

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF EMOTIONAL INTELLIGENCE ON
CONFLICT MANAGEMENT IN WAH-LAH NOODLE**

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MBA II - 98
MBA 24th BATCH**

APRIL, 2022

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ACADEMIC YEAR (2018 – 2022)

Supervised by:

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that this thesis entitled “**The Effect of Emotional Intelligence on Conflict Management in Wah-Lah Noodle**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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APRIL, 2022

ABSTRACT

The main objectives of this study are to examine the effect of emotional intelligence on conflict management styles of employees and to analyze the effect of conflict management styles on employee performance at Wah-Lah Noodle. Primary data are collected from 132 respondents by using simple random sampling method. Secondary data are obtained from relevant text books, previous research papers, international journals and internet web search. It is found that managers at Wah-Lah Noodle highly perceive emotional intelligence factors such as self-regulation, social-skills and motivation. The study found that self-awareness has the positive effect on obliging, dominating and avoiding styles while self-regulation has the positive effect on avoiding and compromising styles. Then, social skills have the significant effect on dominating and obliging styles. Moreover, empathy has the positive effect on all conflict management styles while motivation has the significant effect on avoiding and obliging styles. Based on the research, self-awareness, self-regulation, empathy and motivation have the positive effect on overall conflict management styles. The finding of the study points out that obliging, compromising and avoiding styles have the positive effect on employee performance while dominating style has the negative effect on employee performance in Wah-Lah Noodle.

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CHAPTER 1

INTRODUCTION

Both public and private sector have to manage change in an effective way. Public and private sector need to improve employee performance by adopting more advanced management practices applied in business organizations, which is the emotional intelligence concept. The measure of emotional intelligence has been identified as an important factor in the performance and success of individuals both in their personal and professional lives. Emotional Intelligence plays an important role in helping the managers and employees to cope with effective management of change in the business environment.

Singh (2001) stated that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence can manage oneself and their relationship with others. Employees should improve their emotional intelligence skills, which in turn will enhance their productivity on the job. Emotional intelligence will support the team members in developing mutually beneficial relationship.

People can become more effective participants through social interaction. The workplace is one of the environments in which people learn about behavior and emotions which take on a greater significance in organizational life. Emotional intelligence effectively supplements cognitive intelligence to predict superior performance through its components of self-appraisal, self-regulation, motivation, empathy, and social skills. It is in the application of this competency, to identify, understand and use emotional information about oneself and others that leads to a superior performance (Boyatzis, 2008). Emotional intelligence competency is also seen to be increasingly significant to an individual's ability to be socially effective (Kerr, Garvin, Heaton, & Boyle, 2006). Many researchers including Goleman (1998), Cote and Miners (2006), and Brackett, Rivers, and Salovey (2011) reported the relationship between emotional intelligence and important work related outcomes.

Conflict is a serious circumstance where there are at least two different viewpoints, which can conduct ineffective results, at the workplace. Thus, learning to resolve conflict is an essential part of high performance teams and profit achievements. According to past research, conflict management style is associated with emotional

intelligence and subordinates' styles of handling conflict with supervisors (Yu, Sardesai, Lu & Zhao, 2006).

Performance is defined as an individual's success criteria in their work which is calculated as a personal output rate (e.g., sales or production) or evaluated as the success rate compared to expectations of the organization (Kazemi, 2002). Employee performance is defined as a result of the actions set to achieve goals. This may include actions or behaviour of all non-observable mental processing (e.g., problem solving, decision making, program planning and reasoning) (Bailey & Robert, 2003).

Japan's leading instant noodle-maker Nissin Foods Holdings has entered the Myanmar market, seeking to cash in on swelling consumption in one of the world's fastest growing markets. Nissin Food Holdings, named Sar Taw Kal Nissin Limited, formed a joint venture with Lluvia, Myanmar's leading flour milling firm, to produce quality instant noodles which are distributed by the branded consumer foods under the Wah-Lah brand. The joint venture established in May 2017. Lluvia is the manufacturer and distributor of Myanmar's number one consumer foods.

To make the greatest achievements, organizations need to retain the qualified employees. Many researchers have argued that organizations benefit from having emotionally intelligent employees at the workplace. Conflicts occur at the workplace when employees have very different perspectives. Therefore, if managers have a high degree of emotional intelligence, they can supervise employees to resolve the disagreements constructively. This would help develop useful solutions and innovative ideas that have a significant, positive impact on employee performance.

1.1 Rationale of the Study

The researchers of the modern concept of intelligence identified emotional intelligence which involves the capacity to regulate one's own and others' emotional state, to respond appropriately, and the ability to be aware of emotions, consider emotion-related feelings, find out the information of these emotions and manage them. According to such research papers, emotional intelligence is essential in order to be successful in an organization and to have good performance at the workplace leading to an outstanding climate for service delivery and in employee concern for quality and ability to deal with workplace conflict (Morrison, 2008).

Goleman (1998) recognized emotional intelligence as the ability to comprehend, perceive and manage the feelings, emotions and motivation of one's self and of others. In

addition, Marquis and Huston, (2009) defined emotional intelligence is the process of regulating feelings and expressions. Organizationally, desired emotions are considered standards of behaviour that indicate how to respond appropriately in each relationship and how to interpret the emotions. Researchers theorized about emotional intelligence that it is essential to leaders for building a cooperative and effective team. Leaders possess the ability to understand and manage emotions in themselves and others.

Researchers in emotional intelligence express the view that a lack of emotional intelligence is one of the leading causes of conflict in our society. It is difficult to argue with this logic. Many employees today are familiar with work place stress and work place conflict. The “interpersonal conflict” is a phenomenon that arises between interdependent parties as they experience negative emotional reactions (jealousy, anger, anxiety or frustration) to perceived disagreements and interference with the attainment of their goals (Barki & Hartwick 2001). Since a manager is required to supervise a team of employees, the manager is likely to face interpersonal conflicts with his or her subordinates over work related issues. How effectively a manager is able to handle interpersonal conflicts will determine his efficiency as a manager.

In recent years, emotional intelligence is related to management of conflict in work settings. Those with higher levels of emotional intelligence are more skilled at conflict management (Bodtker & Jameson, 2001). When interpersonal conflicts arise at the workplace, managers with higher levels of emotional intelligence will be able to manage those conflicts. Thus, it is obvious that emotional intelligence is highly related to conflict management styles. Conflict management styles of managers have been identified as an important factor determining their employee performance.

Wah-Lah Noodle is the largest manufacturer and distributor of noodle market. It produces unique taste and product quality though price per package is affordable. It has more than 500 employees to run the business in Myanmar. Having many employees tend to have conflicts at the workplace because they have their own different viewpoints. Happening conflicts can decrease employee performance. When managers have high degree of emotional intelligence, they can control their emotional feelings and try to avoid conflicts. Managing conflict effectively is a source of competitive advantage for the business. Therefore, this study aims to examine the emotional intelligence and conflict management styles and their effects on employee performance at Wah-Lah Noodle.

1.2 Objectives of the Study

The objectives of the study are as follows;

- (1) To examine the effect of emotional intelligence on conflict management styles of employees at Wah-Lah Noodle; and
- (2) To analyze the effect of conflict management styles on employee performance at Wah-Lah Noodle.

1.3 Scope and Method of the Study

This study focuses on emotional intelligence, conflict management styles and employee performance of managers and supervisors in Wah-Lah Noodle. Data and information are received from managerial employees who are currently working at middle management level of Wah-Lah Noodle. The data are collected from 132 managerial employees. The sample size of the study is 132 employees out of 200 managerial employees by using Raosoft formula. The respondents are asked regarding their emotional intelligence, conflict management styles and individual employee performance using structured questionnaire with 5-point Likert scale.

In this study, descriptive research method is used. Simple random sampling method is used to select the respondents. Descriptive analysis and multiple linear regression analysis are used to explore the objectives. Both primary and secondary data are used in this study. Primary data are generated through survey questionnaire distribution. Secondary data are obtained from textbooks, previous research papers, internet websites, journals and international thesis. Data collection period is from January to February, 2022.

1.4 Organization of the Study

This study includes five chapters. Chapter one is introduction chapter of the study. It includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two consists of theoretical background of the study. Chapter three consists of profiles and conflict management styles of managers at Wah-Lah Noodle. Chapter four concludes analysis on the relationship between emotional intelligence and conflict management styles and the relationship between conflict management styles and employee performance. Chapter five is the conclusion of the study which includes findings and discussions, suggestions and recommendations and needs of further research of the study.

CHAPTER 2

THEROTICAL BACKGROUND

In this chapter, theoretical background of emotional intelligence, conflict management and employee performance are highlighted. In challenging business environment, emotional intelligence is an important factor and its relation to conflict management styles is very crucial for the employee performance.

2.1 Concept of Emotional Intelligence

Emotional intelligence is a researched topic in organizational study. Emotional intelligence is the main factor of overall development of an organization. Emotional intelligence is necessary for success at work and for producing the best performance at work. Emotional intelligence provides to analyse individual's management styles, attitude, behaviour, and competence. Emotional intelligence is regarded as the ability to validly reason about emotions and to use emotions in consequence of enabling people to work together towards common goals in today's dynamic working environment. Goleman (1998) clarified that emotional intelligence means managing feelings so that they are expressed appropriately and effectively. Emotional intelligence is important for social survival by helping in having mutually beneficial relationships and maintaining social relationships at the working environment.

Emotional intelligence is a set of abilities to perceive emotions, to access and generate feelings so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth (Mayer and Salovey, 1997). Employees with high levels of emotional intelligence are more interpersonally sensitive, affectionate and understanding (Davis & Kraus, 1997). Emotional intelligence alters people and it benefits an individual in succeeding in the business environment. When the managerial employees respect others' feelings, the employees will do the same. Therefore, emotional intelligence helps organizations in identifying transformational leaders and creating more effective work teams. Accordingly, Goleman (1998) proposed five components of emotional intelligence: self-awareness, self-regulation, social skills, empathy and motivation.

(a) Self-awareness

Self-awareness is the ability to recognize and understand one's moods, emotions, and drives. It reflects the ability to know and understand what one feels. To all managerial employees, awareness of their own emotions is very important to them at all times. Self-awareness assists people to be self-confident and to recognize their emotional effect on others. People who are self-aware are skilled to easily identify their strengths and weaknesses, and their decisions are right or wrong before they start working at the workplace. Self-aware leaders can monitor the employees' emotional state and correctly identify and name their emotions. Having the ability to know one's emotional state aids leaders to get rid of negative feelings, thoughts and emotions. Leaders who have self-awareness can manage their emotions and respond appropriately although they work under pressure.

