflict in workplace settings. In the GHS, where teamwork and patient interactions require high levels of emotional engagement, empathy allows healthcare workers to build trust and resolve conflicts effectively. Empathy reduces misunderstandings and promotes collaboration among colleagues. It also fosters stronger patient-provider relationships, which are essential for delivering quality care. Based on the above discussion, we assume that

H1d: Empathy positively influences conflict management among healthcare workers in the Upper West Region.

2.2.5 Social Skills and Conflict Management

As an emotional intelligence component, social skills are critical for navigating interpersonal dynamics and resolving conflicts collaboratively (Jamil & Sarwar, 2023). According to Vila, Gilar-Corbí, and Pozo-Rico (2021), strong social skills contribute to the development of a cohesive organizational culture that prioritizes collaboration and mutual respect. In healthcare settings, these skills facilitate seamless coordination across departments, enhancing the organization's capacity to manage conflicts efficiently and achieve operational excellence. By fostering open dialogue and trust, social skills empower teams to navigate challenges constructively, ensuring sustainable conflict resolution outcomes. Research by Li et al. (2021) and Winardi et al. (2022) emphasizes that social skills enhance conflict resolution by fostering effective communication, negotiation, and teamwork. Individuals with strong social skills are more likely to engage in cooperative behaviors and address conflicts constructively. Adham (2023) also highlight the role of social skills in mediating complex interpersonal dynamics, reducing the risk of prolonged disputes. In the GHS, where inter

professional collaboration is essential for delivering quality care, social skills enable healthcare workers to manage disputes and maintain positive workplace relationships. Effective communication and teamwork are critical for resolving conflicts and achieving organizational goals. Social skills also help bridge communication gaps between hierarchical levels, ensuring that conflicts are addressed promptly and effectively. Hence, we propose:

H1e: Social skills positively influence conflict management among healthcare workers in the Upper West Region.

2.1.6 Emotional Intelligence, Job Satisfaction and Conflict Management

The Job Demands-Resources (JD-R) Model, developed by (Bakker & Demerouti, 2007), provides a comprehensive framework for examining how personal and contextual resources interact to influence workplace outcomes. The model posits that employees face job demands that require physical, emotional, or cognitive effort, which can lead to stress and burnout if not balanced by sufficient resources (Bakker & Demerouti, 2024). Personal resources, such as emotional intelligence, and organizational resources, such as a supportive climate, play critical roles in enabling employees to manage job demands effectively, fostering positive outcomes like job satisfaction and conflict management.

According to Di Fabio and Kenny (2022), trait emotional intelligence is conceptualized as a personal resource that enhances employees' ability to cope with workplace challenges. By enabling individuals to regulate emotions, navigate interpersonal dynamics, and maintain focus on positive outcomes, emotional intelligence contributes to job satisfaction (Sharma et al., 2024). This satisfaction arises from individuals' confidence in their ability to manage emotional labor, build effective workplace relationships, and achieve professional success. Soriano-Vázquez, Cajachagua Castro, and Morales-García (2023) supports this perspective, showing that emotional intelligence enhances job satisfaction by fostering better communication, reducing workplace stress, and promoting a sense of accomplishment. Thus, the following hypotheses are proposed:

H2a: Job satisfaction positively influences conflict management among healthcare workers in the Upper West Region.
H2b: Job satisfaction significantly mediates the relationship between emotional intelligence and conflict managementamong healthcare workers in the Upper West Region.

2.1.7 Moderating Role of Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape employees' behaviors and interactions within an organization

(Ababneh, 2021). It plays a crucial role in influencing how individuals apply their emotional intelligence in workplace settings. Sharma et al. (2024) emphasized that A positive organizational culture, characterized by trust, open communication, inclusivity, and collaboration, creates an environment that enhances the effectiveness of emotional intelligence in conflict management. Conversely, a toxic or unsupportive culture may hinder individuals' ability to apply their emotional intelligence effectively, limiting their capacity to resolve conflicts constructively (Davaei, Gunkel, Veglio, & Taras, 2022). The Job Demands-Resources (JD-R) Model highlights how contextual resources, such as organizational culture, interact with personal resources to shape workplace outcomes (Jnr, Dzogbewu, Dennis, & de Beer, 2024). In supportive cultural environments, individuals are more likely to exhibit emotionally intelligent behaviors, as they feel psychologically safe to express empathy, regulate emotions, and foster positive interpersonal relationships. This theoretical perspective suggests that organizational culture acts as a moderator, strengthening or weakening the relationship between Trait EI and conflict management.

Sharma et al. (2024) has shown that a positive organizational culture amplifies the benefits of emotional intelligence in managing workplace conflicts. Yousaf, Javed, and Badshah (2024) found that collaborative organizational cultures promote open dialogue and mutual respect, which enhance the application of emotional intelligence in conflict resolution. Similarly, Shafait, Yuming, and Sahibzada (2021) demonstrated that employees in supportive environments are more likely to leverage their emotional intelligence to foster trust and cooperation during disputes. A positive culture that prioritizes teamwork, inclusivity, and respect provides workers with the necessary support to utilize their emotional intelligence for effective conflict management. Based on these considerations, the following hypothesis is proposed:

H3a: Organizational culture moderates the relationship between self-awareness and conflict managementamong healthcare workers in the Upper West Region.
H3b: Organizational culture moderates the relationship between self-regulation and conflict managementamong healthcare workers in the Upper West Region.
H3c: Organizational culture moderates the relationship between motivation and conflict managementamong healthcare workers in the Upper West Region.
H3d: Organizational culture moderates the relationship between empathy and conflict managementamong healthcare workers in the Upper West Region.
H3e: Organizational culture moderates the relationship between social skills and conflict managementamong healthcare workers in the Upper West Region.
H3f: Organizational culture moderates the relationship between job satisfaction and conflict managementamong healthcare workers in the Upper West Region.

