

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND CONFLICT MANAGEMENT STRATEGIES AND ORGANIZATIONAL CONFLICT OF SPORT AND YOUTH STAFF IN EAST AZERBAIJAN

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ABSTRACT

The aim of this study is to investigate the relationship between emotional intelligence and conflict management strategies and organizational conflict of Youth and Sports staff of General office in East Azerbaijan Province. The statistical population includes all staffs of Youth and Sports Department of East Azerbaijan province consisting of 250 people and the statistical sample size was calculated 120 participants by using Cochran formula and the method of distribution of questionnaires is simple randomized one. Tool measuring consists of emotional Intelligence questionnaire, the conflict management strategies (failing to counter, solution-oriented and control) and organizational conflict. Spearman correlation coefficient test and the Kolmogorov - Smirnov were used to analyze the collected data. The results show that there is a significant inverse relationship between emotional intelligence and organizational conflict and conflict management strategies among the personnel of department of sport and youth of East Azarbaijan province.

KEYWORDS: emotional intelligence, conflict management strategies, organizational conflict

INTRODUCTION

The results show that in today's world in many organizations in which their managers had a high degree of academic intelligence, some happenings show the performance of manager more than normal. Research shows that a manager who has a high level of emotional intelligence quotient and also is experienced in technical terms, he will try to end new conflicts, team and organizational weaknesses and current gaps, secret and long-term relationship and mutual strained relationship with more knowledge and faster than the others. Adaptable human communication or compatibility (finding creative solutions to obstacles) of personal management, enthusiasm and motivation to work and grow, progress, teamwork ability and a spirit of cooperation or negotiation skills and leadership ability are concerned with human emotional intelligence. Nice performance of a manager to push an organization or company to the peaks of progress and success is not enough, rather managers must have the ability to influence, persuade others and internal ability to struggle with challenging goals in today's competitive environment (Babaei and Momeni, 2005).

The worthy and fruitful social interaction is increasingly important for most managers and leaders as a key of organizational change management. Studies have shown that those managers will win the competition in the future that can effectively communicate with their human resources. On the other hand one of the features that facilitates the growth and health of organizations is non-cognitive intelligence of managers that provides an environment in which creates ideas and strengthens the spirit of teamwork through the application of emotions and by understanding their emotions and others would gain insight towards the motivations of individuals in the workplace and inform the manager about the views and opinions of others and provides an environment for the manager to have a great impact on the performance and dealing with stressful situations and conflict in the workplace by managing emotions in themselves and others in dealing with a stressful job situation and coordinating emotion and thinking in terms of the working environment in the workplace (Farahani, 2006). Given that contemporary organizations unlike the past is the scene of increasing competition where taking one wrong step could come at the expense of their elimination from the competition. Therefore to gain and maintain competitive advantage, organizations have to demonstrate sensitivity to changes in the business world and strive to provide unique products and services to maintain their effectiveness against the changes. Much of the differences between today's organizations relates to the capacity of their human resources. Our competitors can copy other advantages such as technology, universal access or their information technology systems and simply outdo us in this area. The only absolutely unique and unlimited source in any organization is human resources. The development of human resources is now at the forefront of organizational activities and

organizations are seeking ways to empower their employees. Organizations such as the Department of sport will have to keep their priority in activities the development of Human Resource to maintain social and economic life and the importance of their human resources. Emotional intelligence is one of the issues that have been widely attended by the researchers of organizations in recent years. It is clearly inferred from the literature on emotional intelligence that, people that have more emotional intelligence; they have healthy, happier and more successful life and will be more productive in the workplace. As it was noted one of the major aspects of the development of human resources is to pay attention to the emotional needs of the staff. Raising the level of emotional intelligence of employees of Youth and Sports Department as an organizational development tool can fill part of the emotional gaps and provide high quality services. At the same time the study will cover the role of conflict management strategies in the General Directorate of Youth and Sport.

