STUDYING THE EFFECT OF EMOTIONAL INTELLIGENCE ON CONFLICT MANAGEMENT STYLES

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Abstract
The aim of the present research is to measure the relationship between emotional intelligence and conflict management styles of the managers of Tarbiat Modarres University. The research method used in this study is descriptive – correlation method and the estimated sample volume are equal to 160 people that considering the small volume of the research population, sampling has been conducted with the method of census. The measurement instrument includes the two questionnaires of Shering's emotional intelligence questionnaire and Thomas's conflict management styles questionnaire that the obtained reliability coefficient for them is 0.84 and 0.79, respectively. For analyzing the collected data, the MANOVA analysis statistical method and Multiple Regression have been used. Findings based on the statistical estimations show that there is a positive and significant relationship between the dimensions of emotional intelligence - except for the social and self-awareness skills - and conflict management styles.
Keywords: Emotional intelligence, Conflict Management Styles, Management

Introduction
Emotional intelligence is a new factor that so many researchers are interested in its application in different things. The theories of emotional intelligence provide new perspectives about prediction of success factors in life (Goleman, 1998: 122). The Interest in emotional intelligence results from this claim that individual differences in processing emotions and feelings predict success in life (Goleman, 2004: 65). Day by day, more organizations notice that encouraging the skills of emotional intelligence is a fundamental component in the management philosophy of any organization. Linda Keegan, CEO of the Executive Development of City Bank says: "emotional intelligence is the basis of all management educations and trainings" (Goleman, 2012: 22). Conflict is a natural and common part of our daily life and is a reality that human has been familiar with it throughout the history, but unfortunately due to lack of proper management has turned more to enmity and pugnacity; hence, today people have an Unpleasant background and know conflict as a negative phenomenon (Aland, 2002: p. 23). Growth and development of an organization depends on the way it deals and faces with conflicts. Necessarily, lack of conflicts cannot provide the best conditions for survival situation. Decision-making manner in conflicts can be constructive or destructive. The constructive manner in conflict helps us to see the situation from different and various angles, while the destructive one can be the destruction

navigation. Therefore, conflicts management is the most important condition which is dependent on the growth of the whole organization. In fact, the conflict path is conditional and is a positive index of the health of an organization (Antonioni, 1998). Conflict refers to an apparent conflict between two people in a way that one of the feels that the lack of facilities, incompatibility of the goals and involvement of other people is preventing him from achieving his goals (Susan, 2006: 52). In recent years one of the most important issues that have been discussed by researched regarding organizational conflicts is the effect of emotional intelligence of managers on conflict management style of their employees. In the present paper, emotional intelligence of mangers as one of the effective factors on conflict management of their employees in the conflicts between them has been studied.

Literature review:

Leadership in an organization for adapting to changes and for survival and growth in new environment requires special characteristics that normally managers face so many problems for responding to them. Studies have shown that the future competition will be won by those manages who can communicate effectively and fruitfully with their human resources. Here, emotional intelligence is one of those skills that can play a significant role in the relationship between managers with the members of an organization and as Goleman says (1998), it is considered as one of the necessary and inevitable conditions in an organization (Mokhtaripour and Siyadat, 2005: 128).

Emotional intelligence is a new factor that so many researchers are scholars is interested in its application in different areas. Emotional intelligence theories provide new perspective regarding the prediction of success factors in life including educational progress and the efficient topic of stressors that are the origin of mental disorders (Goleman, 1998: 203). For starting our work we will study the different between "emotion" and "intelligence" that together create the emotional intelligence structure. Emotion and rationality inextricably are related to each other and emotional intelligence can be applied as a connecting bridge between these two. In addition to this, behaviors often are identified by emotional intelligence (Hess, 2011, p. 712).

Intelligence: definition of intelligence throughout years has been changed and still no definition has been achieved that majority of psychologists would agree upon it, but in general the following definitions can be considered.

A very general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts. Rather, it reflects a broader and deeper capability for understanding our surroundings—"catching on," "making sense" of things, or "figuring out" what to do (Gottfredson, 1997: 13-23).

Intelligence is the ability of adapting with the environment around and intelligent people are those who in one way or another achieve their proper and appropriate skills for the current environment they are living in (Aghayar, Sharifi Daramadi, 2007: 36 – 37).