3. Methodology

3.1 Target Population and Sampling

The target population for this study comprises employees within the Ghana Health Service (GHS) in the Upper West Region of Ghana. This population includes healthcare workers such as doctors, nurses, administrative staff, and other support staff working in various healthcare facilities under the GHS in the region at the time of the study. The GHS was chosen as the focal organization due to its large-scale operations and the critical role it plays in healthcare delivery in the region. The employees within this organization are regularly involved in interpersonal interactions which provides a fertile ground to examine the role of emotional intelligence in conflict management and the impact of organizational culture on these relationships. Given the large size of the GHS workforce, it was impractical to collect data from every employee. As such, a purposive sampling technique was employed. This approach allows for the selection of respondents who possess relevant knowledge or experience related to the study's objectives. Specifically, employees involved in management or leadership roles, and those with sufficient experience in organizational culture dynamics, were targeted to provide relevant insights into the study's constructs.

To determine the appropriate sample size, , the study utilized the guidelines provided in the Partial Least Squares Structural Equation Modeling (PLS-SEM)(Hair et al., 2021). According to their recommendations, the minimum sample size for PLS-SEM analysis should be based on the largest number of paths leading to a construct, multiplied by a factor of 10. In this study, with several constructs and multiple relationships being tested, the minimum sample size is calculated to ensure statistical power and validity of the PLS-SEM results. A total of 256 healthcare workers were chosen randomly across health facilities in the Region. This sample size is deemed sufficient to meet the requirement for statistical reliability, in accordance with established guidelines for determining survey research and ensuring generalizability of the findings within the context of Ghana Health Services in the Upper West Region.

The demographic characteristics of the respondents in this study provide a comprehensive overview of the composition of healthcare workers within the Ghana Health Service (GHS) in the Upper West Region. In terms of gender distribution, the sample consisted of 122 males (47.66%) and 135 females (52.34%), indicating a slightly higher representation of female healthcare workers. Regarding age distribution, the majority of the respondents fell within the 30-39 age group (35.16%), followed by 40-49 years (27.34%), while younger workers aged 20-29 years accounted for 19.53%, and those aged 50 years and above comprised 17.97% of the sample. This suggests a workforce with a mix of young, mid-career, and experienced workers.

In terms of job roles, nurses formed the largest group with 119 respondents (46.48%), followed by administrative staff (51 respondents, 19.92%), support staff (54 respondents, 21.09%), and doctors (32 respondents, 12.50%). This distribution reflects the staffing structure within GHS, where nurses constitute the largest proportion of the workforce. Years of experience revealed that 35.16% of respondents had 5-10 years of experience, while 31.25% had less than five years in service. Additionally, 21.48% had between 11-20 years of experience, and 12.11% had more than 20 years of professional experience. These findings suggest a workforce with a significant proportion of early and mid-career workers, complemented by a smaller group of highly experienced personnel.

3.2 Data Collection and Measurement of Instruments

Data were gathered using a structured questionnaire distributed to healthcare workers. To optimize reach and response rates, a dual-mode distribution method was employed: in-person distribution was used in areas with limited internet access, while online surveys were directed at respondents in urban areas. This strategy broadened the study's geographical coverage and ensured greater inclusivity. The questionnaire is divided into two sections: Demographics (includes variables such as age, gender, job role, and years of experience) and the constructs (emotional intelligence, conflict management, job satisfaction, organisational culture).

Emotional Intelligence

The study adopted and measured emotional intelligence using the Trait Emotional Intelligence Questionnaire (TEIQue), a validated instrument developed by (K. Petrides et al., 2022). The TEIQue assesses five constructs: self-awareness, self-regulation, motivation, empathy, and social skills, using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Conflict Management

Conflict management was measured using the Rahim Organizational Conflict Inventory-II (ROCI-II), which assesses conflict resolution strategies such as collaboration, compromise, and avoidance. Respondents assessed all items within this construct using a five-point Likert scale, where 1 represented "strongly disagree" and 5 indicated "strongly agree." This scaling approach is commonly used for its ability to effectively capture the strength of respondents' attitudes and perceptions.

Job satisfaction

Job satisfaction is measured using the Minnesota Satisfaction Questionnaire (MSQ). Participants rated all items within the constructs using a five-point Likert scale, with 1 indicating "strongly disagree" and 5 representing "strongly agree."

Organizational culture

Organisational culture was measured using a dummy variable reflecting the presence or absence of key cultural practices within Ghana Health Services (GHS) in the region. A value of 1 was assigned to instances where these cultural practices were identified as part of the organizational environment, and a value of 0 was assigned when such practices were not evident. This binary coding allows for the examination of how different organizational cultural practices may influence the relationships between the independent variables and conflict management. The dummy variable was incorporated into the PLS-SEM analysis to test its moderating effect, providing insights into how organizational culture shapes and influences these relationships.