Research methodology

The aim of this study is applied and the method of it is descriptive- correlation one and statistical population includes all employees of Youth and Sports Department in the East Azerbaijan province (N = 250). Estimated Sample size based on Cochran formula consisting of 120 people were selected by simple random sampling. Data collection tools consist of three types of questionnaires such as organizational conflict, emotional intelligence Bar-A questionnaire and the questionnaire of conflict management strategies. Organizational conflict questionnaire includes 21 questions, and the emotional intelligence questionnaire consisting of 28 questions is designed to measure self-consciousness, self-management, social awareness and relationship management and finally questionnaire of conflict management strategy that included 15 questions is used to measure the components of failing to counter, solution-oriented and control that the scale of responding to these questionnaires has been set based on a Likert scale of five options have. Face validity confirmed by experts and reliability of conflict management, emotional intelligence - the Conflict Management Strategies questionnaire calculated by Cronbach's alpha, respectively equal %85, %89 and %94. In the present study, descriptive and inferential statistical methods were used to analyze the data. Frequency tables, bar and circular charts, central indexes and dispersion variables were used in descriptive statistics, and in inferential statistics to test the hypotheses, Kolmogorov-Smirnov test and Spearman correlation using SPSS software is used to examine the relationship between emotional intelligence and conflict management strategies and organizational conflict of employees of Youth and Sports Department in the East Azerbaijan province.

The results of test of hypothesis

Spearman correlation coefficient is used to evaluate the meaningful relationship between emotional intelligence, conflict management strategies and organizational conflict of Youth and Sports General Directorate of east Azerbaijan. For this purpose, the presupposition of this test that is to say normality of the data using the Kolmogorov-Smirnov at % 95 Confidence level (our significance level, $\alpha = 0.05$) was examined for all data and each variable. The results of which are presented below.

Table of normality of variables

organizational conflict	emotional intelligence	Relationship Management	Social Awareness	Self-management	Self-awareness	Variables
4	2.29	2.4	4.7	3.051.99		Z Kolmogorov-Smirnov
0.00	0.00	0.00	0.00	0.00	0.001	significance level

Since the significance level for all variables is less than 0.05 percent, then the hypothesis H0 is rejected and H1 is accepted. So the distribution of variables is not normal and Spearman correlation test is used to analyze data.

The main hypothesis testing: there is a significant relationship between emotional intelligence and conflict management organization.

: H0: no relationship exists between emotional intelligence and conflict management organization.

: H1: There is a significant relationship between emotional intelligence and conflict management.

Table of correlation coefficient between emotional intelligence and organizational conflict

The	Organizational Conflict Management			
		612.0-	Spearman correlation coefficient	
		000.	significance level	Emotional Intelligence
		0.3745	The coefficient of determination	
		120	number of samples	

correlation coefficient $r = -0.724$ between emotional intelligence and organizational conflict management and the significant level $p = 0.000$ which is much less than 0.05 percent, shows a significant negative correlation between these two variables and rejection of H_0 and acceptance of H_1 .

As the employees' emotional intelligence increases, organizational conflict management decreases. Also, according to the results of this research, 37.45 percent of organizational conflict management can be predicted based on employees' emotional intelligence. Statistical significant relationship between emotional intelligence and conflict management strategies organizations using the Spearman correlation coefficient with respect to the table as follows:

Table of correlation between conflict management with strategies and emotional intelligence

conflict management	Failing to counter		Solution-oriented		Control	
	Correlation	Significance level	Correlation	Significance level	Correlation	Significance level
emotional intelligence	-0.53	0.001	0.39	0.001	-0.54	0.001

The correlation coefficient $r = -0.53$ between the avoidance strategy in conflict management and emotional intelligence with meaningful level of $p = 0.001$ which is much less than 0.05 percent, showed a significant negative correlation between the two variables so that as emotional intelligence of organizational employees, avoidance will be decreased. The correlation coefficient $r = 0.39$ between solution-oriented strategy in conflict management and emotional intelligence with meaningful level of $p = 0.001$ which is much less than 0.05 percent, showed a significant positive relationship between these two variables. As emotional intelligence of employees in the organization increases, solution-oriented in the organization is increased.

The correlation coefficient $r = -0.54$ between control strategy in conflict management and emotional intelligence with meaningful level of $p = 0.001$ / which is much less than 0.05 percent, showed a significant negative correlation between these two variables. As the emotional intelligence of employees increases, the control of the organization becomes less.

- Sub-hypothesis test1: There is a significant relationship between self-awareness and organizational conflict management.

H_0 : There is no relationship between self-awareness and organizational conflict management.

H_1 : There is a relationship between self-awareness and conflict management.

