



# Analysis of The Relationship Between Emotional Intelligence and Conflict Management Components of Sports and Youth Department Staff in Hormozgan Province

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**Abstract:** Nowadays, human resources as the most efficient and most complex elements of organization, co-existence and harmony between these valuable resources, including the most important factors is essential for success in all organizations. Conflict management is one of the factors affecting performance. Successful employees are able to improve performance, combined strong interpersonal skills with their specialized knowledge. Emotional intelligence is not only a basis for further development of this skill, but the ability to use emotion in the performance of the group and resolve the conflict also plays an important role. The aim of this study is to investigate the relationship between emotional intelligence and conflict management components of Youth and Sports department staff in Hormozgan province. This research in term of purpose is applied, in terms of nature is descriptive and in terms of method is survey. The population of the research is all full-time staff of Youth and Sports Department of Hormozgan province which were 90 people. In order to collect information from a standard questionnaire conflict management Stephen Robbins (Robbins S, 1998) and Siberia Schering Emotional Intelligence Questionnaire was used. Formal and content validity of the questionnaire was confirmed by expert opinion. Cronbach's alpha coefficient values were higher than 0.7, indicating internal consistency of the items and confirmed the reliability of the questionnaire. In order to analyze the data, Pearson correlation coefficient was used with application software spss. The results showed that, based on the Pearson correlation coefficient between -0.102 and -0.305 there was a significant negative relationship between emotional intelligence and competitive style and avoidance style. According to Pearson correlation coefficients 0.247, 0.68 and 0.73 there is a significant positive relationship between emotional intelligence and self-sacrifice style, comparative style, cooperation style of staffs.

**Key words:** Emotional Intelligence, Emotional Intelligence Quotient, Conflict, Conflict Management

## INTRODUCTION

The most important way to influence the process of creating and growing conflict, is that one shows an appropriate response from first. Adverse reactions at this stage, make the situation worse. one of the potential destructive methods is that the person does not show his emotions and hide it from others. The Unexpressed emotions, cause interference in relation to the performance of the job, while providing information to others about feelings and their emotions, can be beneficial, because they realize that what issue for that person is important and helps to improve relations (Khoshgoo M, 2009).

Someone who has high emotional intelligence, conflict situations, do not immediately respond. The delays and letting the little things calm down, is the first important step to control emotions during conflicts. The next step is to seek cooperation from the other side.

Emotional intelligence helps people easily accept themselves and others, to seek solutions to hard feelings, deal with convenient. The concept of emotional intelligence in recent decades increasingly introduced in the literature as numerous as the instruments that behaviors multiple people in different environments linked (Chun-Sheng Y, 2006). Emotional intelligence is defined as a subset of social intelligence, the ability to cope with people's emotional inhibition in human relationships and the ability to persuade or other advice. It also features such as the ability to self-motivate, endurance and resistance to failure, losing morale, depression and despair at the thought of driving, empathy and intimacy and hope (Meyer JD et al, 2008) Barsad in 2000 (Barsade sg, 2000) in a study conducted with the knowledge of emotional intelligence was found that the development of positive emotions within the group, cooperation and participation of the members to facilitate and reduce conflict. Darling and Walker in 2001 showed that great leaders are those with high emotional intelligence at the time of the conflict appeared well and the danger with ease behind. Some researchers have suggested that people with high emotional intelligence can understand own feelings and others to and respond appropriately, these people are emotionally stable and in extreme conditions can control people to calm down. They also can resolve conflict in opposition situations, and control it with the wisdom and intelligent (Aghaee A, 2007). People with high emotional intelligence has determination to preserve their relationships, so have better conflict resolution and show better coordinate skills (Jordan PJ et al, 2002).

Conflict, disagreement between two or more groups or process in which "A" person as deliberate attempts to cause the failure of the "B" in the interests and goals, as well as situations where issues of concern to both sides, is inconsistent and uncoordinated. Practices and behavior, that person in order to resolve the conflict, dealing with is different from the other picks. Robbins classified it in 5 styles, competition, sacrifice, compromise, cooperation and avoidance.