3.3 Data Analysis

The collected data wereanalyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is chosen due to its robustness in handling complex models with multiple constructs and its suitability for exploratory research. The analysis is conducted in three main stages: Descriptive statistics, measurement model and structural model. Descriptive statistics using frequency was computed to summarize the demographic characteristics of respondents. The measurement model assessment was conducted to evaluate the reliability and validity of the measurement instruments using Cronbach's Alpha Composite Reliability (CR) and Rho_A for internal consistency, Average Variance Extracted (AVE) for convergent validity, and Discriminant Validity to ensure construct distinctiveness. The structural model assessment involved testing the hypothesized relationships among variables through path analysis, with key metrics including Path Coefficients (β) to determine the strength and direction of relationships, R-Squared (R^2) to assess the variance explained by the independent variables, and Bootstrapping (5,000 resamples) to evaluate the statistical significance of path coefficients.

4. Results and Analysis

This section presents the results of the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis used to test the hypothesized relationships among the constructs of Emotional Intelligence, job satisfaction, organizational culture, and conflict management. The analysis involves two main stages: measurement model assessment (to evaluate the reliability and validity of the constructs) and structural model assessment (to test the hypothesized relationships).

4.1 Measurement Model Assessment

The measurement model assessment evaluates the reliability and validity of the constructs. Following the guidelines outlined by Hair Jr et al. (2021), the assessment involved evaluating indicator reliability, construct reliability and validity (including internal consistency reliability and convergent validity),

multicollinearity, and discriminant validity. To begin, the reliability of individual indicators was assessed by examining their outer loadings on the corresponding constructs. Hair et al. (2021) suggest a threshold of 0.708 for indicator loadings, ensuring that the construct explains more than 50% of the variance in each indicator. As illustrated in Figure 1, all indicator loadings surpassed the acceptable threshold of 0.5, with the majority exceeding the recommended value of 0.708. Therefore, no indicators were excluded from the analysis. In addition, internal consistency reliability is assessed using Cronbach's alpha, composite reliability and Rho_A. The threshold for acceptable reliability is Cronbach's alpha > 0.7 and CR > 0.7 (Hair et al., 2019). This means that a value of 0.7 or greater is considered satisfactory or good. All constructs exceeded the threshold, with Cronbach's alpha values ranging from 0.884 to 0.920, composite reliability values ranging from 0.917 to 0.937 and Rho A ranging from 0.882 to 0.921. This indicates strong internal consistency reliability across all constructs. The results of the internal consistency reliability checks are presented in Table 1.

