EMOTIONAL INTELLIGENCE AND CONFLICT MANAGEMENT STYLES

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Abstract

The concept of emotional intelligence (EI) highly contributes to manage the organizational conflicts efficiency and effectively. According to various research findings, empirical knowledge gap was identified regarding the relationship between EI and conflict management styles (CMSs) of the Apparel industry in Ambalantota town area. In order to fill this empirical knowledge gap, this study was conducted five research objectives such as to determine the level of EI and CMSs, to explore the relationship between EI according to age and gender, to explore the relationship between EI and CMSs and to determine the what extent of the relationship between EI and CMSs in Apparel industry. Goleman's emotional intelligence competencies and Rahim and Bonoma's model of CMSs provide the theoretical foundation for the conceptual model of this study.

In order to achieve those objectives, primary data were collected from 188 managerial employees of five Garment factories by using structured questionnaires. The data were analyzed using descriptive statistics, independent samples t-test, one way ANOVA test, and Pearson correlation and regression analysis. Based on the findings of this study, the managerial people had higher level of EI. And also the level of CMSs were high except dominating style which indicates that integrating and compromising styles were more used to manage the conflicts in apparel sector. The t-test and ANOVA test result provided that male employees' EI did have higher than female employees' EI and EI no differ from managerial employees' age level respectively. The correlation coefficient also revealed that EI was positively and moderately correlated with CMSs except dominating and avoiding styles. The simple and multiple regression analysis indicate that compromising and integrating styles were more predicted by EI except self-awareness skills.

The findings of this study will provide a guide to improve managerial employees' EI ability. And also the findings of this study will provide a guide to select the more effective strategy to manage and resolve conflicts effectively according to Apparel industry perspective.

Keywords: Emotional Intelligence, Conflict Management Styles, Conflict Management, Managerial Employees, Integrating Style, Compromising Style

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