

The relationship between emotional intelligence with conflict of Aligned whit staff

Maryam Mansor Dehghan

Department of Accounting, Science and Research Branch, Islamic Azad University.

Abstract: Obviously attention to emotions in organization requires to determination of employees' emotion situation and also effective management of these emotions is necessary for controlling conflicts in organization. In this study is attempted to evaluate the relations between intelligence emotions indexes and interpersonal conflicts in the government suspended bureau of Iran. Statistic society of this research is 2000 persons that the sample was chosen based on Cochran with 322 members. The statistic methods that have been used are Kolmogorov-Smirnov test, correlation coefficient Pierson and regression. To gathering data, questionnaire was designed and after fill these forms by members of sample, the data are analyzed by SPSS software and also all the hypotheses are tested. The results have shown that emotions' application has the most impact on conflicts of employees.

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Key words: emotional intelligence, organization conflicts, the government suspended

Introduction

Nowadays employees of different organizations have taken a lot of psychological pressure because of permanent and continuous changes, uncertainties and high data volume. It is clearly obvious that mixed emotion capabilities are very effectiveness which insures the survival of organization, and also separate capable people with great performance from others. Emotional intelligence (EI) or emotional quotient (EQ) is the key factor of creation business space which prepares growing causes of employees and also encourages them to have the best performance. Development of EQ could benefit to most of employees in the organization. Existence of health relations based on co-working and empathy between members of organization is one of the most important basic causes for successfulness in any organizations, entities and fields including industrial, official, learning and service. So with these interpretations conflict is a natural and inevitable consequent of human relations. Conflict is a clear struggle between at least to relevant groups which these groups are faced with shortage of resources and incompatible aims, or one group become an obstacle to other group for achieving to purposes. EQ is became important concept in workplace, manufactory and conferences and also it is organized for helping to people and managers in recognizing the importance of EQ and execute of it (Abraham, 2000).

EQ is a developed form of attention to human in organizations and also is a novel tool in managers' hand for guidance of employees and customers, and could say it is for satisfaction creation (Parsa, 1996).

Conflict is a subject that in a recent decade became an important problem and this issue is existed in every organization in different types, like conflict

between chairman and subordinate, between employer and worker, and also this issue exist between co-workers and interpersonal. Differences in perception, personality, confidence, politic and etc. and also in the other hand various deduction about personal, organizational and society goals have created many types of conflicts in groups (Mozaffari et Al. 2012).

So EQ is mentioned as one of the factors that have effect on employees' job performance. In this research is attempted to answering this question, is there a relation between EQ and organizational conflicts in public sector accounting of government suspended bureau?

Literature of review

In this section reviewed on some related done research and close to this study.

Gubkel et al. (2016), in their study titled 'Cultural values, emotional intelligence, and conflict handling styles: A global study' While previous research has identified cultural values and emotional intelligence as central determinants of conflict handling styles, little is known about the mechanism through which cultural values impact individuals' preferences for specific conflict handling styles. Based on a multinational dataset including 1527 individuals from ten different cultural clusters, the current study aims to integrate these two literature streams by examining the influence of cultural values on conflict handling styles through emotional intelligence. The results of structural equation modeling and mediation analysis show that in particular uncertainty avoidance and long-term orientation influence preferences for the conflict handling styles of compromising, obliging, and integrating through emotional intelligence. Furthermore, we find that collectivism has a direct negative effect on the preference for a dominating

style and that power distance has a direct positive effect on the preference for an avoiding and a dominating style. Our study contributes to a more comprehensive and more integrative understanding of earlier research on the role of culture and emotional intelligence in conflict handling.

Zeidner and Matthews (2016) in a research that called 'Ability emotional intelligence and mental health: Social support as a mediator' have discussed about the mediating role of perceived social support availability is examined in the observed association between ability emotional intelligence (EI) and psychological distress. 185 Israeli undergraduate students completed measures of ability EI, social support, and distress. As predicted, path analyses demonstrated that social support was a significant mediator of the effects of EI on distress. These data suggest that the adaptive benefits of high EI should be understood from a social perspective.