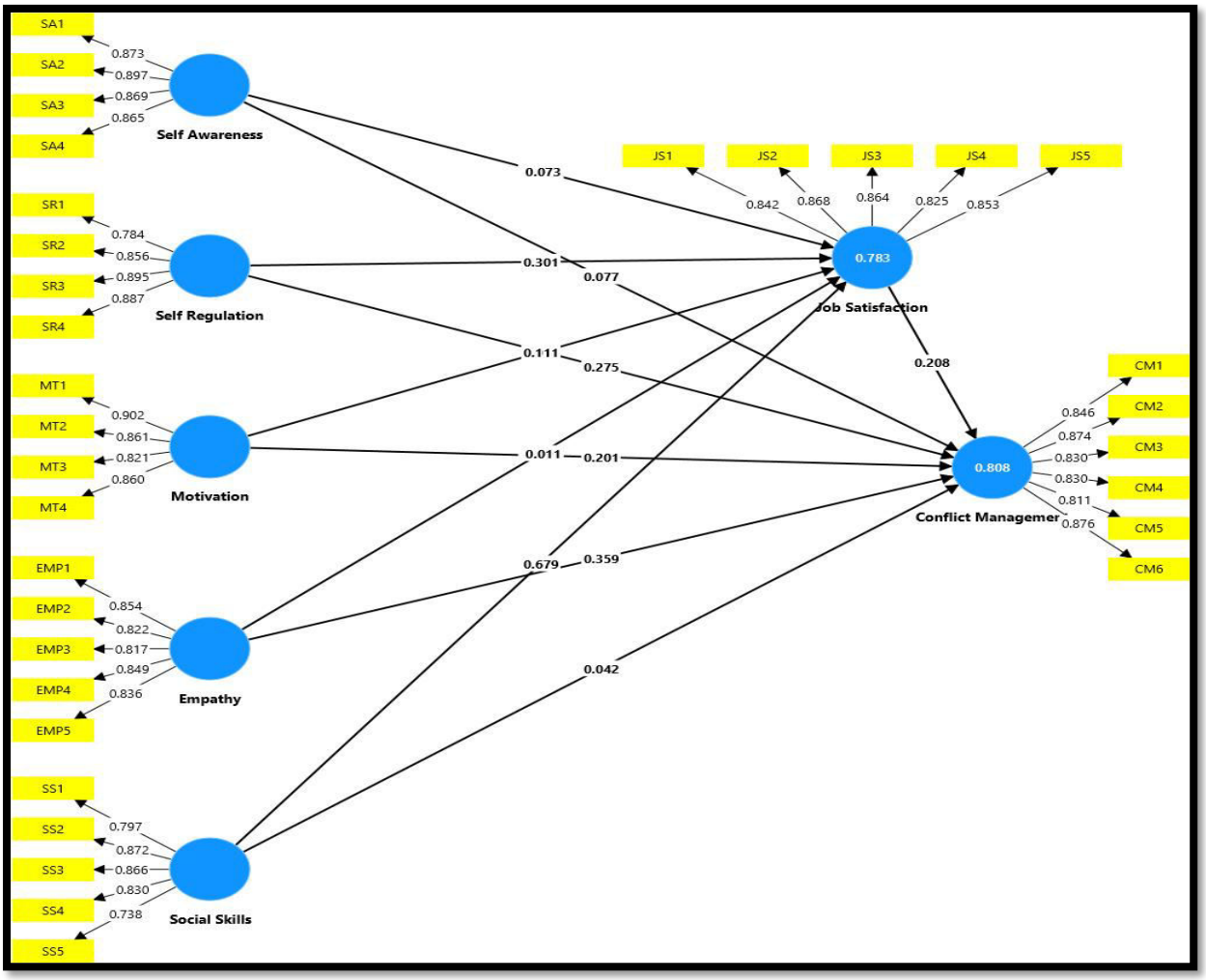

Figure 1. Indicator Loading

Table 1. Internal Consistency Reliability Results

Constructs	Cronbach's alpha	Composite reliability	Rho_A
Conflict Management	0.920	0.937	0.921
Empathy	0.892	0.921	0.893
Job Satisfaction	0.904	0.929	0.905
Motivation	0.884	0.920	0.887
Self-Awareness	0.899	0.930	0.900
Self-Regulation	0.878	0.917	0.882
Social Skills	0.879	0.912	0.884

Moreover, convergent validity is assessed using the Average Variance Extracted (AVE). A construct achieves convergent validity if its AVE is greater than 0.5 (Fornell & Larcker, 1981). The AVE values for all constructs exceeded the 0.5 threshold, ranging from 0.676 to 0.768, indicating that the constructs adequately capture the variance of their indicators. The result of AVE can be seen in Table 2.

Table 2. Convergent Validity Results

Constructs	Average variance extracted (AVE)
Conflict Management	0.714
Empathy	0.699
Job Satisfaction	0.723
Motivation	0.742
Self-Awareness	0.768
Self-Regulation	0.734
Social Skills	0.676

Finally, discriminant validity ensures that each construct is distinct from other constructs in the model. It is assessed using the cross-loading and Fornell-Larcker criterion. Discriminant validity was evaluated using the cross-loadings test, which confirms validity when an indicator's loading on its designated construct is higher than its loadings on any other constructs. As shown in Table 3, all indicators met this criterion. For Fornell-Larcker criterion results, the square roots of the AVE for each construct were greater than the correlations with other constructs, confirming discriminant validity. The result is presented in Table 4.

Table 3. Cross-loading Result

Indicators	Conflict Management	Empathy	Job Satisfaction	Motivation	Self-Awareness	Self-Regulation	Social Skills
CM1	**0.846**	0.727	0.732	0.729	0.690	0.763	0.706
CM2	**0.874**	0.756	0.716	0.749	0.707	0.756	0.706
CM3	**0.830**	0.706	0.683	0.679	0.646	0.695	0.699
CM4	**0.830**	0.737	0.632	0.636	0.658	0.695	0.668
CM5	**0.811**	0.696	0.628	0.613	0.609	0.671	0.649
CM6	**0.876**	0.761	0.683	0.674	0.667	0.730	0.695
EMP1	0.758	**0.854**	0.724	0.799	0.656	0.782	0.748
EMP2	0.739	**0.822**	0.631	0.755	0.702	0.753	0.686
EMP3	0.704	**0.817**	0.676	0.631	0.662	0.676	0.728
EMP4	0.730	**0.849**	0.658	0.734	0.687	0.715	0.746
EMP5	0.681	**0.836**	0.653	0.695	0.678	0.710	0.714
JS1	0.724	0.696	**0.842**	0.643	0.631	0.699	0.736
JS2	0.682	0.669	**0.868**	0.664	0.622	0.668	0.733
JS3	0.665	0.686	**0.864**	0.688	0.639	0.670	0.781
JS4	0.660	0.639	**0.825**	0.634	0.552	0.618	0.705
JS5	0.690	0.711	**0.853**	0.678	0.612	0.689	0.742
MT1	0.729	0.773	0.724	**0.902**	0.702	0.765	0.767
MT2	0.679	0.730	0.625	**0.861**	0.655	0.710	0.689
MT3	0.650	0.729	0.654	**0.821**	0.661	0.730	0.673
MT4	0.718	0.750	0.672	**0.860**	0.698	0.765	0.737
SA1	0.684	0.721	0.626	0.675	**0.873**	0.748	0.686
SA2	0.710	0.702	0.653	0.719	**0.897**	0.765	0.667
SA3	0.668	0.696	0.599	0.650	**0.869**	0.732	0.668
SA4	0.689	0.716	0.643	0.717	**0.865**	0.743	0.704
SR1	0.687	0.670	0.607	0.682	0.664	**0.784**	0.635
SR2	0.698	0.710	0.703	0.696	0.752	**0.856**	0.668
SR3	0.734	0.793	0.697	0.784	0.744	**0.895**	0.721
SR4	0.794	0.803	0.686	0.786	0.758	**0.887**	0.694
SS1	0.663	0.689	0.729	0.667	0.628	0.644	**0.79**

