

**THE EFFECTS OF EMOTIONAL INTELLIGENCE ON  
CONFLICT MANAGEMENT STYLE**

A Project Paper submitted to the Graduate School  
in partial fulfillment of the requirements  
for the degree Master of Science (Management),  
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By

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## ABSTRAK

Kajian ini bertujuan melihat hubungan di antara kecerdasan emosi dengan cara menguruskan konflik di kalangan staf bukan akademik Universiti Teknologi MARA, Arau, Perlis. Selain daripada itu, kajian ini juga ingin mengkaji sama ada terdapat perbezaan yang signifikan di antara faktor-faktor demografi seperti jantina, umur, kelayakan akademik dan pengalaman kerja berdasarkan kecerdasan emosi dan cara menguruskan konflik.

Kajian ini adalah bancian kuantitatif ke atas seramai 181 orang responden. Instrumen yang digunakan untuk menilai kecerdasan emosi diadaptasikan dari EQI (Tapia, 1998) manakala intsrumen untuk cara menguruskan konflik di ambil dari ‘Dutch Test of Handling Conflict’ (DUTCH) oleh Van de Vliert (1997).

Hasil kajian menunjukkan bahawa kedua-dua instrumen mempunyai kebolehpercayaan dan keesahan yang tinggi.

Terdapat hubungan signifikan yang positif di antara kecerdasan emosi dan cara menguruskan konflik. Walaubagaimanapun, tiada perbezaan yang signifikan dalam cara menguruskan konflik jika dilihat dari segi perbezaan jantina, umur, kelayakan akademik dan pengalaman kerja. Begitu juga dengan hasil yang didapati jika dibandingkan faktor-faktor demografi tersebut dalam menilai kecerdasan emosi, tiada perbezaan yang nyata.

## ABSTRACT

This exploratory study looked into the relationship between emotional intelligence and conflict management style among the non-academic staffs of UiTM Arau, Perlis. Other aspects explored included to study should there be any differences between the selected demographic variables (gender, age, academic qualification and working experience) in conflict management styles and emotional intelligence.

The research was a quantitative survey carried out on 181 respondents. The two self-report instruments used were the EQI (Tapia, 1998) and DUTCH (Van de Vliert, 1997).

Findings from the study showed that the two instruments were found to be reliable and valid.

There was a significant relationship between emotional intelligence and conflict management styles. There were no significant differences between genders, age, academic qualification and working experience in both conflict management styles and emotional intelligence.

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For my beloved siblings

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Mohamad Bin Abdul Majid

Fauziah Binti Abdul Majid

Tuan Hj Elias Bin Abdul Majid

Mohd Tajuddin Bin Abdul Majid

Khodijah Binti Abdul Majid

Mahadzir Bin Abdul Majid

Suraya Binti Abdul Majid

My husband:

Aziz Bin Mat Isa

My kids:

Anis Zayani Binti Aziz

Adzril Idzwan Bin Aziz

Muhammad Anas Bin Aziz

## TABLE OF CONTENTS

	Page
PERMISSION TO USE	i
ABSTRAK (BAHASA MELAYU)	ii
ABSTRACT (ENGLISH)	iii
ACKNOWLEDGEMENTS	iv-v
DEDICATIONS	vi
TABLE OF CONTENTS	vii-x
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER 1: INTRODUCTION	1
1.0 Introduction	1
1.2 Significant of the Research	4
1.3 Problem Statement	4
1.4 Purpose of the Study	6
1.5 Research Questions	6
CHAPTER 2: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Conflict Management	8
2.1.1 Causes of Conflict	11
2.1.2 Conflict: the core process	14
2.1.3 Effect of Conflict	15
2.1.4 Conflict Management at Work: dual concern theory	16

