

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

A Project Paper submitted to the Graduate School
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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 factor-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 instrumen 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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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

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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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