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SS2	0.679	0.755	0.752	0.692	0.669	0.669	**0.872**
SS3	0.763	0.754	0.736	0.767	0.697	0.714	**0.866**
SS4	0.615	0.660	0.757	0.669	0.602	0.631	**0.830**
SS5	0.617	0.704	0.591	0.620	0.595	0.600	**0.738**

Table 4. Fornell-Larcker Criterion Result

Constructs	**Conflict Management**	**Empathy**	**Job Satisfaction**	**Motivation**	**Self-Awareness**	**Self-Regulation**	**Social Skills**
Conflict Management	**0.845**						
Empathy	0.836	**0.865**					
Job Satisfaction	0.800	0.805	**0.850**				
Motivation	0.778	0.807	0.862	**0.866**			
Self-Awareness	0.720	0.785	0.789	0.809	**0.876**		
Self-Regulation	0.787	0.852	0.853	0.857	0.862	**0.871**	
Social Skills	0.777	0.794	0.814	0.822	0.833	0.867	**0.870**

4.2 Structural Model Assessment

The structural model assessment evaluates the hypothesized relationships among constructs. The analysis includes path coefficients, explanatory power (R^2), and the significance of relationships through bootstrapping. Before the hypotheses are tested, there is a need to evaluate multicollinearity issues. (VIF) values. Multicollinearity is assessed using the outer **Variance Inflation Factor (VIF)**. VIF values below 5 indicate the absence of multicollinearity (Hair et al., 2019). All VIF values ranged from **1.709 to 3.217**, indicating no multicollinearity issues in the model as can be seen in Table 5.

Table 5. Collinearity Statistics (Outer VIF)

Indicators	VIF
CM1	2.695
CM2	3.147
CM3	2.385
CM4	2.415
CM5	2.343
CM6	3.217
EMP1	2.396
EMP2	2.100
EMP3	2.072
EMP4	2.407
EMP5	2.324
JS1	2.662
JS2	2.756
JS3	2.658
JS4	2.354
JS5	2.696
MT1	2.921
MT2	2.441
MT3	1.996
MT4	2.268
SA1	2.465
SA2	2.899
SA3	2.502
SA4	2.334
SR1	1.709
SR2	2.311
SR3	2.849
SR4	2.618
SS1	2.015
SS2	2.635
SS3	2.500
SS4	2.137
SS5	1.730

4.2.1 Path Coefficients and Hypothesis Testing

Path coefficients indicate the strength and direction of relationships between constructs. Bootstrapping (5,000 resamples) is used to test the significance of these coefficients. Path coefficients (β), t-values, and p-values were examined to assess the strength and significance of the relationships in the model. Additionally, bias-corrected confidence intervals were calculated using a

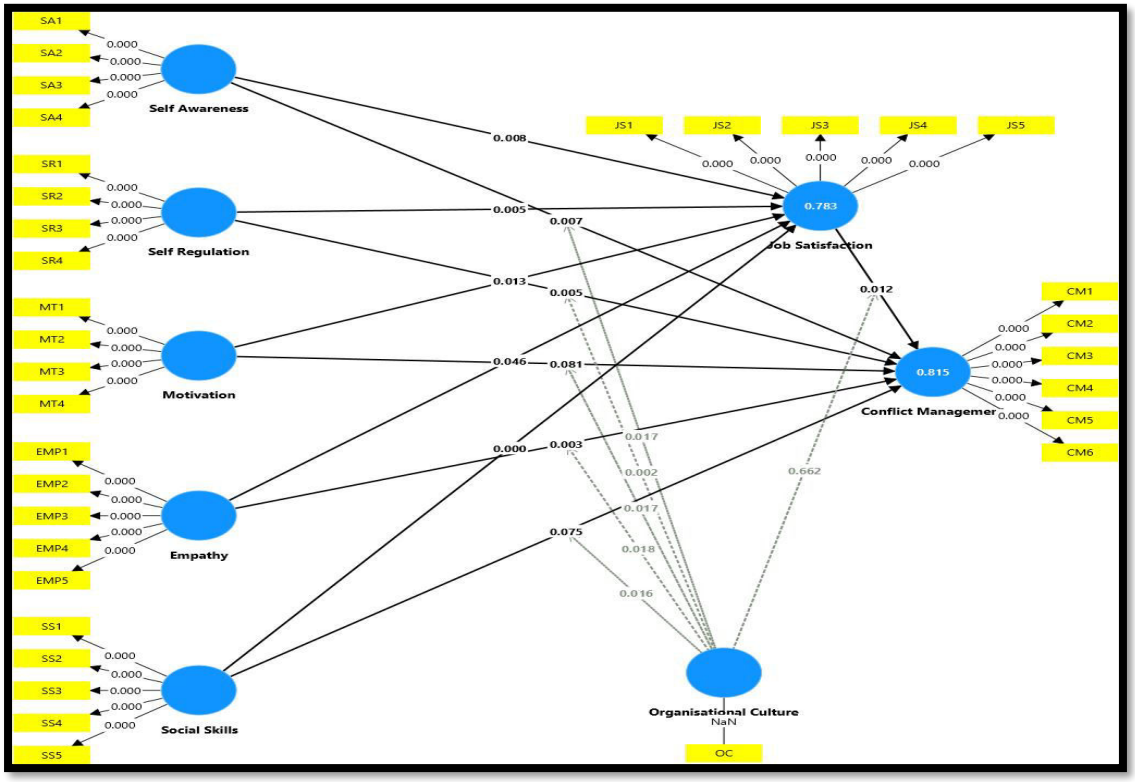
bootstrapping procedure with 5,000 resamples. These intervals are particularly valuable because they account for potential bias and skewness in the sampling distribution. A path coefficient is deemed statistically significant at the chosen confidence level (commonly 95%) if the confidence interval does not include zero. This method improves the robustness of hypothesis testing by reducing reliance on point estimates alone. The results reveal that all hypothesized relationships were statistically significant as presented in Table 6, providing strong support for the study's theoretical framework. Specifically, self-awareness had a significant positive effect on conflict management ($\beta = 0.077$, $p < 0.10$), as did self-regulation ($\beta = 0.275$, $p < 0.001$), motivation ($\beta = 0.201$, $p < 0.05$), empathy ($\beta = 0.360$, $p < 0.001$), and social skills ($\beta = 0.34$, $p < 0.001$). Additionally, job satisfaction was found to have a strong positive impact on conflict management ($\beta = 0.37$, $p < 0.10$), further highlighting its importance in the model. The mediation analysis confirmed that job satisfaction significantly mediates the relationship between emotional intelligence constructs and conflict management. The indirect effects of self-awareness, self-regulation, motivation, empathy, and social skills on conflict management through job satisfaction were all significant ($p < 0.10$), confirming the mediating role of job satisfaction. Furthermore, the moderation analysis demonstrated that organizational culture significantly moderates the relationship between emotional intelligence constructs and conflict management as shown in Figure 2.