(b) Self-regulation

Self-regulation is the ability to control or redirect disruptive impulses and moods. In challenging working environment, self-regulation is very crucial for leaders. Self-regulation defined as the ability to control the feelings of self and others. Self-regulated people are capable of redirecting disruptive impulses and moods and avoiding mistakes. Leaders with self-regulation value their reactions to feelings and things happening around them, which includes regulating reactions to strong emotions like frustration, excitement, anger and embarrassment. When leaders consistently react in a calm way to pressure, the employees are reassured and motivated to take positive action. If leaders have good feelings and good points of view in the working environment, the employees will likely mirror these feelings. Self-regulation creates a general sense of improved wellbeing in the workplace. Self-regulation is the important factor for enabling leaders in order to intelligently react to, embrace, and adapt to change.

(c) Social Skills

Social skills are associated with the ability to manage relationships and build networks. Social skills are about the art of making an emotional connection with communication. Leaders with good social skills are able to deliver bad news and celebrate good news in a way that makes people feel boundless actionable opportunities for improvement exist. Individuals with this attribute are talented at resolving conflicts and managing change in a diplomatic fashion that is in keeping with the sensitive nature of

the situation. Working alone does not get the job done quickly to accomplish important objectives. Possessing social skills means having a solid understanding of workplace emotions, building mutually beneficial relationships, and motivating others to achieve goals. Leaders with high emotional intelligence can lead their teams to increased mindfulness and productivity.

(d) Empathy

Empathy is the ability to understand the emotional structure of others. Empathy refers to be aware of the emotional feelings of others and to recognize the feelings of others. This ability helps leaders build good relationships with team members and deliver critical feedback wisely on difficult situations. Leaders who possess empathy are able to gain the trust of clients. Consequently, empathy enables leaders to develop service orientation. Empathy is necessary for understanding new cultures and business environments, and for avoiding conflict and misunderstandings, especially in this dynamic working environment. An empathetic leader builds a positive work atmosphere upheld by team loyalty and mutual respect. Managers with empathy are skilled at treating people based on their emotional responses to exhibit emotionally intelligent behaviour.

(e) Motivation

Motivation represents the emotional tendencies to achieve goals. Emotionally intelligent leaders are motivated and can motivate others to achieve goals. Motivated leaders have high work standards for themselves and work towards goals in a consistent way. Leaders with high emotional intelligence also understand what makes their employees and work colleagues tick, and will be able to incentivize and motivate them to find their own reasons for working to the best of their ability. Motivation pushes leaders to seek opportunities for improving themselves and others. Managers who are motivated tend to be more organized, have good time management skills and more confident to improve and succeed in the increasingly globalized business world.

2.2 Conflict Management

Conflict is inevitable in personal, organizational, and societal life of human beings. When two or more individuals, groups, organizations, and nations interact with one another for attainment of their goals, they may come across a situation of conflict due to competition, difference in values, attitudes, beliefs, experiences, skills, and perception

of limited resources. According to Bisno (1988), it refers to a process of social interaction involving a struggle over claims to resources, power and status, beliefs, and other preferences and desires. Conflict appears throughout the entire field of human interactions. It is one of the major organizational phenomena. Pondy (1967) had suggested that organizational conflict can be understood as a dynamic process underlying organizational behavior.

Conflict management does not necessarily mean avoidance, reduction, or termination of conflict. It includes designing effective strategies to diminish the dysfunctions of conflict and to enhance the constructive functions of conflict in order to improve organizational learning and effectiveness. Conflict management is necessary for employees to learn to handle conflict productively with cooperative goals and good communication skills. The characteristic of human behavior in conflict situations is integrated into conflict management (Deutsch, 1973). Learning to resolve conflict is important to managerial employees. Therefore, conflict resolution leads to high performance teams and profit achievements. The contemporary organizations need conflict management, not conflict resolution (Rahim, 2001).

Organizational conflict may be divided into two types: intra-organizational or inter-organizational. Intra-organizational conflict means conflict within the organization. Inter-organizational conflict occurs between organizations, especially when there is a stiff competition between them. Intra-organizational conflict may be classified as intrapersonal, interpersonal, intragroup, and intergroup.

According to conflict management style theory of Rahim and Bonoma (1979), the classification of conflict management style is classified into two dimensions: (1) concern for others, and (2) concern for oneself. Based on these two dimensions, they developed five conflict management styles: integrating, obliging, compromising, dominating, and avoiding (Rahim, 2002).

(a) Integrating Style

This style shows caring for oneself and higher conflict opponents (Rahim, 2002). The use of this style involves openness, information exchange, alternative search, and difference examination to achieve effective solutions accepted by both parties. This style seeks to create mutual satisfaction and prioritizes win-win solutions, where the needs of both conflicting parties are met (Wirawan, 2016). It requires collaboration in solving problems. Therefore, it is the most appropriate, most effective, and most competent style

in managing conflicts. (Gross & Guerrero, 2000). It is also called as problem solving, collaboration, cooperation, solution orientation, and win-win solution (Yu, et al., 2006).

(b) Obliging Style

This style represents a high value on others involved in conflict but a low value on self (Rahim, 2002), perhaps reflecting an individual's low self-esteem. This is also called accommodating style. It is also a strategy that can be used to deliberately elevate another person, making them feel better about an issue. An obliging person forfeits his or her own interests to satisfy the concern of the other party. This style prioritizes lose-win solutions, where the needs of the other party are satisfied (Wirawan, 2016). It is required to handle conflicts.

(c) Compromising Style

This style shows a moderate concern for self and others (Rahim, 2002). This style involves give and take, or sharing, where both parties give each other something to make a mutually acceptable decision (Wirawan, 2016). This means sharing differences, exchanging concessions, or finding a middle ground quickly. The advantage of this style is that there is no win-no lose solution, but the resulting solution can provide creative problem solving. This style is quite effective and appropriate in managing conflict (Gross & Guerrero, 2000).

(d) Dominating Style

This style is characterized by high concern for self and low concern for the others (Rahim, 2002). This is also called competing style. It has been identified with a win-lose perspective or with forcing behavior to win one's position or resolve a conflict situation. A dominating person performs tasks towards organizational goals and objectives without the agreement of the other party.

(e) Avoiding Style

This style represents low concern for self and for others (Rahim, 2002). This is also called suppression or withdrawal style. It is associated with a lose-lose perspective. It is appropriate to use this style when there are issues of low importance, to reduce tensions or buy time because the goal is to delay. An avoiding style occurs when one do not satisfy one's own concern and the concerns of others.

2.3 Employee Performance

In economic development and global competition, many companies can still survive until today. Most of these companies are believed to survive due to employee performance. As mentioned in Jamshidi, et. al., (N.D.), performance refers to the characteristics of an individual's success in its work. Then, the performance usually involves the calculation of the individual output level. Job performance can be defined as a concept of multidimensional that shows the way of a person complete the task, which focused on efficiency, the use of skills, initiatives and the resources used. Furthermore, the actions that involve the process and product (final output) also refer as the performance of the job.

However, the individual process can effect by the overall performances of the organization. This is because the performance of individual not only determined by actions but also others factor such as external factor. The example of external factor are the organizational culture and economic, the availability of the resources, the social and political factors. Dharma (2001, as cited in Winarno, 2008) stated the performance is something that is done or the products or services produced or provided by a person or group of people. Then, the researcher continues stated the job performance is a result that can be achieved by a person in doing the work of her duties. Then, all the results will be evaluated by the company or supervisor. This is a feedback by the company or supervisor towards employees about their job performance.

Emotional intelligence can contribute to the achievement of a person. For example, reflected with the salaries, salary increases with the increase of the position of the company. Emotional intelligence allows a person to build positive relationships at work, work well in teams, and build social capital (Yao, 2009). According Kraimer and Liden (2001), performance often depends on the support, advice, and other resources that available. Emotional intelligence also can contribute to the performance of a person to enable someone to set their emotions in order to cope with stress and perform well under pressure, and it also can help someone to adapt with organizational change (Yao, 2009).

Therefore, based on Yao (2009), the organization is a social system in which members always interact with each other and also with the external members. The interaction with the external member is referring to the interaction between customers, suppliers and others. These interactions are usually needs the great of emotional that can form the basis of human behavior. The employee that has a high level of emotional intelligence can clearly feel the emotions of colleagues and managers and accurate

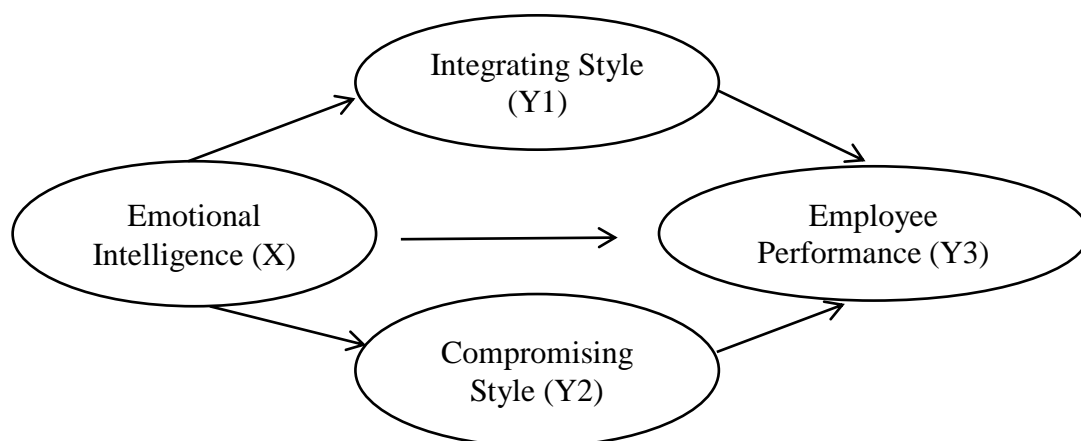
understanding of the meaning of other behaviors, until they can make the accurate evaluation about their working role that expected by others, and then performs adaptive behaviors. Therefore, they are more harmonious and more quickly integrated into in organization, and achieve higher performance.

2.4 Empirical Studies

There are numerous studies which are related to emotional intelligence, conflict management styles and employee performance. This study based on two previous research papers from foreign universities to develop the conceptual framework.