Emotion:

For more than 40 years, Paul Ekman has supported the view that emotions are discrete, measurable, and physiologically distinct. Ekman's most influential work revolved around the finding that certain emotions appeared to be universally recognized, even in cultures that were preliterate and could not have learned associations for facial expressions through media. Another classic study found that when participants contorted their facial muscles into distinct facial expressions (e.g. disgust), they reported subjective and physiological experiences that matched the distinct facial expressions. His research findings led him to classify six emotions as basic:

anger, disgust, fear, happiness, sadness and surprise (Steven, 2012: 67). Robert Plutchik agreed with Ekman's biologically driven perspective but developed the "wheel of emotions", suggesting eight primary emotions grouped on a positive or negative basis: joy versus sadness; anger versus fear; trust versus distrust; and surprise versus anticipation. Some basic emotions can be modified to form complex emotions. The complex emotions could arise from cultural conditioning or association combined with the basic emotions. Alternatively, similar to the way primary colors combine, primary emotions could blend to form the full spectrum of human emotional experience. For example, interpersonal anger and disgust could blend to form contempt. Relationships exist between basic emotions, resulting in positive or negative influences (Plutchik, 2002: 349).

Emotional Intelligence: so many few people work alone. Most of people work in a form of team or other type of groups. Therefore, employers are seeking those who can play their role consistent with the group and in line with the improvement of the group (Baron, 2012).

Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior (Coleman, 2008: 53).

Emotional intelligence is what cause people to appear older in terms of behavior and mental and in case of lacking it all adults will act like small children and kids (D'Arcy, 2012). Goleman has analyzed emotional intelligence in two main areas: 1- personal merits and qualifications: how to manage ourselves. 2- Social merits and qualifications: how to manage our communications (Kierstead, 1999: 8). Each of these two extensive areas includes a number of specific components or dimensions (Cherniss, 2002: 135). According to Goleman's model, the dimensions of emotional intelligence are: 1 – self-awareness: this dimension is the basis of emotional intelligence and refers to the ability of understanding and perceiving your own emotions, mental states and excitements the way they occur and the effect and impact they are having on others (Holahan and Seyers, 1995: 219 – 245). This criterion includes three sub-criteria: A) emotional awareness: the person is aware from his own emotions and the impact they have on others. B) Correct self-Evaluation: the person has awareness from his limitations and strengths. C)   Self-Confidence: confidence in one's values and capabilities (Cherniss, 2002: 139).

2- Self-Regulation: refers to the ability of controlling life's emotional reactions, turbulences and Perturbations (Goleman, 2004: 65). This criterion includes 5 sub-criteria of self-control, ability to trust, dutifulness, compatibility and adaptability and innovations; A) Self-Control: management of destructive desires and emotions. B) Ability to trust: maintaining standards of integrity, honesty and truth. C) Dutifulness: being responsible against personal performance. D) Compatibility and adaptability: flexibility in management of change. E) Innovation: easy acceptance of new ideas and new information (Cherniss, 2002: 142).

3- Self-Motivation: the use of the most deepest of our interests for moving and guiding ourselves toward our goals so that they help us to be pioneers and make effort in line with our development and evolution (Goleman, 1998). This dimension has four sub-criterion; A) guidance of success: refers to making effort in line with improvement or achievement of high standard. B) Commitment: consistency with the goals of the group or organization. C) Ingenuity: readiness for making use of opportunities. D) Optimism: insistence in following goals in spite of barriers and problems (Cherniss, 2002: 143).

4- Social Awareness: social awareness or empathy is another ability which forms based on self-awareness and is considered as a kind of fundamental "public skill". Empathy is having

emotional sensitivity toward others, talent for becoming careful in others' emotions and the ability of reading the messages of others which they cannot express (Mansouri, 2002: 39). This measure includes 5 sub-measures; A) Empathy: refers to feeling the emotions, excitements and attitudes of other and having active interest in the issues that others are interested in. B) service-orientation: predicting, identifying and providing the needs of customers. C) Developing and improving others: it refers to others feeling the need for improving and enhancing their capabilities. D) Diversity in influence of power: refers to the creation of opportunities through different people. E) Political awareness: refers to the identification of the emotions trends of a group and power relations (Cherniss, 2002: 145).

5- Social Skills: refers to the fact that we can control our emotions and that in proportion with every occurred situation we can easily connect and communicate with other and at the time of participating in group works instead of fighting with people negotiate with them and through cooperation with them try to achieve better results and outcomes (Goleman, 1998: 168). People who have strong social skills easily can guide and direct the mental and behavioral path of other to the direction they want (Goleman, 1995: 96-99). This measure includes 7 sub-measures; A) Influence: application of effective tactics for convincing. B) Communications: sending confident and clear messages for audiences. C) Leadership: creating spirit and guiding the people in the groups. D) Accelerating change: application of change management. E) Commitment generation: fostering effective relationships. F) Cooperation and participation: working with other toward common goals (Cherniss, 2002: 151).