Miao et al. (2016) in an article with title of 'Leader emotional intelligence and subordinate job satisfaction: A meta-analysis of main, mediator, and moderator effects' have discussed about Based on a meta-analysis, leaders' emotional intelligence (EI) positively relates to subordinates' job satisfaction ($\rho = 0.308$). All three EI streams (ability, self-report, mixed) exhibit significant incremental validity and relative importance (RW) in the presence of personality and cognitive ability in predicting subordinates' job satisfaction (ability EI: $\Delta R^2=0.002$, $RW\%=3.5\%$; self-report EI: $\Delta R^2=0.021$, $RW\%=25.3\%$; mixed EI: $\Delta R^2=0.085$, $RW\%=49.9\%$). Leaders' EI demonstrates significant incremental validity and RW in the presence of subordinates' EI in predicting subordinates' job satisfaction (leaders' EI: $\Delta R^2=0.054$, $RW\%=48.0\%$). Subordinates' EI positively relates to leaders' EI and mediates the relationship between leaders' EI and subordinates' job satisfaction. Moderator analyses indicate that (1) ability EI has a lower association with subordinates' job satisfaction than self-report.

EI and mixed EI; and (2) leaders' EI more positively relates to subordinates' job satisfaction in low in-group collectivistic or low humane oriented cultures.

Hypotheses of the research

Hypotheses of the research are as following:

Main Hypothesis:

- There is a significant relation between EQ and organizational conflicts of employees.

Sub-hypotheses

- There is a significant relation between social skills and conflicts of subordinates with employees.
- There is a significant relation between emotion applications and conflicts of subordinates with employees.

- There is a significant relation between optimism and conflicts of employees.
- There is a significant relation between evaluation of emotions and conflicts of employees.
- There is a significant relation between social skills and conflicts of employees.
- There is a significant relation between emotion applications and conflicts of employees.

Methodology

This research due to purpose is an application study and also in terms of gathering data is a descriptive and survey method. In this type of study, researcher attempted to report "what it is" without any interference and conclusion. Application researches are the basic studies with theories, rules and legitimacy; these kinds of researches are used for resolving executive and real problems, and also it is emphasized on most effective action and less attention to causes. Characteristic of survey research is a set of orderly data that it is called variable matrix due to case data. In this matrix, attribute or feature on any case is gathered based on examined variable, then with putting together of these data, a rectangle of data will be created (Khaki, 2005).

Statistic society, sample size, sampling method

The gathered data are obtained from different situations and this data are basis of concluding, it is mentionable that our judge is based on this conclusion. So for true judgment must evaluate the statistic society that include right data. Meaning for gathering data must choose the right local of the research's area. Definition of statistic society must be comprehensive and barrier meaning the chosen statistic society must include all under study units due to location and time, and then redundant units are eliminated (Sarmad et al. 2009).

Conceptual model

According to the literature review of this subject and also based on opinions of experts the conceptual model of this study is presented as following:

Conceptual model of this study

Statistic features of the population

In this section demographic features of the sample are described, the under consider features are: gender, level of education and job background in government suspended bureau.

As it is shown in the above table, the most members are with graduate degree and the least members are with master science degree or higher. Under study members have been divided into 2 groups (married and single) that frequency of these features is shown in the table 1.