In the first research paper, Noermijati, Sunaryo and Ratri (2018) studied “The Influence of Emotional Intelligence on Employee Performance Mediated by Cooperative Conflict Management Style of Integrating and Compromising”. The purpose of the study was to analyse the relationship between emotional intelligence, conflict management styles and employee performance of civil servant employees. The study showed that emotional intelligence significantly influences integrating style, compromising style and employee performance. Then, integrating style has a significant influence on employee performance. The researchers found that emotional intelligence in public organizations can provide benefits that are found in private organizations. The conceptual framework of this previous research is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Noermijati, Sunaryo and Ratri

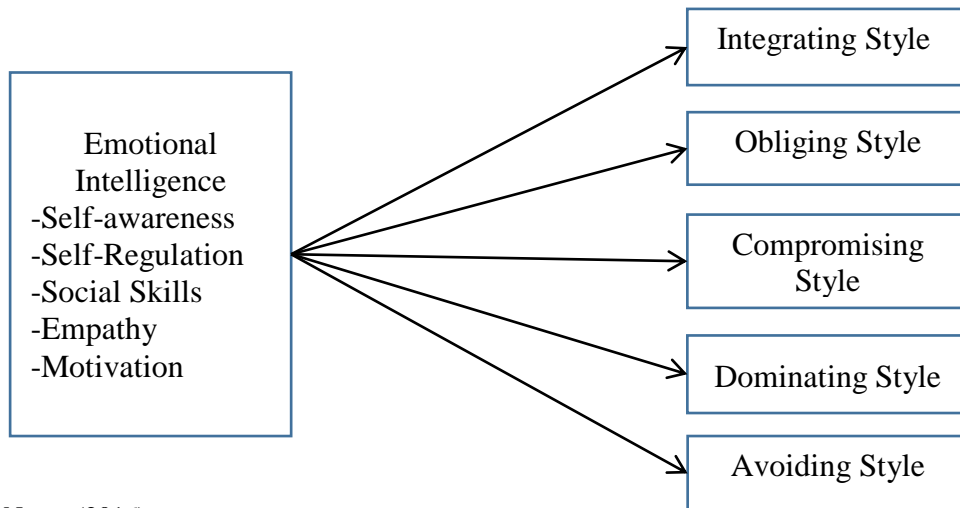


Source: Noermijati, Sunaryo and Ratri (2018)

In the second research paper, Nagar (2016) studied “Impact of Emotional Intelligence (EI) on Managerial Performance: A Case Study of Commercial Banks in

Rajasthan”. The study focussed on investigating the effect of emotional intelligence on conflict management styles of the managers when in conflict with their subordinates over work related issues.

Figure (2.2) Conceptual Framework of Nagar



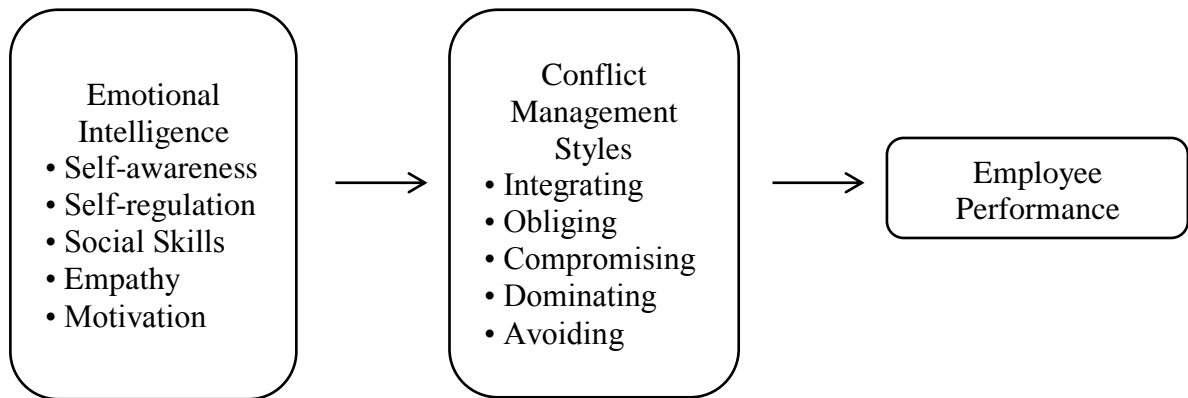
Source: Nagar (2016)

The conceptual framework of this previous research is presented in Figure (2.2). Based on the research, factors of emotional intelligence are significantly related to conflict management at workplace. The researcher found that emotional intelligence has the significant effect on interpersonal conflict management styles of the managers.

2.5 Conceptual Framework of the Study

Based on the literature review discussed in the above sections, the conceptual framework for this research study is the combination of theoretical reviews and previous research papers. The present study is focused on the effect of emotional intelligence, conflict management styles and employee performance of the managers. The conceptual framework of this study is as follows;

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2022)

Figure (2.3) illustrates the conceptual framework of the study. Possessing high level of emotional intelligence, which encourages better work relationships develop more effective leadership skills is necessary for managers to handle conflicts effectively, leading to the best employee performance. This framework indicates that understanding emotional intelligence influences on the effect of conflict management styles and the effect of conflict management styles will make a tremendous impact on employee performance.

CHAPTER 3

PROFILES AND CONFLICT MANAGEMENT STYLES OF MANAGERS AT WAH-LAH NOODLE

This chapter involves three parts. In the first part, the background of Wah-Lah Noodle is stated in which it consists of its vision, mission and organizational structure. In the second part, emotional intelligence of managers at Wah-Lah Noodle is mentioned. The last part presents about profile of respondents who are working at Wah-Lah Noodle.

3.1 Background of Wah-Lah Noodle

Sar Taw Kal Nissin Limited, which is owned by Japan's leading instant noodle-maker Nissin Foods Holdings, is manufacturing joint venture in Myanmar. Nissin's joint venture partner is local flour milling firm Lluvia Limited, which owns the majority stake in Sar Taw Kal, uses the local partner's 30 sales bases nationwide to penetrate the market. The joint venture established in May 2017, to produce quality instant noodles. The noodles are marketed under the Wah-Lah brand, meaning "Have you eaten?" in the local language. Lluvia is jointly owned by Myanmar-based conglomerate Capital Diamond Star Group and Japanese trading company Mitsubishi Corporation.

The joint venture Sar Taw Kal Nissin launched two local-style chicken flavor noodles under the Wah-Lah brand in August 2018. The two flavours are authentic chicken sicheet and garlic chicken soup. The company subsequently launched four more flavored products: authentic Korean style kimchi, tom yum sour soup, chicken coconut noodle and shrimp flavored mee tauk sicheet. All six types of Wah-Lah noodle are priced at 200 to 300 kyats per package. The products are affordable and have unique taste. These quality instant noodles are distributed by the branded consumer foods.

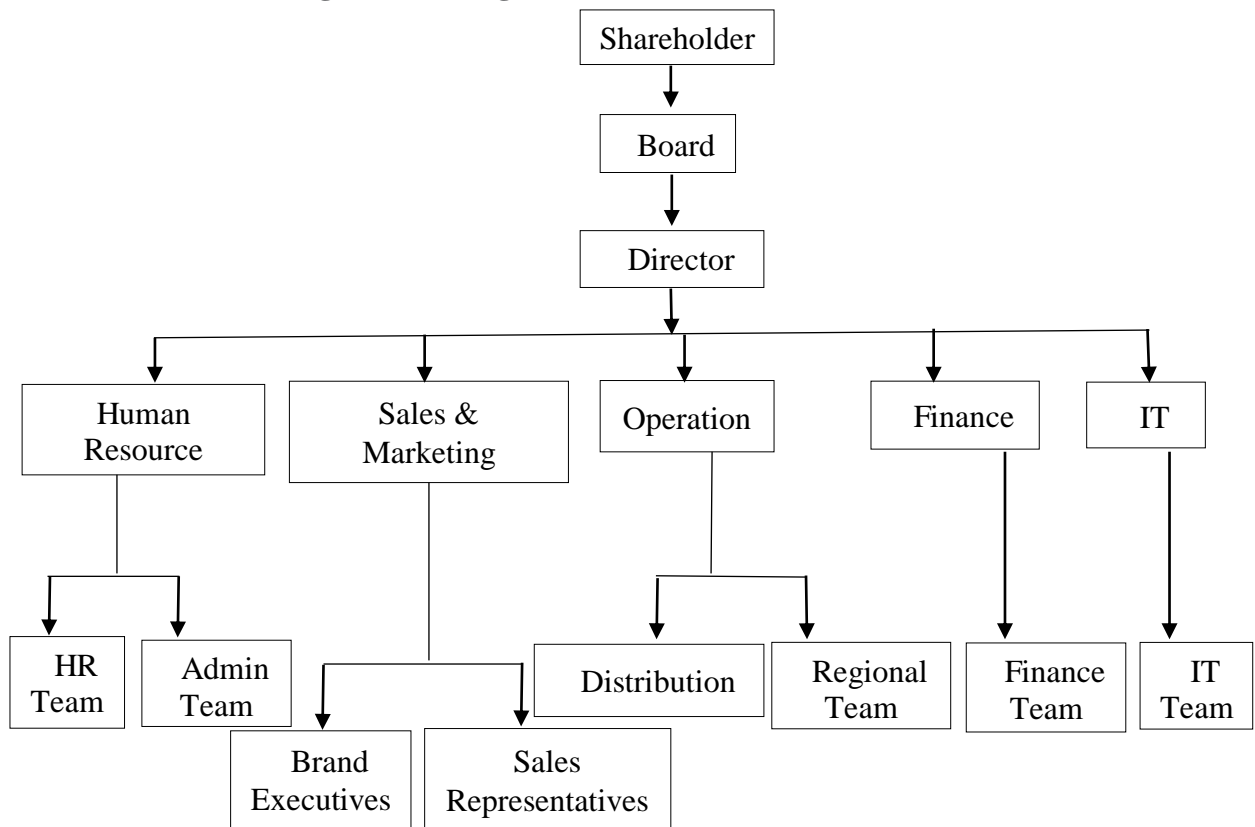
Branded consumer foods are manufactured and distributed by Lluvia, which aims to seek to capture the growth in the Myanmar market, and to contribute to the country by maintaining stable supply of safe and secure foodstuffs. One of branded consumer foods' key strengths is its extensive distribution network that includes 46 touch points consisting of its own branches and dealers. Through these touch points, branded consumer foods have direct access to more than 40,000 retail outlets across Myanmar. Branded consumer foods also cover more than 1,000 wholesalers and sub-wholesalers, which provide it with indirect access to numerous retail outlets. Combined, the direct and indirect coverage

enables branded consumer foods to reach more than 90% of the retail universe that is relevant to branded consumer foods. Lluvia continues to actively seek for opportunities to collaborate with other well-known international brand owners to enter the Myanmar market. Lluvia believes knowledge is power and search the world for the best innovations and talent for its Research and Development Team.

Vision of Wah-Lah Noodle is: “To develop quality products and services in markets across the globe by becoming an increasingly competitive player in the foods sector”. Mission of Wah-Lah Noodle is: “To deliver a stable supply of goods and services that meet the needs of consumers and provide them with a quality of life that is both rich and full of variety”.

Wah-Lah Noodle is formed of five departments which includes human resource department, sales & marketing department, operation department, finance department and IT department.

