

## **Abstract**

This research investigated the relationship between two paradigms of conflict management and five basic constituents of emotional intelligence. The study utilized an earlier study done by M.A. Rahim et.al (2002) testing the relationship between the constituents of emotional intelligence with the two paradigms of conflict management.

Ten hypotheses were tested trying to relate five variables of emotional intelligence, which are self awareness, self regulation, motivation, empathy and social skills with two paradigms of conflict management which were problem solving strategy and bargaining strategy. The sample for this study was selected from among the employees working for TOA Paints (Thailand) Co., LTD. A total of 400 questionnaires were distributed to the employees using convenience sampling, and 388 duly filled up questionnaires were received back for analysis.

The findings showed that there is a strong relationship between emotional intelligence and conflict management. All the five constituents of emotional intelligence showed positive relationship with problem solving strategy, indicating that a higher emotional intelligence is one factor influencing a person to use problem solving strategy while in conflict. While the study found positive relationship between emotional intelligence and problem solving strategy, it also showed a negative relationship between emotional intelligence and the bargaining strategy. This shows that the higher the emotional intelligence, the lower the chance for a person to use bargaining strategy in a conflict scenario.

Based on the findings, the researcher offered recommendations to the company, and suggestions for further study. Researcher has suggested the company to train the employees more on the factors such as self awareness, social skill, empathy, motivation and self regulation in order to tackle a conflict more productively. These factors tend to decide the action taken during a conflict and hence company should train the employees on how to control their emotions.