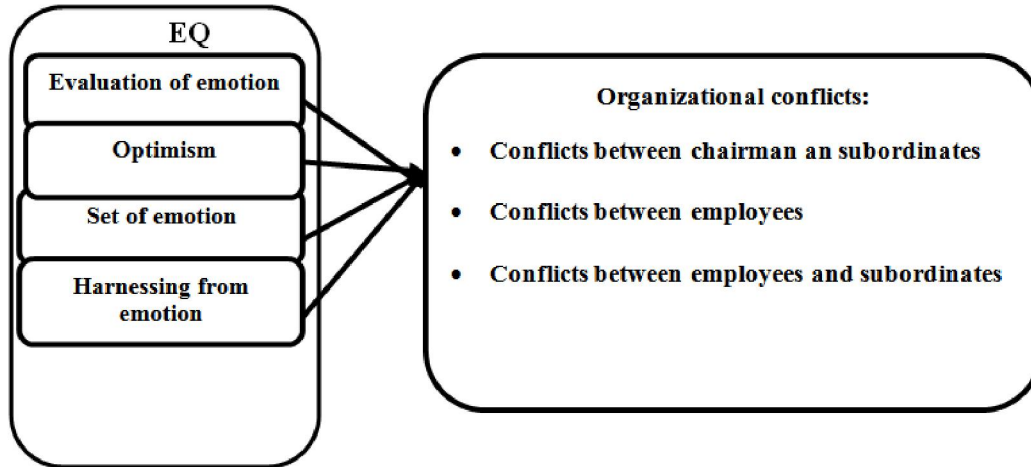


Table 1. Demographic features including: gender, education and job background

Jib background				Married		Gender		Education				Main
More than 25 years	Between 15 and 25 years	Between 5 and 15 years	Less than 5 years	single	married	Female	Male	MSc or higher	BSc	Graduate	Undergraduate	subsidiary
12	39	187	152	156	234	187	203	43	117	121	109	number
3%	10%	48%	39%	40%	60%	48%	52%	11%	30%	31%	28%	percent

Evaluation the variables

For evaluating normality of the variables of this research, Kolmogorov-Smirnov test is used. This test is executed for getting necessary license to using from regression and correlation coefficient Pierson for independent and dependent variables, so the H_0 and H_1 hypotheses are as following:

- H_0 : the variables are with normal distribution
- H_1 : the variables are not with normal distribution

According to table of Kolmogorov-Smirnov test, if significance level for all independent and dependent variables be more than 0.05 then could conclude that distribution of data is normal. Also could use from Central Limit Theory to recognition of normality of distribution. In this method whenever size of the sample be more than 30 then we could consider normal distribution for data.

Table 2. Kolmogorov-Smirnov test for the variables

Application of emotion	Gain	Evaluation of emotion	Optimism	Conflict	Index
390	390	390	390	390	Sample size
3.56	3.72	3.45	3.50	3.55	Average
0.598	0.344	0.352	0.271	0.269	Standard deviation
1.114	0.931	1.016	0.582	1.453	Statistic Kolmogorov-Smirnov test
0.167	0.352	0.088	0.127	0.059	Significance level
It is normal	It is normal	It is normal	It is normal	It is normal	Results of test

As it is shown in table 2 significant level of Kolmogorov-Smirnov test for all variables of the research is more than 0.05 so it is concluded that the independent and dependent variables of this research have normal distribution.

Testing hypotheses of the research

In this section are used from correlation and regression for evaluating hypotheses of the research.

Testing 1th hypothesis

- There is a significant relation between social skills and conflicts of subordinates with employees.
- $H_0: \beta=0 \rightarrow$ social skills has no effect on conflicts of subordinates with employees
- $H_1: \beta \neq 0 \rightarrow$ social skills has effect on conflicts of subordinates with employees

Table 10. Results of testing 7th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
social skills	conflicts of subordinates with employees	0.598	0.398	68.536	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.598 which it is showing that there is fair relation between social skills and Conflicts of subordinates with employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.394 and also because significance coefficient is less than error level

(0.05) so H₀ hypothesis is rejected and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables. In fact variable of social skills has almost high impact on Conflicts of subordinates with employees of the government suspended bureau.

Testing 2th hypothesis

- There is a significant relation between emotion applications and conflicts of subordinates with employees.
- H₀: β=0 → emotion applications has no effect on conflicts of subordinates with employees
- H₁: β≠0 → emotion applications has effect on conflicts of subordinates with employees

Table 11. Results of testing 8th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
emotion applications	conflicts of subordinates with employees	0.443	0.196	29.984	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.443 which it is showing that there is fair relation between emotion applications and Conflicts of subordinates with employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.196 and also because significance coefficient is less than error level (0.05) so H₀ hypothesis is rejected

and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables and variable of emotion applications has impact on Conflicts of subordinates with employees of the government suspended bureau.

