

## An Investigating to the relationship between emotional intelligence and Styles of Conflict in high school Administrators

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**Abstract:** The aim of this study was to explore the relationship between emotional intelligence and Styles of Conflict of high school Administrators. The target sampling frame of this descriptive-correlation study was 122 secondary school principals from 1 region of educational department of Shiraz. Random stratified sampling strategy was employed to select a sample of 107 women and men with a reference to Morgan's table. The data of the study came from two questioners, that is, Stephen Robbins (1985) questionnaire for conflict styles and SiberYashring (1990) questionnaire for emotional intelligence. In order to analyze the data, a use was made of Pearson product moment correlation and independent group's t-test. The results of the study revealed that there was significant relationship between emotional intelligence and conflict styles. It was also indicated that there was a significant relationship between emotional intelligence and conflict styles components. Additionally, no significant difference was found between male and female administrators in terms of conflict styles.

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### 1. Introduction

One of the features that facilitate growth and health of organization T is having non –organize intelligence of managers that provides in it situations that by using of emotions lead to producing of ideas and improve of group cooperation's spirits. Researches shows the managers have emotional intelligence coefficients and experience it in technical situations.they with more and quickly awareness and skill of others will pay attentions to solving of new conflicts, organizational and groups weakness, available vacuum,long-terms relations and failure of interrelationship (Farahaninezhad,2008).

According to Bradbury (2005), emotional intelligence or EQ, consist of recognition and control of self- emotions. In the other words, persons that have high emotional intelligence, combine three characters of emotions with each other successfully.

Such Toonkenezhad received to this conclusions that in the way people have interaction with each other in the organizations, different goals, values, styles, and situations lead to tensions.furthermore, this behavioral and interrogational factors and traditional organizational structure increase the conflicts (Toonkenezhad,2005).

With respect to the importance of matters that were mentioned in the above, and as we observed the

higher emotional intelligence of managers, they more likely react to the changes, conflicts, stress, and tensions. So are influential. in this base, researcher try to make apparent relations between emotional intelligent with conflict management styles if high school managers in the Shiraz regions at the educational years of 2010-2011

The hypothesis of research:

1. There is meaningful relationship between emotional and styles managements with using of force.
2. There is meaningful relationships between emotional intelligence are compatible conflict managements.
3. There is meaningful relationships between emotional intelligence and avoidance conflict management of managers.
4. There are meaningful relationships between emotional intelligence and collaborations conflict management styles of managers.

### 2. Material and Methods

Because this research can use at the future, is applied type, and so it consider the descriptions of situations is discretional type and even because of explanations of relationship between two variable is co relational type of research.

Tools in the gathering of data, descriptively and reliability of it:

There were used two questioners for gathering of data:

1) For researching of emotional intelligence, uses the questionnaires that provided by SiberYashring (SiberYashring, 1990). these questionnaires' survey the value of emotional intelligence of managers in the index of conciseness, self- control, self - motivation, unanimity, and social skills. this questioner is in 33 component that is responsive with 1 spectrum of 5 degree and answer to it with (often. Sometimes, seldom, and never) component.

Scoring of this spectrum at this case are with: 5: always, 4 often, 3: some times, 2 seldom, 1: never

Reliability coefficient has obtained by using the Cronbach's alpha that was 0/85 and descriptively of tools has confirmed by instructor and professionals.

2) For research about conflict management styles used respected questioner and conflict management standard of Robins (Robins, 1985). these tools are apply by using 30 questions of respondent criteria of Likert and consist of conflict styles features of managers such as: force, compatible behavior, avoidance, compromise, collaborations,

These questioner are setting base on 5 degree scale that magnitude of scoring is from always to never 1-5.

Reliability coefficient obtained by using the method of Cronbach's alpha at the recent research that was 0/71 and descriptively of tools is confirmed by related instructors and professionals.

At the descriptiveness level of statistics used mean and standard deviations and on the deductive statistic of statistical ways of T –test applied independent group and Pearson correlations – coefficient.

### 3. Results

**First hypothesis:** there is meaning full relationship between emotional intelligence and force conflict management style of managers.

For research of this theory used Pearson coefficient of statistical ways.

Table 1. Pearson coefficient among emotional intelligence and force conflict management style

Variables	R (Pearson coefficient)	P value
emotional intelligence force conflict management style	-.53	./001

With respect to above table, can understand that correlation coefficient is meaningful between two variable at the 0/001 and because this value is fewer, so there is reverse relationship between emotional intelligence and force conflict management and above Assumption confirmed in this way, that just as emotional intelligence of managers to be higher, they used fewer force conflict management styles of managers.

**Second hypothesis:** there is meaning full relationship between emotional management and compatible conflict management styles of managers.

For surveying of this theory has used correlations coefficients of Pearson.