Figure (3.1) Organization Structure of Wah-Lah Noodle



Source: Wah-Lah Noodle, 2022

The director manages all departments of Wah-Lah Noodle. Department heads of human resource, sales & marketing and operation report day-to-day business activities

and matters of great urgency to the director to make the right decisions. Human resource department is composed of human resources and administrative employees. There are brand executives and sales representatives in sales & marketing department in purpose of promoting products through coordinated marketing campaigns and meeting sales targets. Operation department consists of distribution and regional team to distribute a large variety of products that meet the needs of consumers to the market. The organization structure of Wah-Lah Noodle is shown in Figure (3.1).

3.2 Conflict Management Styles At Wah-Lah Noodle

The rank ordering of the conflict management styles indicated managers who are working at Wah-Lah Noodle as primarily using the obliging style of managing conflicts with their subordinates over work related issues, followed by avoiding, compromising, dominating and integrating styles.

(a) Integrating Style

Integrating styles has been used to handle a conflict between human resource department and sales & marketing department. Human resource department is responsible for recruitment of the company. Head of sales & marketing department disagrees with head of human resource department regarding which job applicant they should hire as brand executives and sales representatives. Department head of human resource has the authority to overrule others' opinion for recruiting. However, human resource department discusses a solution that will please them both. After several days of negotiation and open communication, they hire three of the applicants for a trial period. They use integrating style to find a solution that truly satisfies everyone involved.

(b) Obliging Style

In Wah-Lah Noodle, there is a conflict between operation and sales & marketing departments. Sales & marketing department always prefers to have stock and has a tendency to overestimate to ensure that items are available. On the other hand, operation department wants to minimize inventory cost and wastage. Sales & marketing department doesn't introduce its tension into the workplace. It uses obliging style to keep the peace

(c) Compromising Style

The profits of Wah-Lah Noodle have grown significantly. Operation and finance

departments disagree on how to make the best use of their newly increased savings. Operation department wants to increase the budget for local advertising by 20 percent, but finance department wants 15 percent. After arguing for several days, finance department suggests that they increase the budget by 10 percent. Neither party is particularly satisfied with this option, but they compromise to quickly move past the conflict.

(d) Dominating Style

Dominating style is utilized in sales & marketing department when brand executives don't know what to do for marketing campaign. Managers are showing processes to brand executives. Sometimes, they suggest alternate methods. Instead of considering others' idea or taking the time to explain the logic behind the current method, managers end the conversation abruptly and tells brand executives to just follow the instructions. Managers have done nothing technically wrong, but brand executives feel ignored.

(e) Avoiding Style

Brand executives and sales representatives disagree on the best plan for marketing campaign. They have tried to find a compromising, but their disagreement is becoming angrier and more distracting each minute. They take a break to work through the conflict on their own. They continued working on the campaign the next day with more positive and collaborative attitudes. Avoiding style is used if the issue is low important.

3.3 Profile of Respondents

This study aims to examine on employees who are working at managerial positions in Wah-Lah Noodle. A total of 132 questionnaires were distributed among Wah-Lah Noodle and 132 managerial employees fully answered questionnaires were used for statistical analysis. Demographic factors involving gender, age, education, working experience and position werer collected from 132 respondents. In gender, respondents are described by male or female with frequency and percent. Age is also described as between 20 and 30 years, between 31 and 40 years, between 41 and 50 years and between 51 and 60 years. Education is classified into undergraduate, bachelor degree, master degree and other. Working experience is described less than 5 years, between 5 years and 8 years, between 8 years and 10 years and more than 10 years. The positions are assistant manager, deputy manager and manager.

Table (3.1) Demographic Profile of Respondents

No	Demographics		Number of Respondents	Percentage
	Total Respondents		132	100.0
1	Gender	Male	75	56.8
		Female	57	43.2
2	Age	20-30 years	45	34.0
		31-40 years	55	41.7
		41-50 years	32	24.3
3	Education	Undergraduate	9	6.8
		Bachelor Degree	64	48.5
		Master Degree	55	41.7
		Others	4	3.0
4	Work Experience	Less than 5 years	22	16.7
		Between 5 years and 8 years	36	27.3
		Between 8 years and 10 years	58	43.9
		More than 10 years	16	12.1
5	Job Position	Assistant Manager	77	58.3
		Deputy Manager	34	25.8
		Manager	21	15.9

Source: Survey Data, 2022

According to the surveyed data, the number of male managerial employees at Wah-Lah Noodle is more than female managerial employees. The age group 31-40 years is the highest number, showing that middle ages are in managerial level. Moreover, most respondents are bachelor degree holders and some respondents have postgraduate qualifications like master degree although undergraduate respondents are the lowest number because only graduated people are offered managerial jobs by Wah-Lah Noodle. From the survey results, most of the respondents are managers who have working experience of between 8 years and 10 years. The reason is that they are managers who started working since after getting the bachelor degree as junior level staff and now, they are in manager positions with much experience.

3.4 Reliability Analysis

The term reliability refers to the consistency of a research study or measuring test. Reliability analysis is needed in order to test the internal consistency of the variables in the questionnaire. Cronbach's alpha is used for conducting the reliability test since it is the most common way to measure internal reliability of the questionnaire. It is most commonly used for measuring internal consistency in order to determine if the scale is reliable.

Table (3.2) Reliability Analysis

No	Category	Cronbach's alpha	No. of Items
1	Self-awareness	0.745	5
2	Self-regulation	0.698	5
3	Social Skills	0.721	5
4	Empathy	0.792	5
5	Motivation	0.696	5
6	Integrating Style	0.785	5
7	Obliging Style	0.769	5
8	Compromising Style	0.778	5
9	Dominating Style	0.685	5
10	Avoiding Style	0.677	5
11	Employee Performance	0.769	7

Source: SPSS, 2022

According to the Table (3.2), it shows that the Cronbach's Alpha values for five factors of emotional intelligence, five styles of conflict management and employee performance in this study are greater than 0.6. According to Tavakoi and Dennick (2011), Cronbach's Alpha value above 0.6 is an acceptable level of reliability. Therefore, it can be described that the data is considered to be reliable and valid.

CHAPTER 4

ANALYSIS ON EMOTIONAL INTELLIGENCE ON CONFLICT MANAGEMENT STYLES AND EMPLOYEE PERFORMANCE

This chapter explores emotional intelligence, conflict management styles and employee performance. Then, analysis on the effect of emotional intelligence on conflict management styles is mentioned. Finally, the effect of conflict management styles on employee performance is analyzed. In the structured questionnaire, 5 points Likert Scale (1= Underdeveloped, 2= Needs improvement, 3= Adequate, 4= Good, 5= Excellent) is used.

4.1 Emotional Intelligence

Managerial employees who are working at Wah-Lah Noodle have high emotional intelligence leading to improve organizational performance. Emotional intelligence directly impacts on employee performance towards organizational goals. Wah-Lah Noodle only accepts employees with emotional intelligence for management level. Lacking emotional intelligence may lead to poor performance. This section is to explore the mean and standard deviation of five influencing factors on emotional intelligence which can be seen as in the Tables.

(a) Self-Awareness

To provide the analysis of self-awareness which is an influencing factor on emotional intelligence, five statements of survey questionnaire are answered by the respondents. The mean and standard deviation of self-awareness of employees are presented in the following Table (4.1).

Table (4.1) Self-Awareness

No	Self-Awareness	Mean	Std.Deviation
1	Awareness of the emotions	3.81	0.987
2	Recognizing emotional impact on performance	3.78	0.914
3	Evaluating the evidence	3.92	1.019
4	Knowing person perception	3.83	1.006
5	Recognizing the strengths and weaknesses	3.92	1.013
Overall Mean		3.85	

Source: Survey Data, 2022

According to Table (4.1), the overall mean of self-awareness is greater than 3. It can be concluded that managers in Wah-Lah Noodle are always aware of their emotional feelings at the workplace. The largest mean score is 3.92, showing that most of the respondents evaluate the evidence on decision-making task and they recognize about their strengths and weaknesses. The second largest mean is 3.83, showing that most of the respondents showing that most of the respondents know person perception in a particular interaction. The lowest mean is 3.78, indicating that the respondents identify emotional impact on performance.

(b) Self-Regulation

To analyze mean and standard deviation of self-regulation of employees, the respondents are required to answer five statements of survey questionnaire. The results are shown below.

Table (4.2) Self- Regulation

No	Self-Regulation	Mean	Std.Deviation
1	Accomplishing goals	4.03	0.865
2	Seeking out advice or information about changing.	3.96	0.847
3	Decision to change	3.82	0.903
4	Admitting the mistakes and apology	3.96	0.788
5	Meeting commitments and keeping promises	4.02	0.871
Overall Mean		3.96	

Source: Survey Data, 2022

According to Table (4.2), the overall mean of self-regulation is greater than 3, meaning that the respondents agree with the statements of self-regulation. The largest mean score is 4.03 which shows that most of the respondents accomplish goals. The second highest mean is 4.02 in which the respondents agree that they work hard to meet commitments and keep promises. The lowest mean is 3.82, indicating that the respondents decide to change and hope for the best. It can be seen that managers in Wah-Lah Noodle control their emotions and respond appropriately to situations.

(c) Social Skills

This part explores social skills that are regarded as an influencing factor on emotional intelligence. Fives statements of survey questionnaire are rated by the respondents in the analysis of social skill of employees. The mean and standard deviation of social skills of employees are stated in the following Table (4.3).

Table (4.3) Social Skills

No	Social Skills	Mean	Std.Deviation
1	Appreciation of mutually beneficial relationship	4.09	1.016
2	Working together	4.1	1.019
3	Adapting and mixing with a variety of people	3.83	0.867
4	Building solid relationships at the workplace	3.95	0.997
5	Handling difficult people and tense situations with diplomacy and tact	3.73	0.914
Overall Mean		3.94	

Source: Survey Data, 2022

Table (4.3) states that the overall mean is 3.94 that is greater than 3, indicating that most of the respondents agree with the statements of social skills influencing on emotional intelligence. The largest mean score is 4.1 in which managers in Wah-Lah Noodle collaborate and share plans, information and resources with their team members. The second highest mean is 4.09 showing about appreciation of mutually beneficial relationship. The lowest mean is 3.73 about handling difficult people and tense situations with diplomacy and tact. It is found that managers of Wah-Lah respect their employees.

(d) Empathy

To mention empathy which is an influencing factor on emotional intelligence, five statements of survey questionnaire are answered by the respondents in the analysis of empathy. The mean and standard deviation of empathy of employees are presented in the following Table (4.4).

Table (4.4) Empathy

No	Empathy	Mean	Std.Deviation
1	Considering other people's feelings before doing something	3.86	0.779
2	Good attentiveness	3.97	0.957
3	Understanding customers' needs and matching them to services or products	4.05	0.983
4	Dealing calmly, sensitively, and proactively with the emotional displays of others.	3.79	0.852
5	Feeling upset to see someone being treated disrespectfully	3.76	0.846
Overall Mean		3.88	

Source: Survey Data, 2022

As mentioned in Table (4.4), the overall mean of empathy is greater than 3. It can be concluded that managers in Wah-Lah Noodle can identify and manage emotional feelings of others at the workplace. The largest mean score is 4.05, showing that most of the respondents have the ability to understand customers' needs and match them to services or products. The second largest mean is 3.97, which points out that the respondents have good attentiveness. The lowest mean is 3.76, indicating that the respondents Feeling upset to see someone being treated disrespectfully.