Conflict management: Rahim et al. (2002) have defined conflict as an interactive process that reveals conflict incompatibility or Heterogeneity inside or between social institutions (Srivasan, 2005: 97). Conflict can cause stress, mental damages and can decrease job satisfaction and also can increase voluntarily job quit, reduce productivity and cause ethical Issues. If conflicts are settled down based on just and correct discussion and debate and all the involved people and groups will get the chance to express their opinions and feeling, in that case conflicts will reduce social tensions and stabilized relationships (Hallenbeck, 2010: 163). Therefore, instead of denying and opposing conflict we should seek out some ways to define it and use them toward better shaping the relationships and achieving our goals (Handy, 2001: 203). This is while managers usually have a negative attitude toward conflict and are afraid of it and try to escape it, ignore it and remove it. scholars and researchers of behavioral sciences believe that the aim and objective of a successful system is to create a proper level of conflict and believe that is there is no conflict in an organization, lack of interest, enthusiasm, depression and despair will be created in that organization which in turn reduces the efficiency and productivity of it (Kantek, 2009, p. 108).

Conflict management minimizes the negative outcomes of conflict and promotes the positive outcomes of conflict with the goal of improving learning in an organization. (Rahim, 2002, p. 20)

Conflict management styles: Blake and Mouton are the first ones who have presented the 5 fundamental styles for managers or dealing with conflict that later have been studied and developed by other researchers. These 5 styles are: domination, problem solving, compromise, avoidance and flexibility (Parsian and Arabi, 2001: 193).

Domination: this style refers to the application of imperious, tyrannical and domineering styles and methods for controlling conflict. When one of the parties shows strong tendency toward achieving his goals or desires and ignores the desires and goals of the other parts or shows little

tendency for satisfying their interests from himself, he is oriented toward domination (Farhangi, 2008: 65).

Problem solving style: this style is recognized as a desirable and efficient style by most of the theorists. In the process of problem solving the behaviors of the involved part is towered solving the problem. The involved parties consider all the solutions; specify the Supporting and opposing views carefully so that the conflicts and the reasons of them become clear. Often these solutions secure the interests of the parties (Cross, 1999: 231).

Compromise style: in the case that one of the parties or both of them to some extent have a balanced tendency both for his own interests and desires and for the interests and desires of the opposite party compromise occurs. Here, one party feels the tendency to let go of some but not all of his desires and interests so that the opposite party can satisfy and achieves some of his desires and under this condition for the sake of settling the conflict they decide to shrae the outcomes or interests between them (Farhangi, 2008: 86).

Avoidance: when one of the involved parties neither considering his own interests nor the interests of the opposite party, his orientation is toward withdrawal. It means that simply the person ignores the conflict (Farhangi, 2008: 89). Gross notes that withdrawal from a conflict is one of the natural and old methods and styles of humans that they resort to it for dealing with the conflicted interests and desires (Gross, 1998: 85).

Flexibility: flexibility is placed in front of "domination" and it is used when a party seeks to sooth the other party that is he tries to prefer the interests of the opposite party on his own interests. Effort for satisfying the desires and interests of the opposite party, even at the cost of scarifying your own desires and interests, is a definition for Tolerance (Parsaian and Arabi, 2001: 203).

Previous works: Susanto (2006) has conducted a study on emotional intelligence, conflict management styles and job performance in a Public organization in Indonesia. This empirical study indicates that when participants are faced with conflicts with their boss have tendency toward cooperation and seek out compromise style. Lashkari, Sadhi Isfahani (2012) in their study with the title of "studying the relationship between emotional intelligence and conflict management strategic style in staff managers have concluded that there is a positive and significant relationship between mangers' emotional intelligence and conflict management strategies and considering the positive sign of the obtained correlation coefficients also it can be said that this relationship is direct. It means that increasing managers' emotional skills improves the conflict management strategies. Farzadnia (2010) in his study conducted to study the relationship between emotional intelligence and conflict management styles in Millad Hospital supervisors has found that there is a positive relationship between emotional intelligence and Styles of collaboration and compromise. Brackett (2011) in his studies has sown that emotional intelligence has a positive relationship with different types of indicators such as satisfaction from life, happiness, optimism, self-confidence and reduction of negative emotions. Zand (2008) has studied the relationship between emotional intelligence with different styles of conflict management of industrial managers in Tehran city. The findings of this study are: 1) there is a significant relationship between managers' emotional intelligence and their cooperation style of conflict management; 2) there is a significant relationship between managers' emotional intelligence and their reconciliation style of conflict management; 3) there is no significant relationship between managers' emotional intelligence and their compromise style of conflict management; 4) there is a significant relationship between managers' emotional intelligence and their avoidance style of conflict management; 5) there is no significant relationship between

managers' emotional intelligence and their competitive style of conflict management. Agarwal et al. (2013), have studied the interaction of emotional intelligence in ethical decision-makings. Their findings indicate that those workers who have higher levels of emotional intelligence have higher levels of self-confidence comparing to those who have less experience in ethical decision-makings.