2.1.5 Conflict Management Styles	18
2.2 Emotional Intelligence	19
2.2.1 The Connection between EQ and IQ	25
2.2.2 Emotional Intelligence History	27
2.2.3 Emotional Intelligence and Teamwork	28
2.2.4 Contemporary Interest in Emotional Intelligence	31
2.2.5 The Value of Emotional Intelligence at Work	32
2.2.6 The Assessment of Emotional Intelligence and Competence	35
2.2.7 Five Domains of Emotional Intelligence	38
2.3 Conflict Management Styles and Demographic Factors (gender, age, academic qualification and working experience)	38
2.4 Theoretical Framework	40
2.5 Hypotheses	41
 CHAPTER 3: METHODOLOGY	43
3.0 Introduction	43
3.1 Research Design	43
3.2 Participants	44
3.3 Instrumentations	44
3.3.1 Demography	44
3.3.2 Section 1: Emotional Intelligence	45
3.3.3 Section 2: Conflict Management Style	45
3.4 Pilot Test	46
3.5 Data Collection	47

3.6 Data Analysis Procedures	47
3.7 Limitations of the Study	50
CHAPTER 4: ANALYSIS AND FINDINGS	
4.0 Introduction	51
4.1 Survey Responses	51
4.2 Data Analysis	52
4.2.1 Gender	52
4.2.2 Age	52
4.2.3 Academic Qualification	53
4.2.4 Working Experience	54
4.3 Mean of Emotional Intelligence Score of The Respondents	55
4.4 Mean of Conflict Management Style Score of The Respondents	56
4.5 Testing Research Hypotheses	57
4.5.1 Hypothesis 1	58
4.5.2 Hypotheses 2(a), (b), (c), (d)	59
4.5.3 Hypotheses 3(a), (b), (c), (d)	64
4.6 Overall Results	68
CHAPTER 5: DISCUSSIONS AND CONCLUSIONS	
5.0 Introduction	70
5.1 Discussions	70
5.1.1 The First Objective	70
5.1.2 The Second Objective	71
5.1.3 The Third Objective	74

5.2 Implications of the Study	75
References	77
Appendices	
Appendix 1 - Questionnaire	
Appendix 2 – SPSS Output	

## **LIST OF FIGURES AND TABLES**

### **LIST OF FIGURES**

	Page
Figure 1: Theoretical representation of the five conflict management strategies as a function of concern for self and concern for others.	18

### **LIST OF TABLES**

	Page
Table 3.1: Five dimensions of the DUTCH instrument with its related items.	46
Table 3.2: McBurney's (2001) Descriptions of Correlation Values	49
Table 4.1: Profile of Respondents According to Gender	52
Table 4.2: Profile of Respondent According to Age Group	53
Table 4.3: Profile of Respondents According to Academic Qualification	54
Table 4.4: Profile of Respondents According to Working Experience	55
Table 4.5: Results of The Mean Emotional Intelligence Score Measured by EQI	56
Table 4.6: Results of The Mean Conflict Management Styles Score Measured by DUTCH	57
Table 4.7: Results of the Pearson Correlation Test between Emotional Intelligence and Conflict Management Style.	58
Table 4.8: Result of t-Test between Gender and Conflict Management Style.	60

Table 4.9: Result of ANOVA between age and Conflict Management Style.	60
Table 4.10: Result of ANOVA between academic qualifications and Conflict Management Style.	62
Table 4.11: Result of ANOVA between Working Experience and Conflict Management Style.	63
Table 4.12: Result of t-Test between Genders and Emotional Intelligence.	64
Table 4.13: Result of ANOVA between Age and Emotional Intelligence.	65
Table 4.14: Result of ANOVA between Academic Qualification and Emotional Intelligence.	66
Table 4.15: Result of ANOVA between Working Experience and Emotional Intelligence.	67

## CHAPTER ONE

### 1.0 Introduction

Conflict is defined as an "interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Rahim, 1992). Interpersonal conflict is a pervasive communication as well as an organizational phenomenon. It needs little definition but demands a great deal of attention. Interpersonal conflict in an organization is inevitable because an organization gets things done through people, and more importantly every human relationship contains elements of conflict, disagreement and opposing interest (Ezhar, Mohd Salleh & Yadi, n.d.).

Because conflict is a feature of everyday life and an aspect of all human and social relationships (Ramesh, 1998; Wilmot & Hocker, 2001), there are no completely conflict-free societies. Conflict is an important element of socio-cultural interactions and conflict management skills are very important for maintaining almost all human relationships (Rahim, 1986).

According to Wilmot and Hocker (2001), individuals' ability to manage conflict successfully depends on their skills to estimate the effectiveness of different conflict management strategies. In a conflict situation, however, conflict management does not

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