(e) Motivation

This part explores motivation that is regarded as an influencing factor on emotional intelligence. Five statements of survey questionnaire are rated by the respondents in the analysis of motivation of employees. The mean and standard deviation of motivation of employees are stated in the following Table (4.5).

Table (4.5) Motivation

No	Motivation	Mean	Std.Deviation
1	Drawing all members into active and enthusiastic participation	3.98	1.009
2	Ready to seize opportunities	4.01	1.021
3	Communicating with all members	3.99	0.896
4	Identifying the need for changes and eliminate barriers to change	3.87	0.877
5	Recognizing dissimilarity as opportunity	3.86	0.869
Overall Mean		3.94	

Source: Survey Data, 2022

According to Table (4.5), the overall mean of motivation is greater than 3, meaning that the respondents agree with the statements of motivation. The largest mean score is 4.01 which shows that most of the respondents are ready to seize opportunities. The second highest mean is 3.99 in which the respondents agree that they can communicate with all members working in Wah-Lah Noodle. The lowest mean is 3.86 about recognizing dissimilarity as opportunity. It can be seen that managers in Wah-Lah Noodle are able to increase productivity.

4.2 Conflict Management Styles

In this part, five styles of handling conflicts: integrating, obliging, compromising, dominating and avoiding are analyzed. This section is to examine the mean and standard deviation of five influencing factors that can be seen in the table charts.

(a) Integrating Style

To analyze integrating style of conflict management, the respondents are required to rate five statements of survey questionnaire. The results are shown in the following Table (4.6).

Table (4.6) Integrating Style

No	Integrating Style	Mean	Std.Deviation
1	Exploring issues with others to find solutions	3.89	0.898
2	Combining ideas with others to come up with a decision jointly	4.04	1.015
3	Exchanging accurate information with team members to solve a problem	4.01	0.981
4	Working together to find solutions to satisfy expectations	4.07	0.876
5	Going along with the suggestions of subordinates	3.99	0.977
Overall Mean		4.00	

Source: Survey Data, 2022

As mentioned in Table (4.6), the largest mean score is 4.07, showing that most of the respondents work together to find solutions to satisfy expectations. The second largest mean is 4.04, which points out that the respondents combine ideas with others to come up with a decision jointly. The lowest mean is 3.89 about exploring issues with others to find solutions. The overall mean of integrating style is 4.00. It can be concluded that managers in Wah-Lah Noodle find out the best solutions for problem-solving.

(b) Obliging Style

This part explores obliging style that is considered as an influencing factor on conflict management. Fives statements of survey questionnaire are rated by the respondents in the analysis of obliging style, also called accommodating style. The mean and standard deviation of obliging style of employees are described in the following Table (4.7).

Table (4.7) Obliging Style

No	Obliging Style	Mean	Std.Deviation
1	Accommodating the others' wishes	3.94	1.025
2	Playing down many differences	3.86	0.837
3	Doing many things to satisfy the expectations of others	3.73	0.834
4	Doing many things to satisfy the needs of others	3.68	1.031
5	Sacrificing desires when there is an argument with subordinates	3.89	0.877
Overall Mean		3.82	

Source: Survey Data, 2022

According to Table (4.7), the largest mean score is 3.94 which shows that most of the respondents accommodate the others' wishes. The second highest mean is 3.89 in which the respondents agree that they sacrifice their desires when there is an argument with subordinates. The lowest mean is 3.68 about doing many things to satisfy the needs of others. The overall mean is greater than 3. It can be seen that managers in Wah-Lah forfeit their wishes.

(c) Compromising Style

To analyze compromising style of conflict management, five statements of survey questionnaire are answered by the respondents. The results are presented below.

Table (4.8) Compromising Style

No	Compromising Style	Mean	Std.Deviation
1	Using "give and take" to make a compromise	3.57	0.923
2	Conducting an investigation for an issue to resolve a solution	3.70	1.027
3	Negotiating with those of subordinates to reach a compromise	3.89	0.911
4	Wishing to compromise when solving problems and just move on	3.86	0.885
5	Sharing information to get a solution	4.02	0.935
Overall Mean		3.81	

Source: Survey Data, 2022

Table (4.8) states that the overall mean is greater than 3, indicating that most of the respondents agree with the statements of compromising style influencing on conflict management. The largest mean score is 4.02 in which managers in Wah-Lah Noodle share information with their subordinates to get the best solution. The second highest mean is 3.89, showing about negotiating with those of subordinates to compromise. The lowest mean is 3.57 about using “give and take” to make a compromise.

(d) Dominating Style

To analyze mean and standard deviation of dominating style of employees for handling interpersonal conflicts, the respondents are required to answer five statements of survey questionnaire. The results are shown below.

Table (4.9) Dominating Style

No	Dominating Style	Mean	Std.Deviation
1	Influencing others to accept ideas	3.42	0.972
2	Using all the powers to happen what I want	3.45	0.998
3	Using expert knowledge to decide	3.67	0.978
4	Putting forward strong arguments and involving in the arguments	3.56	0.896
5	Argument in a team and insisting on the merits of my point of view	3.49	0.835
Overall Mean		3.52	

Source: Survey Data, 2022

As mentioned in Table (4.9), the overall mean of dominating style is greater than 3, meaning that the respondents use dominating style. The largest mean score is 3.67, showing that most of the respondents use their expert knowledge for decision making. The lowest mean is 3.42 about influencing others to accept ideas. It can be concluded that managers in Wah-Lah Noodle use dominating style to make the business operation competitive.

(e) Avoiding Style

To mention avoiding style which is an influencing factor on conflict management, fives statements of survey questionnaire are answered by the respondents in the analysis

of avoiding style. The mean and standard deviation of avoiding style of employees are presented in the following Table (4.10).

Table (4.10) Avoiding Style

No	Avoiding Style	Mean	Std.Deviation
1	Trying to leave during an argument with subordinates	3.73	0.855
2	Trying to stay away from disagreement	3.77	0.851
3	Avoiding open discussion of the differences in a team	3.94	0.902
4	Avoiding an argument	3.71	0.821
5	Avoiding hard feelings	3.80	0.911
Overall Mean		3.79	

Source: Survey Data, 2022

According to Table (4.10), the overall mean is greater than 3. It can be seen that managers in Wah-Lah Noodle use avoiding style. The largest mean score is 3.94 which shows that most of the respondents avoid open discussion of the differences in a team. The second highest mean is 3.80 in which the respondents agree that managers in Wah-Lah Noodle avoid hard feelings. The lowest mean is 3.71 about avoiding an argument. It can be seen that avoiding style is utilized in Wah-Lah Noodle not to face interpersonal conflicts.

4.3 Employee Performance

To analyze employee performance, respondents are asked to rate seven statements of employee performance using the rating scale. 5 points Likert Scale is used to measure employee performance. The mean and standard deviation of employee performance are as follows.

Table (4.11) Employee Performance

No	Employee Performance	Mean	Std.Deviation
1	Planning to finish the work on time	4.05	0.938
2	Accomplishing the tasks assigned	4.02	0.854
3	Collaboration with others to be very productive	4.02	1.015
4	Seeking for new challenges and opportunities	3.89	1.006
5	Enhancing my skills and job knowledge	3.98	0.954
6	Putting all efforts to perform work very well	4.05	0.991
7	Learning from others to improve performance at work	4.14	0.988
Overall Mean		4.02	

Source: Survey Data, 2022

Table (4.11) states that the overall mean is 4.02 that indicates that most of the respondents agree with the statements of employee performance. The largest mean score is 4.14 in which managers in Wah-Lah Noodle learn from others to improve performance at work. The second highest mean is 4.05 showing about putting all efforts to perform work very well and planning to finish the work on time. The lowest mean is 3.89 about seeking for new challenges and opportunities. It can be seen that managers in Wah-Lah Noodle enhance the business organization.

4.4 Analysis on Effect of Emotional Intelligence on Conflict Management Styles

The linear regression method is used to analyze the impact of independent variable (self-awareness, self-regulation, social skills, empathy and motivation) on dependent variable (integrating style, obliging style, compromising style, dominating style and avoiding style).

4.4.1 Analysis on Effect of Emotional Intelligence on Integrating Style

In this study, linear regression model is applied to identify the influencing factors on integrating style. The results of regression analysis are shown in Table (4.12).

Table (4.12) Effect of Emotional Intelligence on Integrating Style

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	0.279	0.176		1.584	0.116	
Self-awareness	0.108	0.087	0.114	1.242	0.216	5.070
Self-regulation	0.082	0.091	0.083	0.906	0.367	5.045
Social-skills	-0.001	0.082	-0.001	-0.008	0.993	4.366
Empathy	0.619***	0.060	0.641	10.256	0.000	2.355
Motivation	0.119	0.081	0.124	1.475	0.143	4.255
R square	0.791					
Adjusted R Square	0.783					
F Value	95.308***					
Durbin-Waston	1.819					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.12), the specified model could explain very well about the effect of emotional intelligence on integrating style. Adjusted R^2 is 0.783. This states that the model can explain 78.3 percent which is the variance of dependent variable (integrating style) with independent variables (self-awareness, self-regulation, social skills, empathy and motivation). Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

From the result, among five factors of emotional intelligence, empathy has the expected positive sign on integrating style. The Durbin Watson Value is 1.819 (close to 2) indicating that there is no auto correlation in sample. There is no multicollinearity because all VIF values of the factors are less than 10. This means that there is no problem in correlation between independent variables.

Empathy variable has the positive effect on integrating style of conflict management at 1 percent significant level. The positive effect means that the more managers use self-awareness, the more they use integrating style. It can be concluded that an empathetic manager can build a positive work atmosphere and will mostly use

integrating style for avoiding conflicts. Therefore, there is positive relationship between self-awareness and integrating style.

The standardized coefficient (Beta) of empathy has the largest value (0.642) among five factors of emotional intelligence indicating that empathy has the greatest condition to the effect on integrating style of conflict management. Empathy has the highest effect on integrating style. It points out that when managerial employees more emphasize on empathy, there will have positive effect on integrating style.

4.4.2 Analysis on Effect of Emotional Intelligence on Obliging Style

In this study, linear regression model is applied to test the impact of independent variable (self-awareness, self-regulation, social skills, empathy and motivation) on dependent variable (obliging style). The results of regression analysis are shown below.