Research method: the present study is an applied study from the point of view of aim and from the point of view of data collection is a descriptive-correlation study that has been conducted in Tarbiat Modarres University in the first half of the year of 2013. The research population includes 160 of the managers of Tarbiat Modarres University that all of them have been selected as the statistical sample. For data collection two questionnaires have been used. For studying conflict management styles the Thomas's conflict management styles questionnaire with 30 items has been used and the Shering's emotional intelligence questionnaire with 33 items has been used for measuring the emotional intelligence of the managers. Responses in these questionnaires are specified on a 5-points Likert scale. For determining the managers' conflict management style in the present study the standard questionnaire of Thomas with 5 styles containing 30 items has been used. in this questionnaire managers are in 5 sections (A, B, C, D, E, F) and in each section they respond to 5 questions with four points (never, rarely, sometimes, often). The highest score obtained from this questionnaire is 120 and the lowest score is 30. For testing the reliability of the questionnaires the Cronbach's alpha coefficient method has been used that the calculated coefficients are equal to 0.84 for emotional intelligence and equal to 0.79 for conflict management. In the end, for analyzing the collected data the statistical descriptive and inferential methods with the application of SPSS18 software have been used.

Research findings:

Main hypothesis: there is a relationship between the dimensions of emotional intelligence and conflict management styles.

Dimensions of emotional intelligence	Wilks' Lambda	F	Freedom degree	Sig. level	Communality rate	Statistical power
Self-awareness	0.937	1.988	5	0.084	0.063	0.655
Self-control	0.763	9.122	5	0.000	0.237	1.000
Self-motivation	0.766	9.001	5	0.000	0.234	1.000
Social skills	0.961	1.178	5	0.323	0.039	0.410
Social awareness	0.915	2.722	5	0.022	0.085	0.810

In order to test the above main hypothesis, the multi-variable regression statistical model has been used which indicates that there is a positive and significant relationship between self-control (p=0.000) with communality rate of 0.237, self motivation (p=0.00) with communality rate of 0.234, social awareness (p=0.022) with communality rate of 0.085 with conflict management dimensions. Hence, this hypothesis is confirmed in three cases and the statistical power is also more than 0.8, which indicates to the fact that the sample volume is sufficient for testing this hypothesis. There is a relationship between emotional intelligence dimensions (except for social skills and self-awareness dimensions) and conflict management styles and

hence the main hypothesis above is not confirmed in these two cases. Agarwal et al. (2013) and Brackett (2011) also confirm these findings.

1st Hypothesis: there is a relationship between the characteristics of emotional intelligence and domination style of the managers' conflict management in the research population of the present study.

Predicting variables	Criterion variable	F	P	R	R^2	β	T	P
Self-awareness						0.090	0.961	0.338
Self-control						-0.766	-5.976	0.000
Self-motivation	Domination style			0.493		0.068	0.654	0.514
Social skills			0.000		0.243	0.078	0.791	0.430
Social awareness						0.256	2.339	0.021

Based on the results obtained from tables (4 – 9) the statistical value of F-test fro studying the relationship between each of the dimensions of emotional intelligence with conflict management style is equal to 9.674 which his significant at the level of p= 0.0001. R^2 value indicates that 0.243% of the variance of domination style is explained through emotional intelligence dimensions. In addition, Multiple regression coefficients indicate that the dimensions of self-control (β =- 0.76) negatively and social awareness (β = 0.256) positively and both significantly can predict domination style of conflict management. This finding is consistent with the findings of Lashkari studies (2011).

2nd Hypothesis: there is a relationship between emotional intelligence and problem solving style of conflict management of managers.

Predicting variables	Criterion variable	F	P	R	R^2	β	T	P
Self-awareness						0.017	0.162	0.872
Self-control						0.136	0.958	0.340
Self-motivation	Problem solving style	1.657	0.135			0.126	1.074	0.284
Social skills				0.247	0.061	-0.143	-1.299	0.196
Social awareness						0.109	0.894	0.373

Based on the results of tables (4-10) the statistical value of F-test for studying the relationship between each of the dimensions of emotional intelligence and problem solving style is equal to 1.657 that is not significant at the level of p<0.05. This finding is consistent with the findings of Izadi Yazdan Abadi (2005) and Lashkari (2011).