Table 2. Pearson coefficient among emotional intelligence and compatible conflict management style

Variables	R (Pearson coefficient)	P value
emotional intelligence compatible conflict management	./48	./001

With respect to above table, can understand that correlation coefficient between two variable (0/48) is meaningful at the level of (0/001) and because this value is fewer than (0/005). So there is meaning full relationship between emotional intelligence and compatible conflict managements styles of managers. And above theory is confirmed, that means by more using of emotional intelligence of managers, they more use of compatible conflict management.

**Third hypothesis:** there is meaningful relationship between emotional intelligence and avoidance conflict management styles of managers.

Table 3. Pearson coefficient among emotional intelligence and avoidance conflict management style

Variables	R (Pearson coefficient)	P value
emotional intelligence avoidance conflict management	-.44	./001

With respect to above table, understand that correlation coefficients between two variable (-0/44) that were meaning full at the (0/001) level and because n this value is fewer than (0/05), so there is reverse relationship between emotional intelligence and avoidance conflict management styles of managers and above of theory is confirmed, that

means by using higher level of emotional intelligence of managers, they use more compromise conflict management styles of managers.

#### **Forth hypothesis**

There is meaning full relationship between emotional intelligence and collaboration conflict management's styles of managers.

For research about this theory use the statistical ways of Pearson correlation coefficient.

Table 4. Pearson coefficient among emotional intelligence and collaboration conflict management style

Variables	R (Pearson coefficient)	P value
emotional intelligence collaboration conflict management	.51	./001

According to the above table, can understand that correlation coefficient between two variable (0/51) is meaning full at the (0/001) level. and because this values is fewer than (0/05) so, there is directional meaningful relation between emotional intelligence and collaboration conflict management styles and above assumption confirmed. that means by more using higher emotional intelligence, they use more collaboration conflict management styles.

#### **4. Discussions**

For research about first hypothesis that there is between emotional intelligence and force conflict management styles, used the Pearson correlation coefficient by statistical ways and as you observed at the table 1, resultant coefficient showed reverse meaningful relationship.

There are wins and losses in more in formal organizations and groups. In this way authority with force, control the people. But since this relationship is negative, shows that in the recent organization with higher emotional intelligence of managers, there is fewer ways by using the force for helping to remove or solve of problem. Because emotional intelligence means, face with the parsons tensions and anxiety and even controlling yourself in these situations.

Therefore, manager with having emotional intelligence lead to his parsons and employees controls and even evaluate their own work and there is no need that manager use the coercion until too can decrease or remove conflict. In general, we can say that with higher level of emotional intelligence, there will be lower level of force or coercion for solving conflict and people with more security, motivations

and responsibility do their work in best way and it lead to effluence and usefulness of organizations.

At the second hypothesis, there is meaningful relationship between emotional intelligence and compatible conflict management of managers. There used correlations coefficients of Pearson.. And with respect to table2 and observation of correlations and coefficients, we can conclude there are directional and meaningful relation and compatible conflict management. Consistence or tolerations is opponent efforts of people for meeting needs and interest of other people even our interest to be scarified. And directional relationship between emotional intelligence with this styles, shows that manager with higher emotional intelligence, in facing to conflict position and sacrificing his benefit or interest on other people, invite them to calmness with dedication and effort in decreasing tensions, hostile emotions and feeling in bad situations.

At third hypothesis, there is meaning full relation between emotional intelligence and avoidance conflict management of managers and they used statistical ways in Pearson correlation coefficient. In the table 3, you can see there is reverse relationship between emotional intelligence and avoidance conflict management of managers.

That means person don't have any attention to the interest of other persons and his orientation is toward the avoidance and retreat, existing reverse relationship between emotional intelligence and avoidance conflict management of managers in this research showed that manager considers his own and other people, because research shows that manager with higher emotional intelligence don't use in this ways, that is representative of indifference to interest. Because these ways don't solve the conflict, but also remove it.

Therefore, manager try to solve the problem with attention to the interest of both sides that are engaged the conflict. That led to creating feeling of trust in the teacher and praises him to consider the common goals.

At forth hypothesis, there is meaningful relationship between emotional intelligence and compromise conflict management styles of managers. These strategies are methods that most of theories agreed to effluence and successfulness of it. In these methods manager try to clear the problems and find the factor of conflict and then with priority of interest of another person's remove it. Manager with higher

emotional intelligence in facing to conflict, by using this methods show another person that his interest and wants is important and try with considering the whole solution to choose best solution for removing problems and meeting interest and needs, and lead to other person instead

intensifying tensions and conflicts try to move toward the goals with cooperation and consultation for removing conflict.

Result showed that managers with higher emotional intelligence use these ways until with creating cooperation spirit and motivation in staffs remove conflict of organization.

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