Table 6. Hypothesis Testing (Path Coefficient Significance)

Hypothesis	**Relationship**	**Path coefficient**	**T values**	**P values**	**95% LL CI**	**95% UL CI**	**Decision**
H1a	Self-Awareness -> Conflict Management	0.077	1.925	0.055	0.056	0.214	Accepted
H1b	Self-Regulation -> Conflict Management	0.275	3.226	0.001	0.132	0.410	Accepted
H1c	Motivation -> Conflict Management	0.201	2.008	0.046	0.138	0.454	Accepted
H1d	Empathy -> Conflict Management	0.359	3.914	0.000	0.205	0.509	Accepted
H1e	Social Skills -> Conflict Management	0.042	1.824	0.069	0.105	0.375	Accepted
	Mediation						

H2a	Job Satisfaction -> Conflict Management	0.209	2.492	0.013	0.081	0.357	Accepted
H2b	Self-Awareness -> Job Satisfaction -> Conflict Management	0.015	1.753	0.081	0.014	0.157	Accepted
	Self-Regulation -> Job Satisfaction -> Conflict Management	0.063	1.821	0.069	0.020	0.144	Accepted
	Motivation -> Job Satisfaction -> Conflict Management	0.102	2.104	0.036	0.030	0.242	Accepted
	Empathy -> Job Satisfaction -> Conflict Management	0.018	1.705	0.089	0.017	0.114	Accepted
	Social Skills -> Job Satisfaction -> Conflict Management	0.142	2.487	0.013	0.055	0.243	Accepted
	Moderation						
H3a	Organisational Culture x Self Awareness -> Conflict Management	0.133	2.403	0.017	0.034	0.152	Accepted
H3b	Organisational Culture x Self-Regulation -> Conflict Management	0.316	3.035	0.002	0.035	0.631	Accepted
H3c	Organisational Culture x Motivation -> Conflict Management	0.107	2.397	0.017	0.097	0.195	Accepted
H3d	Organisational Culture x Empathy ->	0.040	2.370	0.018	0.070	0.293	Accepted

	Conflict Management						
H3e	Organisational Culture x Social Skills -> Conflict Management	0.072	2.426	0.016	0.068	0.189	Accepted
H3f	Organisational Culture x Job Satisfaction -> Conflict Management	0.080	-0.393	0.207	-0.393	0.207	Not accepted



4.2.2Goodness of Fit (R^2)

The model's goodness of fit was evaluated using the coefficient of determination (R^2) and the standardized root mean square residual (SRMR). The R^2 value represents the proportion of variance explained by the independent variables for each dependent variable.As per (Nasution, Fahmi, & Prayogi, 2020), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively.Conflict Managementhas R^2 value of 0.808, indicating that 80.8% of the variance in conflict management is explained by emotional intelligentsconstructs, job satisfaction, and organizational culture.

According to Henseler (2018), an SRMR value below 0.08 indicates a good model fit.

In this study, the SRMR value was 0.048, signifying an acceptable overall fit and confirming the model's adequacy in explaining the relationships among the constructs. The R^2 and SRMR results are detailed in Tables 7 and 8, respectively.

Table 7. R squared result

	R-square	**R-square adjusted**
Conflict Management	0.808	0.803

Table 8. SRMR

	Saturated model	**Estimated model**
SRMR	0.048	0.048

4.3 Discussion

The study examined the influence of Trait Emotional Intelligence (Trait EI) constructs on conflict management within the Ghana Health Service (GHS). The findings revealed significant positive relationships between the five key constructs of emotional intelligence, self-awareness, self-regulation, motivation, empathy, and social skillsand conflict management. Additionally, job satisfaction was found to mediate these relationships, while organizational culture moderated the relationship between emotional intelligence and conflict management. These results underscore the critical roles of emotional intelligence, job satisfaction, and organizational culture in shaping conflict resolution outcomes in high-pressure environments like healthcare.