3rd Hypothesis: there is a relationship between emotional intelligence and compromise style of the managers' conflict management.

Predicting variables	Criterion variable	F	P	R	R^2	β	T	P
Self-awareness						-1.176	-1.176	-1.714
Self-control						0.035	0.035	0.250
Self-motivation	Compromise style	2.847	0.017	0.301	0.091	-0.004	-0.004	-0.039
Social skills						-0.109	-0.109	-1.020
Social awareness						-0.112	-0.112	-0.939

Based on the results of the tables (4-11) the statistical value of F-test for studying the relationship between each of the dimensions of emotional intelligence and compromise style is equal to 2.847 which is significant at p=<0.05 level. R^2 value indicates that 0.091 of the variance of the compromise style is explained through emotional intelligence dimensions. The results of the test of this hypothesis are consistent with the findings of the studies of Zand (2008), Susanto (2006) and Farzania (2010).

4th Hypothesis: there is a relationship between emotional intelligence and avoidance style of the managers' conflict management.

Predicting variables	Criterion variable	F	P	R	R^2	β	T	P
Self-awareness						-0.22	-2.313	0.022
Self-control						-0.23	-1.747	0.083
Self-motivation	Avoidance style					0.063	0.599	0.550
Social skills		7.905	0.000	0.45	0.20	0.084	0.851	0.396
Social awareness						-0.154	-1.383	0.169

Based on the results of tables (4-12) the statistical value of F-test for studying the relationship between each of the dimensions of emotional intelligence and avoidance style is equal to 1.657 that is significant at the level of p<0.001. R^2 value indicates that 0.20% of the variance of avoidance style is explained through dimensions of emotional intelligence. In addition, multiple regression coefficients indicate that the dimensions of self-awareness (β =-0.22) negatively and significantly predict the avoidance style of conflict management. The findings of the studies of Zand (2008) and Lashkari (2011) also confirm these findings.

5th Hypothesis: there is a relationship between emotional intelligence and flexible style of conflict management.

Predicting	Criterion	F	P	R	R^2	β	T	P

variables	variable							
Self-awareness						-0.13	-1.465	0.145
Self-control						0.31	2.517	0.013
Self-motivation	Flexible style	13.323	0.000	0.550	0.30	0.46	4.599	0.000
Social skills						0.06	0.625	0.533
Social awareness						-0.25	-2.384	0.018

Based on the results obtained from tables (4-13) the statistical value of F-test for studying the relationship between each of the dimensions of emotional intelligence with flexible style of conflict management is equal to 13.323 which is significant at the level of p=0.0001. The R^2 value indicates that 0.30% of the variance of the flexible style is explained through emotional intelligence dimension. In addition, multiple regression coefficients indicate that the dimensions of self-control ($\beta = 0.31$), self-motivation ($\beta=0.46$) positively and social awareness ($\beta = -0.25$) negatively can predict flexible style of conflict management. The findings of Zand study (2008) confirm the significant relationship between emotional intelligence and flexible style.

Discussion and conclusion

Naturally the growth and development flow of organizations are always exercised in two qualitative and quantitative scales. In other words, investments of an organization should be both effective on technical and technological capitals and also should not disregard the organizational social capitals, organizational culture and human resources. We should always remember that every achievement is the outcome of the efforts of the hand and mind of human. This in the process of action is turned into guidance-oriented support for social and human resource capitals. On one hand Considering the destructive effects of conflict and on the other hand the constructive outcomes of it and considering the Inevitability of conflict, correct management of conflict for directing it toward the organizational goals is so much important and has a critical role in group and team work productivity. Conflict management refers to the proper and appropriate control of conflicts and focusing on the factors creating them and directing them toward group and individual goals.

Recommendations

Considering the data analysis and the obtained results, for improving the emotional intelligence and application of the best style of conflict management a number of recommendations have been provided: holding training courses for managers for teaching the effects of emotional intelligence is recommended. Making managers aware of the importance of the emotional intelligence and directing them toward direction that will not only give importance to IQ. Place managers in managerial directions that have managerial educations in. we can use the measurement of emotional intelligence as one of the qualifications for obtaining managerial post. Fostering tolerance spirit, mutual tolerance, coordination of benefits and cooperation in organizations and working groups and teams is recommended. It is recommended that mangers become Familiar and mak use of conflict management styles as one of the qualifying conditions.

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