Table of correlation coefficient between self-awareness and organizational conflict

The	organizational management	conflict
	-0.597	Spearman correlation
	0.000	significance level
	0.3564	The coefficient of determination
	120	number of samples

correlation coefficient $r = -0.597$ between self-awareness (one of the dimensions of emotional intelligence) and organizational conflict management and the significant level of $p = 0.000$ which is much less than 0.05 percent, showed a significant negative correlation between these two variables and so the hypothesis H_0 is rejected but H_1 hypothesis is accepted. As self-awareness of staffs increases, organizational conflict management decreases. Also, according to the findings of this research, 35.64 percent of organizational conflict can be predicted based on self-awareness of employees as one of the dimensions of emotional intelligence.

- Sub-hypothesis Test 2: there is a significant relationship between self-management and organizational conflict management.

H_0 : There is no relationship between self-management and organizational conflict management.

H_1 : There is a relationship between self-management and organizational conflict management.

The correlation coefficient between self-management and organizational conflict management

Table of correlation coefficient between self-management and organizational conflict management

The	organizational management	conflict
	-0.005	Spearman correlation
	0.941	significance level
	0.000025	The coefficient of determination
	120	number of samples

correlation coefficient $r = 0.005$ between self-management (one of the dimensions of emotional intelligence) and organizational conflict management with the significant level of $p = 0.000$ which is much less than 0.05 percent, showed that there was negative and meaningless relationship between the two variables and the hypothesis H_0 is accepted but H_1 hypothesis is rejected. So, according to this study, no significant relationship exists between self-management (as one of the dimensions of emotional intelligence) and organizational conflict management.

- Sub- hypothesis Test 3: there is a significant relationship between social consciousness and organizational conflict management.

H_0 : There is no relationship between the social awareness and organizational conflict management.

H_1 : There is a relationship between social awareness and organizational conflict management.

Table of correlation coefficient between social consciousness and organizational conflict management

organizational conflict management	
-0.432-	Spearman correlation
0.000	significance level social consciousness
0.1866	The coefficient of determination
120	number of samples

The correlation coefficient $r = -0.432$ between social consciousness (one of the dimensions of emotional intelligence) and organizational conflict management with the significant level of $p = 0.000$ which is much less than 0.05 percent, showed that there was negative and meaningful relationship between the two variables and the hypothesis H_0 is rejected but H_1 hypothesis is accepted. As social consciousness of staffs increases, organizational conflict management decreases. Also, according to the findings of this research, 0.1866 percent of organizational conflict can be predicted based on social consciousness of employees as one of the dimensions of emotional intelligence. Sub-hypothesis Test 4: there is a significant relationship between Relationship Management and organizational conflict management.

H_0 : There is no relationship between the Relationship Management and organizational conflict management.

H_1 : There is a relationship between relationship Management and organizational conflict management.

Table of correlation coefficient between relationship Management and organizational conflict management

organizational conflict management	
0.910	Spearman correlation
0.000	significance level relationship Management
0.8281	coefficient of determination
120	number of samples

correlation coefficient $r = 0.910$ between relationship Management (one of the dimensions of emotional intelligence) and organizational conflict management with the significant level of $p = 0.000$ which is much less than 0.05 percent, showed that there was positive and meaningful relationship between the two variables and the hypothesis H_0 is rejected but H_1 hypothesis is accepted. As relationship Management of staffs increases, organizational conflict management increases. Also, according to the findings of this research, 0.8281 percent of organizational conflict can be predicted based on relationship Management of employees as one of the dimensions of emotional intelligence.

DISCUSSION AND CONCLUSION

The findings of this research showed that there is a significant inverse relationship between emotional intelligence and organizational conflict management as well as the relationship between emotional intelligence and organizational conflict management strategies is significant and there is a significant inverse relationship between the avoidance strategy and control in conflict management and emotional intelligence, but the relationship between solution-oriented strategy and emotional intelligence is significant and positive. As well as the relationship between all dimensions of emotional intelligence and organizational conflict management except the relationship between self-management and organizational management was significant; the results showed the inverse relationship between the self-awareness and social awareness of emotional intelligence and organizational conflict management and a direct relationship between

relationship management and the organizational conflict management of emotional intelligence that is consistent with the results obtained by Mozaffari et al (2012) entitled as the relationship between conflict management strategies and emotional intelligence of sports coaches in East Azerbaijan province, Afarin Pirzadeh and Syed Babak Alavi (2010) the study of relationship between emotional intelligence managers and conflict management style of employees in small and medium companies, Moharramzadeh et al (2012) who studied the relationship between the five components of emotional intelligence and conflict management strategies among the managers of physical education offices in the West Azerbaijan province, Dr. Ramadan Jahanian (2010) who studied the relationship between emotional intelligence and conflict management of managers.

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