The study found that self-awareness significantly influences conflict management, supporting H1a. Drawing on traitemotional intelligence theory, self-awareness enables individuals to recognize their emotional triggers and assess their responses during conflicts, fostering more deliberate and constructive resolution(Valente & Lourenço, 2020). This finding highlights the critical role of emotional clarity in avoiding impulsive reactions and promoting thoughtful engagement in workplace disputes. Self-awareness is particularly important in emotionally charged healthcare environments where workers must navigate patient care, resource limitations, and interpersonal dynamics. Recognizing one's emotions empowers workers to maintain professionalism and de-escalate tensions, enhancing team cohesion and service delivery outcomes.The finding aligns with Malherbe (2023), who demonstrated that individuals with high self-awareness are better equipped to evaluate their role in conflicts and facilitate resolution.

Self-regulation also showed a significant positive effect on conflict management, supporting H1b. According to trait emotional theory, self-regulation enables

individuals to manage their emotional responses, maintaining composure and objectivity in high-pressure situations. This ability is essential for healthcare workers, who often face stressful scenarios that could lead to conflict if not managed effectively. Self-regulation equips employees to navigate resource constraints and workload pressures without compromising their relationships or organizational objectives. By managing their emotions effectively, healthcare workers can reduce the escalation of workplace conflicts, contributing to a harmonious work environment.The findings resonate with Shakeel and Khan (2022), which emphasized the role of self-regulation in fostering collaboration and mitigating interpersonal tensions. Noermijati et al. (2019) demonstrated that self-regulation promotes rational decision-making, which is vital for resolving disputes constructively.

Motivation was found to significantly influence conflict management, supporting H1c. Motivation drives individuals to adopt solution-oriented approaches to conflict resolution. Intrinsic motivation fosters persistence and optimism, enabling employees to remain focused on achieving constructive outcomes during disputes. Motivated employees prioritize organizational goals, such as patient care and team performance, over personal grievances which helps to de-escalate conflicts and foster collaboration. This study's results extend the literature by emphasizing how motivation enhances resilience in conflict-prone environments, encouraging workers to view disputes as opportunities for growth and innovation.The result is consistent with the findings of Liu et al. (2017), who highlighted the role of motivation in promoting proactive workplace behaviors.

Empathy had a significant positive impact on conflict management, supporting H1d. Empathy allows individuals to understand and address the emotions and perspectives of others, fostering mutual understanding and collaboration during conflicts. Trait emotional intelligence theory positions empathy as a key mechanism for building trust and reducing interpersonal tensions (McNulty & Politis, 2023).This finding aligns with Chen et al. (2019), who demonstrated that empathy enhances conflict resolution by facilitating effective communication and reducing misunderstandings. empathy is particularly valuable in fostering trust among interdisciplinary teams and strengthening patient-provider relationships. By addressing the emotional needs of colleagues and patients, empathetic healthcare workers contribute to a supportive and collaborative work environment.

Social skills emerged as the strongest predictor of conflict management, supporting H1e. Social skills, as a component of trait emotional intelligence, enable individuals to navigate interpersonal relationships effectively, communicate constructively, and resolve conflicts collaboratively. This aligns with the theoretical emphasis on the importance of interpersonal effectiveness in

achieving positive workplace outcomes (Jordan & Troth, 2021). Where effective communication is essential for coordinating patient care and managing diverse teams, social skills play a pivotal role in mitigating conflicts and promoting organizational efficiency.The finding is consistent with research by Winardi et al. (2022), who highlighted social skills as critical for fostering teamwork and addressing disputes. This study highlights the need for organizations to prioritize training programs that enhance employees' interpersonal competencies.

Job satisfaction was found to mediate the relationship between emotional intelligence constructs and conflict management, supporting H2. Job satisfaction was found to bridge the relationship between emotional intelligence and conflict resolution, indicating that emotionally intelligent individuals derive greater satisfaction from their roles, which in turn motivates them to resolve conflicts constructively.The Job Demands-Resources (JD-R) Model explains this findings by positing that personal resources, such as emotional intelligence, enhance job satisfaction by reducing stress and fostering positive workplace experiences (Bakker & Demerouti, 2024). Satisfied employees are more likely to approach disputes collaboratively, contributing to a harmonious organizational climate. The findings align with prior research by (Sharma et al., 2024), who demonstrated that job satisfaction motivates employees to engage in constructive conflict resolution. This result underscores the importance of fostering job satisfaction through supportive policies and professional development opportunities.

Organizational culture was found to moderate the relationship between emotional intelligence and conflict management, supporting H3. The JD-R Model highlights how contextual resources, such as organizational culture, enhance the utilization of personal resources like emotional intelligence (Bakker & Demerouti, 2024). In positive organizational cultures characterized by trust, inclusivity, and collaboration, employees are better equipped to leverage their emotional intelligence to resolve conflicts.This finding supports Shafait et al. (2021), which emphasized the influence of organizational culture on conflict resolution strategies. Fostering a supportive culture that prioritizes open communication and mutual respect enhances the impact of traitemotional intelligence, enabling healthcare workers to manage conflicts effectively. The study highlights the need for leadership practices that promote a positive culture, thereby amplifying the benefits of emotional intelligence in organizational settings.