Testing 3th hypothesis

- There is a significant relation between optimism and conflicts of employees.
- H₀: β=0 → optimism has no effect on conflicts of employees
- H₁: β≠0 → optimism has effect on conflicts of employees

Table 12. Results of testing 9th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
optimism	conflicts employees	0.472	0.222	35.177	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.472 which it is showing that there is relation between optimism and Conflicts of employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.222 and also because significance coefficient is less than error level (0.05)

so H₀ hypothesis is rejected and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables. In fact variable of optimism has impact on Conflicts of employees of the government suspended bureau.

Testing 4th hypothesis

- There is a significant relation between evaluation of emotions and conflicts of employees.
- H₀: β=0 → evaluation of emotions has no effect on conflicts of employees
- H₁: β≠0 → evaluation of emotions has effect on conflicts of employees

Table 13. Results of testing 10th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
evaluation of emotions	conflicts employees	0.556	0.309	55.076	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.556 which it is showing that there is strong relation between evaluation of emotions and Conflicts of employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.309 and also because significance coefficient is less than error level

(0.05) so H₀ hypothesis is rejected and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables. In fact variable of evaluation of emotions has impact on Conflicts of employees of the government suspended bureau.

Testing 5th hypothesis

- There is a significant relation between social skills and conflicts of employees.
- H₀: β=0 → social skills has no effect on conflicts of employees
- H₁: β≠0 → social skills has effect on conflicts of employees

Table 14. Results of testing 11th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
social skills	conflicts employees	0.518	0.268	45.133	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.518 which it is showing that there is almost strong relation between social skills and Conflicts of employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.268 and also because significance coefficient is less than error level

(0.05) so H₀ hypothesis is rejected and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables. In fact variable of social skills has impact on Conflicts of employees of the government suspended bureau.

Testing 6th hypothesis

- There is a significant relation between emotion applications and conflicts of employees.
- H₀: β=0 → emotion applications has no effect on conflicts of employees
- H₁: β≠0 → emotion applications has effect on conflicts of employees

Table 15. Results of testing 12th hypothesis

Independent variable	Dependent variable	R	R ²	F	Sig	Result
emotion applications	conflicts employees	0.774	0.553	152.092	0.00	Confirmed H1

As it is shown in above table amount of correlation is calculated 0.774 which it is showing that there is very strong relation between emotion applications and Conflicts of employees in the government suspended bureau, and determination coefficient (this coefficient is showing percent of changes in dependent variables) is calculated equal with 0.553 and also because significance coefficient is less than error level (0.05) so H₀ hypothesis is rejected

and consequently H₁ hypothesis is accepted. In other word with 95 percent confidence, could say that there is a significant cause and effect relation between independent and dependent variables. In fact variable of emotion applications has impact on Conflicts of employees of the government suspended bureau.

Practical recommendation

- It is recommended to presentation techniques and strategies to the managers for this reason which they could arise own knowledge about their emotions, then could manage own emotions more effectiveness and more efficient. In this case, if appear a problem in their unit, they could resolve the problem better than before because they have enough skills in field of recognition and emotion control.

- Managers must learn and use some techniques for guide and help to others for controlling emotions, purpose of this recommendation is that when a conflict comes up between the employees they could manage and evaluate the situation, rightly.

- For create an innovative environment, the managers must have EQ plus IQ. Having creative environment in organizations could conclude to conflict and grudge, because every employee of the government suspended bureau want to impose their opinions, but the agency must can balance between inside and outside changing of organization. In the other word atmosphere of bureau must be away from convulsion and employees, that their opinion have not done, must accept that. In this situation, role of

manager is turning convulsion atmosphere to innovative energy.

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Restrictions of the research

Every research plus novelistic of it and some strong points, have restrictions in methodology. But it must considered that these restrictions are not meaning of research's failure in edition, execute, analyze and conclusion process, in the other word these restrictions due to methodology of research is showing the empowerment of study. Some confronted restrictions in this study are as following:

1. In this research is used from questionnaire method, so some member of sample may answer to the questions untruly, meaning that their answers may not be real.

2. This research has done in a partial time so concluding may have not support the best results for the researchers.

3. A lot of questions exist in the questionnaire form and it is the reason of why so much time spends on this study.

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