Table (4.13) Effect of Emotional Intelligence on Obliging Style

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.059	0.209		-0.281	0.780	
Self-awareness	0.188*	0.104	0.183	1.817	0.072	5.070
Self-regulation	0.030	0.108	0.028	0.276	0.783	5.045
Social-skills	0.302***	0.097	0.291	3.112	0.002	4.366
Empathy	0.195***	0.072	0.186	2.713	0.008	2.355
Motivation	0.277***	0.096	0.266	2.880	0.005	4.255
R square	0.748					
Adjusted R Square	0.738					
F Value	74.870***					
Durbin-Waston	1.969					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.13), the specified model could explain very well about the effect of emotional intelligence on obliging style. Adjusted R^2 is 0.738. This states that

the model can explain 73.8 percent. Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

It is found that the Durbin Watson Value is 1.960 (close to 2), there is no auto correlation in sample. All VIF values are below 10. Therefore, there is no multicollinearity meaning that there is no correlation among independent variables.

Self-awareness variable has the positive effect on obliging style of conflict management at 10 percent significant level. The positive effect means that the increase in self-awareness leads to increase effect on obliging style. The more managers in Wah-Lah Noodle use self-awareness, the more they use obliging style to handle interpersonal conflicts. It can be concluded that having self-awareness helps in relating to others which helps in being more concerned for others than self.

Social skills variable is significant to obliging style of conflict management at 1 percent level. There is positive effect on obliging style. This points out that the increase uses of social skills lead to more effect on obliging style. In Wah-Lah Noodle, managers have had a solid understanding of workplace emotions. They use obliging style for resolving conflicts.

Empathy variable has the positive effect on obliging style at 1 percent significant level. The positive effect means that the increase in empathy leads to increase effect on obliging style. The more managers in Wah-Lah Noodle use empathy to build good relationships with team members, the more they use obliging style.

Motivation has the expected positive sign and is highly significant at 1 percent level. The positive sign points out that increase in motivation leads to increase effect on obliging style. Managers in Wah-Lah Noodle have high work standards and they avoid arguments not to have conflicts. Therefore, motivation has the positive effect on obliging style.

The standardized coefficient (Beta) of social skills has the largest value (0.291) among five factors of emotional intelligence indicating that social skills have the greatest condition to the effect on obliging style of conflict management. Social skills have the highest effect on obliging style. It points out that when managerial employees more emphasize on social skills, there will be positive effect on obliging style.

4.4.3 Analysis on Effect of Emotional Intelligence on Compromising Style

This section reports the effect of influencing factors on compromising style of conflict management by linear regression. Table (4.14) presents the regression result.

Table (4.14) Effect of Emotional Intelligence on Compromising Style

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.019	0.236		-0.080	0.937	
Self-awareness	0.133	0.117	0.127	1.135	0.258	5.070
Self-regulation	0.456***	0.122	0.417	3.746	0.000	5.045
Social-skills	0.098	0.109	0.093	0.897	0.372	4.366
Empathy	0.173**	0.081	0.163	2.146	0.034	2.355
Motivation	0.114	0.108	0.108	1.055	0.294	4.255
R square	0.690					
Adjusted R Square	0.678					
F Value	56.181***					
Durbin-Waston	1.845					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.14), the specified model could explain very well about the effect of emotional intelligence on compromising style. Adjusted R^2 is 0.678. This states that the model can explain 67.8 percent. Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

From the result, there is no auto correlation in sample because the Durbin Watson Value is 1.845 (close to 2). Since all VIF values are less than 10, there is no multicollinearity. This means that there is no problem in correlation among independent variables.

Self-regulation variable has positive effect on compromising style of conflict management. It is highly significant at 1 percent level. The positive effect means that the increase uses of self-regulation lead to more effect on compromising style. If managers in Wah-Lah Noodle more focus on regulating reactions to strong emotions, they will mostly use compromising style. It forces to share differences and exchange concessions for creative problem solving.

Empathy variable has the expected positive sign and is significant at 5 percent

level. Empathy has the significant effect on compromising style. This means that the increase in empathy leads to increase effect on compromising style. The more managers in Wah-Lah Noodle use empathy to build good relationships with team members, the more they use compromising style.

The standardized coefficient (Beta) of self-regulation has the largest value (0.417) among five factors of emotional intelligence indicating that motivation has the greatest condition to the effect on compromising style of conflict management. Self-regulation has the highest effect on compromising style. It points out that when managerial employees more emphasize on self-regulation, there will be positive effect on compromising style.

4.4.4 Analysis on Effect of Emotional Intelligence on Dominating Style

In this study, linear regression model is applied to identify the influencing factors on dominating style. The results of regression analysis are shown in Table (4.15).

Table (4.15) Effect of Emotional Intelligence on Dominating Style

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.697	0.407		-1.714	0.089	
Self-awareness	0.401**	0.201	0.286	1.989	0.049	5.070
Self-regulation	0.042	0.210	0.029	0.199	0.842	5.045
Social-skills	0.344*	0.188	0.244	1.828	0.070	4.366
Empathy	0.307**	0.139	0.216	2.206	0.029	2.355
Motivation	-0.011	0.187	-0.008	-0.060	0.952	4.255
R square	0.488					
Adjusted R Square	0.468					
F Value	24.029***					
Durbin-Waston	1.849					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.15), the specified model could explain very well about the

effect of emotional intelligence on dominating style. Adjusted R^2 is 0.468. This states that the model can explain 46.8 percent. Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

From the result, there is no auto correlation in sample because the Durbin Watson Value is 1.849 (close to 2). There is no multicollinearity because all VIF values are below 10. This means that there is no problem in correlation among independent variables.

Self-awareness variable has the positive effect on dominating style of conflict management at 5 percent significant level. The positive effect means that the increase in self-awareness leads to increase effect on dominating style. The more managers in Wah-Lah Noodle use self-awareness, the more they use dominating style to handle interpersonal conflicts. It can be concluded that having self-awareness helps performing tasks toward organizational goals and objectives.

Social skills variable is significant to dominating style of conflict management at 10 percent level. There is positive effect on dominating style. In Wah-Lah Noodle, managers use dominating style in order to finish the work assigned on time and to increase the business organization though they have social skills in the workplace.

Empathy variable has the expected positive sign and is significant at 5 percent level. Empathy has the significant effect on dominating style. This means that the increase in empathy leads to increase effect on dominating style. Most managers in Wah-Lah Noodle are empathetic but they utilize dominating style while dealing with their clients and employees for resolving conflicts.

The standardized coefficient (Beta) of self-awareness has the largest value (0.286) among five factors of emotional intelligence indicating that self-awareness has the greatest condition to the effect on dominating style of conflict management. Self-awareness has the highest effect on dominating style. It points out that when managerial employees more emphasize on self-awareness, there will be positive effect on dominating style.

4.4.5 Analysis on Effect of Emotional Intelligence on Avoiding Style

In this study, linear regression model is applied to identify the influencing factors on avoiding style. The results of regression analysis are shown in Table (4.16).

Table (4.16) Effect of Emotional Intelligence on Avoiding Style

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.093	0.242		-0.382	0.703	
Self-awareness	0.366***	0.120	0.340	3.053	0.003	5.070
Self-regulation	0.278**	0.125	0.247	2.222	0.028	5.045
Social-skills	-0.080	0.112	-0.073	-0.710	0.479	4.366
Empathy	0.207**	0.083	0.189	2.493	0.014	2.355
Motivation	0.223**	0.111	0.204	2.002	0.047	4.255
R square	0.692					
Adjusted R Square	0.680					
F Value	56.634***					
Durbin-Waston	1.586					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.16), the specified model could explain very well about the effect of emotional intelligence on avoiding style. Adjusted R^2 is 0.680. This states that the model can explain 68 percent. Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

It is found that the Durbin Watson Value is 1.586 (close to 2). It means that there is no auto correlation in sample. There is no multicollinearity because all VIF values are less than 10. This means that there is no correlation among independent variables.

Self-awareness variable has the positive effect on avoiding style of conflict management at 1 percent significant level. The positive effect means that the increase in self-awareness leads to increase effect on avoiding style. It can be concluded that having self-awareness helps managers in Wah-Lah Noodle to know about the emotional feelings of their employee leading to avoid conflicts.

Self-regulation variable has the expected positive sign on avoiding style of conflict management. It is highly significant at 5 percent level. The positive effect means that the increase uses of self-regulation lead to more effect on avoiding style. If managers in Wah-Lah Noodle more focus on regulating reactions to strong emotions, they will use

avoiding style.

Empathy variable has the expected positive sign and is significant at 5 percent level. Empathy has the significant effect on avoiding style. This means that the increase in empathy leads to increase effect on avoiding style. The more managers in Wah-Lah Noodle use empathy to build good relationships with team members, the more they use avoiding style.

Motivation variable has the expected positive sign and is highly significant at 5 percent level. The positive sign points out that increase in motivation leads to increase effect on avoiding style. Managers in Wah-Lah Noodle seek opportunities for improving themselves and their employees. They utilize avoiding style to avoid arguments not to have conflicts.

The standardized coefficient (Beta) of self-awareness has the largest value (0.340) among five factors of emotional intelligence indicating that self-awareness has the greatest condition to the effect on avoiding style of conflict management. Self-awareness has the highest effect on avoiding style. It points out that when managerial employees more emphasize on self-awareness, there will be positive effect on avoiding style.

4.4.6 Analysis on Effect of Emotional Intelligence on Conflict Management Styles

In this study, linear regression model is applied to identify the effect of emotional intelligence on conflict management styles. The results of regression analysis are shown in Table (4.17).

As shown in Table (4.17), the specified model could explain very well about the effect of emotional intelligence on conflict management styles. Adjusted R^2 is 0.790. This states that the model can explain 79 percent. Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

It is found that the Durbin Watson Value is 1.499 (close to 1.5). It means that there is no auto correlation in sample. There is no multicollinearity because all VIF values are less than 10. This means that there is no correlation among independent variables.

Self-awareness variable has the positive effect on conflict management styles at 1 percent significant level. The positive effect means that the increase in self-awareness leads to increase effect on conflict management styles. The more managers in Wah-Lah Noodle use self-awareness, the more they use conflict management styles for resolving

conflicts.

Table (4.17) Effect of Emotional Intelligence on Conflict Management Styles

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.118	0.180		-0.654	0.514	
Self-awareness	0.239***	0.089	0.242	2.690	0.008	5.070
Self-regulation	0.178*	0.093	0.172	1.915	0.058	5.045
Social-skills	0.133	0.083	0.133	1.595	0.113	4.366
Empathy	0.300***	0.062	0.300	4.879	0.000	2.355
Motivation	0.144*	0.082	0.145	1.750	0.082	4.255
R square	0.798					
Adjusted R Square	0.790					
F Value	99.621***					
Durbin-Waston	1.499					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Self-regulation variable has the expected positive sign on conflict management styles. It is highly significant at 10 percent level. The positive effect means that the increase uses of self-regulation lead to more effect on conflict management styles. If managers in Wah-Lah Noodle more focus on regulating reactions to strong emotions, they will mostly use conflict management styles.