5. Conclusion, Implications and Limitations

5.1 Conclusion

This study investigated the influence of emotional intelligence on conflict management among healthcare workers working in the Secondary-level facility in North-West Ghana. Drawing upon trait emotional intelligence theory and the

Job Demands-Resources (JD-R) Model, the study examined how self-awareness, self-regulation, motivation, empathy, and social skills contribute to effective conflict management among the healthcare workers. Additionally, the study assessed the mediating role of job satisfaction and the moderating effect of organizational culture on these relationships. A quantitative research design was adopted, employing a cross-sectional survey approach to collect data from 256 healthcare workers in the GUpper West Region. The study utilized purposive sampling techniques to ensure representativeness, and data were gathered using validated measurement instruments, including the Trait Emotional Intelligence Questionnaire (TEIQue), the Rahim Organizational Conflict Inventory-II (ROCI-II), and the Minnesota Satisfaction Questionnaire (MSQ). Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis, ensuring rigorous testing of hypothesized relationships. The findings confirm that all five constructs of emotional intelligence significantly impact conflict management. Social skills emerged as the strongest predictor, emphasizing the importance of effective communication and interpersonal relationships in resolving workplace disputes. Self-awareness and self-regulation were also significant, demonstrating that emotionally intelligent individuals can recognize and control their emotions to navigate conflicts effectively. Motivation and empathy further enhanced conflict management by fostering a solution-oriented approach and understanding of others' perspectives. The mediation analysis revealed that job satisfaction plays a crucial role in bridging the relationship between emotional intelligence constructs and conflict management. Employees who are emotionally intelligent tend to experience higher job satisfaction, which in turn promotes positive conflict resolution behaviors. The moderation analysis demonstrated that organizational culture significantly strengthens the relationship between emotional intelligence and conflict management among healthcare workers in North-West Ghana.

5.2 Theoretical Contributions

This study makes significant theoretical contributions by integrating Trait Emotional Intelligence Theory and the Job Demands-Resources (JD-R) Model to explain the mechanisms through which emotional intelligence influences conflict management. First, the findings extend Trait Emotional Intelligence Theory by demonstrating that the effectiveness of self-awareness, self-regulation, motivation, empathy, and social skills in conflict management is contingent on organizational and individual factors. The results indicate that job satisfaction mediates these relationships, highlighting the psychological mechanisms that enhance conflict resolution in emotionally intelligent employees.

Second, this study contributes to the Job Demands-Resources (JD-R) Model by identifying Trait Emotional Intelligence as a critical personal resource that

enables individuals to cope with workplace demands and maintain job satisfaction. The findings suggest that emotional intelligence not only reduces workplace stress but also fosters constructive conflict resolution, reinforcing the JD-R Model's emphasis on the interaction between job demands and personal resources.

Third, this study advances research on workplace conflict by demonstrating that organizational culture serves as a key contextual resource that strengthens the impact of Trait Emotional Intelligence on conflict management. The moderating effect of organizational culture suggests that while emotionally intelligent individuals are inherently better at resolving disputes, a supportive organizational culture maximizes the effectiveness of their emotional intelligence in conflict management.

By integrating these theoretical frameworks, the study provides a comprehensive explanation of how Trait Emotional Intelligence, job satisfaction, and organizational culture interact to shape conflict resolution strategies in high-pressure work environments such as healthcare.

5.3 Practical Contributions

The findings provide valuable insights for organizational leaders, human resource managers, and employees. First, organizations, particularly in the healthcare sector, should incorporate emotional intelligence training programs that focus on developing self-awareness, self-regulation, motivation, empathy, and social skills to enhance conflict resolution capabilities. In addition, given the significance of social skills and self-regulation in conflict management, leadership development initiatives should emphasize emotional intelligence competencies for managers and supervisors. Furthermore, organizations should implement strategies to improve job satisfaction, including workplace recognition programs, career advancement opportunities, and a positive work environment, as these factors significantly influence employees' ability to manage conflicts constructively. Lastly, mental health support programs and employee well-being initiatives should be integrated into workplace policies to enhance emotional resilience and job satisfaction.

5.4 Policy Contributions

From a policy perspective, this study offers several recommendations for improving workplace harmony and efficiency in the healthcare sector. First, policymakers should mandate the inclusion of emotional intelligence assessments in recruitment and training programs to ensure that employees possess the interpersonal skills necessary for effective teamwork and conflict resolution. Additionally, institutions should establish standardized conflict resolution frameworks that emphasize emotional intelligence-based approaches

to managing workplace disputes. Furthermore, policymakers should develop regulations that promote inclusive, transparent, and supportive workplace cultures that enable employees to utilize their emotional intelligence effectively in resolving conflicts. Lastly, policies aimed at improving job satisfaction through better working conditions, workload management, and career progression opportunities should be implemented to enhance employee retention and workplace productivity.

5.5 Limitations and Future Research Directions

While this study provides valuable insights, several limitations should be acknowledged. First, the study's design limits the ability to infer causality. Future research could adopt longitudinal methodologies to examine how these relationships evolve over time.

Second, the reliance on self-reported measures may introduce bias. Future studies could incorporate multi-source data, such as supervisor or peer assessments of emotional intelligence and conflict management.

Lastly, the study focused on the Ghana Health Service, which may limit generalizability to other industries or regions. Further research could explore similar relationships in diverse organizational settings to validate the findings.

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