Empathy variable has the positive effect on conflict management styles at 1 percent significant level. The positive effect means that the increase in empathy leads to increase effect on conflict management styles. The more managers in Wah-Lah Noodle use empathy to build good relationships with team members, the more they utilize conflict management styles.

Motivation has the expected positive sign and is highly significant at 10 percent level. The positive sign points out that the increase in motivation leads to increase effect on conflict management styles. Managers in Wah-Lah Noodle have high work standards and they don't wish to have conflicts. Therefore, motivation has the positive effect on

conflict management styles.

The standardized coefficient (Beta) of empathy has the largest value (0.300) among five factors of emotional intelligence indicating that empathy has the greatest condition to the effect on conflict management styles. Empathy has the highest effect on conflict management styles. It points out that when managerial employees more emphasize on empathy, there will be positive effect on conflict management styles.

4.5 Analysis on Effect of Conflict Management Styles on Employee Performance

This part states which conflict management style has the significant relationship with employee performance by linear regression model. Table (4.18) mentions the results of regression analysis.

As shown in Table (4.17), all VIF values are less than 10 meaning that there is no correlation among independent variables. Adjusted R^2 is 0.662 (66.2 percent). There is no auto correlation in sample because the Durbin Watson Value is 1.836 (close to 2). Since the value of F test, the overall significance of the model, is highly significant at 1 percent level, this specified model can be said valid.

It is found that obliging style has the significant positive effect on employee performance at 1 percent level. This significant effect indicates that the increase in obliging style leads to increase effect on employee performance. The more managers in Wah-Lah Noodle use obliging style, the more they improve employee performance.

Analysis of the data shows that compromising style has the positive effect on employee performance at 5 percent level. If managers in Wah-Lah Noodle more utilize compromising style, they will mostly improve their performance. The findings of the study reveal that managerial employees utilizing compromising style show better quality of work performance.

From the analysis, avoiding style has the effect on employee performance at 1 percent significant level. If managers in Wah-Lah Noodle have an opportunity for applying avoiding style, employee performance will have been increased. Avoiding style is not to have conflicts in the workplace. It enables to enhance employee performance.

Based on the result, the more managers in Wah-Lah Noodle use dominating style, the more they decrease employee performance. If they don't utilize dominating style, employee performance will be increased. When some employees don't like forcing them to do something, conflict can happen between managers and their employees. Consequently, employee performance can be decreased.

Table (4.18) Effect of Conflict Management Styles on Employee Performance

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	0.879	0.208		4.221	0.000	
Integrating	0.090	0.082	0.093	1.099	0.274	2.764
Obliging	0.382***	0.102	0.426	3.741	0.000	5.030
Compromising	0.225**	0.090	0.255	2.490	0.014	4.065
Dominating	-0.156***	0.059	-0.237	-2.629	0.010	3.158
Avoiding	0.270***	0.082	0.315	3.313	0.001	3.514
R square	0.675					
Adjusted R Square	0.662					
F Value	52.386***					
Durbin-Waston	1.836					

Source: Survey Data, 2022

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The standardized coefficient (Beta) of obliging style has the largest value (0.426) among five conflict management styles indicating that obliging style has the greatest condition to the effect on employee performance. Obliging style is used to deliberately elevate another person, making them feel better about an issue. Obliging style decreases the disagreements. Obliging style is the major contributor to overall work performance.

CHAPTER 5

CONCLUSION

This chapter is the conclusion of the study. It is composed of three parts. They are finding and discussions, suggestions and recommendations and needs for further research of the study.

5.1 Findings and Discussions

The objectives of this study are to examine the effect of emotional intelligence on conflict management styles of employees at Wah-Lah Noodle and to analyze the effect of conflict management styles on employee performance at Wah-Lah Noodle. In this study, primary data is collected from 133 employees out of 200 employees working at management level in Wah-Lah Noodle by using structured questionnaires.

According to the survey result based on emotional intelligence, the highest score mean is self-regulation. Most of the respondents at Wah-Lah Noodle like to have the greatest achievements and they perceive emotional intelligence as an important factor in the workplace. It can be concluded that most managers have social skills and motivation because social skills can lead to more effective communication skill and motivation helps in improving better performance in challenging business environment.

From the analysis of conflict management styles, integrating style is the highest score mean. Managers working in Wah-Lah Noodle viewed integrating style as the most preferred style for dealing with conflicts with their subordinates over work issues, which was followed in descending order by obliging, compromising, avoiding and dominating. It is found that managers at Wah-Lah Noodle are collaborative persons. They try to improve the business operation of Wah-Lah Noodle by using collaboration skill. Collaboration enables all of the employees to successfully work towards organizational goals and objectives. Moreover, it helps managers to get an acceptable solution for solving problems.

According to multiple regression analysis, self-awareness, self-regulation, empathy and motivation have significant and positive effect on conflict management styles. Social-skills has no significant effect on conflict management styles. It is found that managers at Wah-Lah Noodle are aware of their emotional feelings to intelligently respond and to exhibit emotionally intelligent behavior. Furthermore, they are organized

towards organizational goals.

In analyzing the effect of conflict management styles on employee performance, obliging, compromising and avoiding styles have significant and positive effect on employee performance. Then, dominating style has negative effect on employee performance and integrating style has no significant effect on employee performance. All managers in Wah-Lah Noodle avoid disagreements and arguments in the workplace by utilizing effective conflict management styles in order to improve employee performance. Using dominating style can decrease employee performance.

Based on the research, obliging style is mostly preferred by the respondents. They forfeit their own interests to satisfy the concern of their employees. Moreover, they focus on customers' needs. They try to improve the business operation of Wah-Lah Noodle by fulfilling their customers' needs and wants. Accommodating style enables all of the employees not to have conflicts in the workplace. Not having conflicts make the employees work peacefully towards organizational goals and objectives. Moreover, it helps managerial employees to build mutual relationship.

Based on employee performance, most of the respondents presented that they put all of their efforts to perform the tasks and they learn from other colleagues in Wah-Lah Noodle to improve their performance. In addition, they manage tasks effectively towards organizational outcomes. If conflict is managed effectively at workplace, this will help in establishing symbiotic relationship among workforce, which in turn will lead to a healthy working environment and contribute towards achievement of organizational goals.

5.2 Suggestions and Recommendations

Based on the findings, emotional intelligence impacts on all the five styles of conflict management. The survey results reveal a significantly positive relationship between high emotional intelligence and usage of integrating style, compromising style and obliging style of handling conflict. Low emotional intelligence is associated with high use of avoiding style and dominating style.

The study recommends that Wah-Lah Noodle should organize with emotional intelligence training to enhance emotional intelligence of employees. Individuals with higher levels of emotional intelligence are able to search for integrative solutions when confronting with conflict. Managers with higher levels of emotional intelligence are more likely to inform using compromising conflict resolution to settle on a real decision-making task. Moreover, compromising style serves to enhance employees' relationships

with their co-workers and assist to accomplish their goals. Alternatively, those having less ability to deal with their own emotions have more chances to engage in greater use of avoidance tactics which resulted in lower performance.

Among five factors of emotional intelligence such as self-awareness, self-regulation, social skills, empathy and motivation, self-awareness should be significant in Wah-Lah Noodle. Individuals with higher emotional self-awareness will experience lower levels of emotional response in reply to emotion generating situations and will be better able to resolve conflict effectively with their fellow members. Emotions of self and others need to be managed to ensure that working relationships are sustained. Therefore, self-awareness may be the key to avoid negative consequences during a conflict situation.

Understanding how emotional intelligence and conflict management styles correlate can be used to improve interpersonal relationships. Emotional intelligence of managers can be considered as an important factor in recognizing conflicts and adopting strategies for conflict management in organizations. Higher level of emotional intelligence leads employees towards alignment with organizational goals and objectives. Organizations must increase the levels of emotional intelligence for their employees, which will help them to manage conflicts properly and reduce its negative impact on their life and work.

Conflict management styles have the positive effect on employee performance. Conflict management has a significant influence on the tasks employee have to perform daily bases. Conflict is unavoidable in daily routine of the organizations. Managers should engage with their team by using dominating style to finish the work assigned on time and to improve the productivity towards better performance. Higher emotional intelligence could help managers in empathizing well with their subordinates, understanding their expectations and capitalizing on their strengths for increase in organizational performance.

5.3 Needs for Further Research

This study revolves around limited in sampling issues. The further research should be conducted a larger sample in the analysis of emotional intelligence, conflict management styles and employee performance of employees at management level in Wah-Lah Noodle. The survey data is collected from managerial employees of Wah-Lah Noodle. The further research should be conducted by managerial employees and non-managerial employees in Wah-Lah Noodle. The research findings focus solely on

emotional intelligence, conflict management styles and job performance. The further research can be extensive and worthwhile to identify the influencing factors of emotional intelligence of other companies in Myanmar.

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APPENDIX I

QUESTIONNAIRE SURVEY

As a part of MBA courses, this survey is needed for my graduation. The questionnaire survey is used only for academic purposes and data collected will be kept confidential.

Thank you so much for your time and kind support.

Section A

Demographic Factors

1. Gender
 - Male
 - Female

2. Age Category
 - 20-30
 - 30-40
 - 40-50
 - 50-60

3. Highest Academic Achievement
 - Undergraduate
 - Bachelor Degree
 - Master Degree
 - Other

4. Work Experience
 - Less than 5 years
 - Between 5 years and 8 years
 - Between 8 years and 10 years
 - More than 10 years

5. Job Position

- Assistant Manager
- Deputy Manager
- Manager

Section B

Please rate the following questions using the rating scale to describe how you respond to different situations. Describe yourself as you typically are now, not as you wish to be in the future. Please read each statement carefully and then choose the appropriate reply against each statement.

Direction: Below are the statements that describe your emotional intelligence. Kindly respond on the basis of how you feel and not what you think. Please tick the best response in the appropriate column.

1. Underdeveloped 2. Needs improvement
3. Adequate 4. Good 5. Excellent

EMOTIONAL INTELLIGENCE

No.	Statements	1	2	3	4	5
1	Awareness of my own emotions is very important to me at all times.					
2	I recognize how my feelings affect my performance.					
3	I am reflective. I learn from experience and keep moving in the right direction.					
4	I generally have an accurate idea of how another person perceives me during a particular interaction.					
5	I am able to recognize my strengths and weaknesses.					
6	I am able to accomplish goals I set for myself.					
7	I seek out advice or information about changing.					
8	I usually decide to change and hope for the best.					

9	I admit my mistakes and apologize.					
10	I meet commitments and keep promises.					
11	I value mutually beneficial relationships.					
12	I collaborate, sharing plans, information and resources.					
13	I am good at adapting and mixing with a variety of people.					
14	I generally build solid relationships with those I work with.					
15	I handle difficult people and tense situations with diplomacy and tact.					
16	I always try to consider other people's feelings before I do something.					
17	I am attentive to emotional cues and I am an excellent listener.					
18	I understand customers' needs and match them to services or products.					
19	I am able to deal calmly, sensitively, and proactively with the emotional displays of others.					
20	It upsets me to see someone being treated disrespectfully.					
21	I draw all members into active and enthusiastic participation.					
22	I am always ready to seize opportunities.					
23	I feel I can easily communicate with all members.					
24	I identify the need for changes and eliminate barriers to change.					
25	I recognize dissimilarity as opportunity, creating an environment and different people can develop.					

Direction: Please try to recall as many recent conflict situations in your workplace with your subordinates (juniors) as possible and tick your response in the appropriate column.

1. Never 2. Occasionally 3. Sometimes 4. Mostly 5. Always

CONFLCIT MANAGEMENT

No.	Statements	1	2	3	4	5
1	I explore issues with others to find solutions that meet everyone's needs.					
2	I try to combine my ideas with those of my subordinates to come up with a decision jointly.					
3	I exchange accurate information with my subordinates to solve a problem together.					
4	I try to work with my subordinates to find solution to problem that satisfies our expectations.					
5	I go along with the suggestions of my subordinates.					
6	I accommodate the wishes of my subordinates.					
7	I try to play down our differences to reach a compromise.					
8	I try to satisfy the expectations of my subordinates.					
9	I try to satisfy the needs of my subordinates.					
10	I may not get what I want when there is an argument with my subordinates.					
11	I use "give and take" so that a compromise can be made.					
12	I try to investigate an issue with my subordinates to find a solution acceptable to us.					
13	I negotiate with my subordinates so that a compromise can be reached.					

14	I prefer to compromise when solving problems and just move on.					
15	I share information with my subordinates to get a solution.					
16	I use my influence to get my ideas accepted.					
17	I use my authority to make a decision in my favor.					
18	I use my expert knowledge to make a decision in my favor.					
19	I put forward strong arguments in favor of my views and do not let it go easily.					
20	I generally argue my case and insist on the merits of my point of view.					
21	When I find myself in an argument, I usually say very little and try to leave as soon as possible.					
22	I try to stay away from disagreement with my subordinates.					
23	I avoid an argument with my subordinates.					
24	I avoid open discussion of my differences with my subordinates.					
25	I avoid hard feelings by keeping my disagreements with my subordinates to myself.					

Direction: Below are the statements that describe employee performance **in the past three months ago**. Please tick your response in the appropriate column.

1. Very Low 2. Low 3. Neutral 4. High 5. Very High

EMPLOYEE PERFORMANCE

No.	Statements	1	2	3	4	5
1	I managed to plan my work to be finished on time.					
2	I considered that I had to accomplish the tasks given to me.					
3	Collaboration with others was very productive.					
4	I kept seeking for new challenges and opportunities in my job.					
5	I worked at enhancing my skills and job knowledge.					
6	I put all my efforts to perform my work very well.					
7	I actively learn from others to improve my performance at work.					

APPENDIX II
STATISTICAL OUTPUT

Self-awareness	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.745	5

Self-regulation	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.698	5

Social Skills	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.721	5

Empathy	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.792	5

Motivation	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.696	5

Integrating Style	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.785	5

Obliging Style	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.769	5

Compromising Style	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.778	5

Dominating Style	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.685	5

Avoiding Style	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.677	5

Employee Performance	
Reliability Statistics	
Cronbach's Alpha	No. of Items
.769	5

Regression Analysis Result for Analysis on Effect of Emotional Intelligence on Integrating Style of Conflict Management

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.889 ^a	.791	.783	.36248	.791	95.308	5	126	.000	1.819
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Integrating Style of Conflict Management(mean)										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.614	5	12.523	95.308	.000 ^b
	Residual	16.555	126	.131		
	Total	79.169	131			
a. Dependent Variable: Integrating Style of Conflict Management(mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.279	.176		1.584	.116		
	Self-awareness (mean)	.108	.087	.114	1.242	.216	.197	5.070
	Self-regulation (mean)	.082	.091	.083	.906	.367	.198	5.045
	Social Skills (mean)	-.001	.082	-.001	-.008	.993	.229	4.366
	Empathy (mean)	.619** *	.060	.641	10.256	.000	.425	2.355
	Motivation (mean)	.119	.081	.124	1.475	.143	.235	4.255

a. Dependent Variable: Integrating Style of Conflict Management (mean)

**Regression Analysis Result for Analysis on Effect of Emotional Intelligence on
Obliging Style of Conflict Management**

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.482	5	13.896	74.870	.000 ^b
	Residual	23.387	126	0.186		
	Total	92.869	131			
a. Dependent Variable: Obliging Style of Conflict Management(mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.865 ^a	.748	.738	.43082	.748	74.870	5	126	.000	1.969
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Obliging Style of Conflict Management(mean)										

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.059	.209		-.281	.780		
	Self-awareness (mean)	.188*	.104	.183	1.817	.072	.197	5.070
	Self-regulation (mean)	.030	.108	.028	.276	.783	.198	5.045
	Social Skills (mean)	.302** *	.097	.291	3.112	.002	.229	4.366
	Empathy (mean)	.195** *	.072	.186	2.713	.008	.425	2.355
	Motivation (mean)	.277** *	.096	.266	2.880	.005	.235	4.255

a. Dependent Variable: Obliging Style of Conflict Management (mean)

Regression Analysis Result for Analysis on Effect of Emotional Intelligence on Compromising Style of Conflict Management

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.831 ^a	.690	.678	.48520	.690	56.181	5	126	.000	1.845
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Compromising Style of Conflict Management(mean)										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.130	5	13.226	56.181	.000 ^b
	Residual	29.663	126	.235		
	Total	95.792	131			
a. Dependent Variable: Compromising Style of Conflict Management(mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.019	.236		-.080	.937		
	Self-awareness (mean)	.133	.117	.127	1.135	.258	.197	5.070
	Self-regulation (mean)	.456** *	.122	.417	3.746	.000	.198	5.045
	Social Skills (mean)	.098	.109	.093	.897	.372	.229	4.366
	Empathy (mean)	.173**	.081	.163	2.146	.034	.425	2.355
	Motivation (mean)	.114	.108	.108	1.055	.294	.235	4.255

a. Dependent Variable: Compromising Style of Conflict Management (mean)

Regression Analysis Result for Analysis on Effect of Emotional Intelligence on Dominating Style of Conflict Management

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.699 ^a	.488	.468	.83669	.488	24.029	5	126	.000	1.849
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Dominating Style of Conflict Management(mean)										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.109	5	16.822	24.029	.000 ^b
	Residual	88.207	126	.700		
	Total	172.316	131			
a. Dependent Variable: Dominating Style of Conflict Management(mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.697	.407		-1.714	.089		
	Self-awareness (mean)	.401**	.201	.286	1.989	.049	.197	5.070
	Self-regulation (mean)	.042	.210	.029	.199	.842	.198	5.045
	Social Skills (mean)	.344*	.188	.244	1.828	.070	.229	4.366
	Empathy (mean)	.307**	.139	.216	2.206	.029	.425	2.355
	Motivation (mean)	-.011	.187	-.008	-.060	.952	.235	4.255
a. Dependent Variable: Dominating Style of Conflict Management (mean)								

**Regression Analysis Result for Analysis on Effect of Emotional Intelligence on
Avoiding Style of Conflict Management**

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.832 ^a	.692	.680	.49865	.692	56.634	5	126	.000	1.586
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Avoiding Style of Conflict Management(mean)										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.411	5	14.082	56.634	.000 ^b
	Residual	31.330	126	.249		
	Total	101.741	131			
a. Dependent Variable: Avoiding Style of Conflict Management(mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.093	.242		-.382	.703		
	Self-awareness (mean)	.366** *	.120	.340	3.053	.003	.197	5.070
	Self-regulation (mean)	.278**	.125	.247	2.222	.028	.198	5.045
	Social Skills (mean)	-.080	.112	-.073	-.710	.479	.229	4.366
	Empathy (mean)	.207	.083	.189	2.493	.014	.425	2.355
	Motivation (mean)	.223**	.111	.204	2.002	.047	.235	4.255
a. Dependent Variable: Avoiding Style of Conflict Management (mean)								

**Regression Analysis Result for Analysis on Effect of Emotional Intelligence on
Conflict Management Styles**

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.893 ^a	.798	.790	.36961	.798	99.621	5	126	.000	1.499
a. Predictors: (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)										
b. Dependent Variable: Conflict Management Styles (mean)										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.046	5	13.609	99.621	.000 ^b
	Residual	17.213	126	.137		
	Total	85.259	131			
a. Dependent Variable: Conflict Management Styles (mean)						
b. Predictors: (Constant), (Constant), Self-awareness(mean), Self-regulation(mean), Social Skills(mean), Empathy(mean), Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.118	.180		-.654	.514		
	Self-awareness (mean)	.239** *	.089	.242	2.690	.008	.197	5.070
	Self-regulation (mean)	.178*	.093	.172	1.915	.058	.198	5.045
	Social Skills (mean)	.133	.083	.133	1.595	.113	.229	4.366
	Empathy (mean)	.300** *	.062	.300	4.879	.000	.425	2.355
	Motivation (mean)	.144*	.082	.145	1.750	.082	.235	4.255
a. Dependent Variable: Conflict Management Styles (mean)								

Regression Analysis Result for Analysis on Effect of Conflict Management Styles on Employee Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.822 ^a	.675	.662	.43882	.675	52.386	5	126	.000	1.836
a. Predictors: (Constant), Integrating(mean), Obliging(mean), Compromising(mean), Dominating(mean), Avoiding(mean)										
b. Dependent Variable: Employee Performance (mean)										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.437	5	10.087	52.386	.000 ^b
	Residual	24.262	126	.193		
	Total	74.699	131			
a. Dependent Variable: Employee Performance (mean)						
b. Predictors: (Constant), Integrating(mean), Obliging(mean), Compromising(mean), Dominating(mean), Avoiding(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standard Coefficient	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.879	.208		4.221	.000		
	Integrating (mean)	.090	.082	.093	1.099	.274	.362	2.764
	Obliging (mean)	.382***	.102	.426	3.741	.000	.199	5.030
	Compromising (mean)	.225**	.090	.255	2.490	.014	.246	4.065
	Dominating (mean)	-.156***	.059	-.237	-2.629	.010	.317	3.158
	Avoiding(mean)	0.270** *	.082	.315	3.313	.001	.285	3.514
a. Dependent Variable: Employee Performance(mean)								