Given the importance of the subject, this paper is trying to analyze the relationship between emotional intelligence and conflict management component employees.

### **The Empirical Record**

Mokhtari et al (2014), the study examines the relationship between emotional intelligence and athletic director's leadership effectiveness. The results showed that emotional intelligence is an important factor and predictor of leadership effectiveness of athletic directors.

Farzadnya (Farzadnya F, 2010) examines the impact of emotional intelligence on Tehran's Milad Hospital of conflict management styles in the head. The results showed that the average cooperating style 11.85 and comprise style average 11.16 are the dominant styles of conflict resolution. there is a significant and positive relationship between emotional intelligence and conflict management components and s there is no significant relationship between self-awareness and empathy with the cooperating style. Based on the

results conflict management styles influenced by the five dimensions of emotional intelligence are independent. Haddadi et al (Haddadi MR, 2008) examined the relationship between emotional intelligence and conflict management styles tolerance and avoidance of physical education teachers in Tehran's West region. Results showed that between emotional intelligence and conflict management styles tolerance statistically significant correlation was observed ( $P= 0.449$ ) and also a significant correlation between emotional intelligence and avoidance style have not been observed. ( $P=0.271$ ).

Growers and colleagues (2011) in the study, "the relationship between emotional intelligence and conflict management strategies in Educational and Research Managers of Shiraz University of Medical Sciences" came to the conclusion that emotional intelligence is an important factor to recognize and solve conflicts. Besharat (Besharat MA, 2007) investigate the relationship between personality dimensions and emotional intelligence. The results showed that only two dimensions of extraversion and introversion could predict changes in emotional intelligence in positive and negative. Mechanisms "control emotions" "Preparation of positive experiences" and "prepared for negative experiences" justify and explain correlations of personality dimensions and emotional intelligence.

Aghaee (Aghaee A, 2007) in a study, investigate the relationship between emotional intelligence and success of professional and semi-professional athletic of Shiraz. The results showed there is a significant correlation between total scores of emotional intelligence and athlete success.

Besharat and colleagues (Besharat MA, 2006), done a study entitled "Explaining success in team sports and individual sports in terms of emotional intelligence". The results showed there is a positive correlation between emotional intelligence and success in team sports and individual sports. But this variable only sports team sports can successfully predict. Emotional intelligence through features of emotional perception, facilitating emotional, cognitive and emotional management and mechanisms prediction, prevention, increase control and enhance coping strategies efficiently helps that your athletic performance improves and increases the probability of success in sports be.

Andrea et al. (2013), in a study entitled "The relationship between emotional intelligence and conflict management component of leadership" that concluded that the use of emotional intelligence in leadership development and facilitate problem solving and the development of corporate culture builder will be most effective.

Nvrshyda (2012), in a study entitled "Evaluation of emotional intelligence, leadership behavior and organizational effectiveness" It found that between emotional intelligence and leadership style and organizational effectiveness academics significant relationship and structure of leadership behavior and emotional intelligence can increase effectiveness (Gahan B, 2012).

Joshua and Marvin (Joshua F et al, 2008) was known as "emotional intelligence to the success of an athlete's life" did. Based on the results of more than 60% of the variance of the success factors of life, through emotional intelligence scores are predicted. Athletes who have more emotional intelligence, are more successful in life.

Perlini (Perlini, H et al, 2006), the relationship between emotional intelligence and sporty performance sports studied in the National Hockey League. National Hockey League Players' emotional intelligence scores higher average than the other participants, respectively. They also interpersonal relations and stress management, general mood, self-awareness and control emotions and stress had a higher score.

### **The Definition of Concepts**

Conflict: disagreement between two or more groups or process in which "A" person as deliberate attempts to cause the failure of the "B" accomplishing the interests and goals, as well as situations where issues of concern to both sides, are incompatible and inconsistent.

Conflict management styles: style and pattern, people elect to resolve conflicts, deal with the other side (Sharifi P et al, 2007). Component of conflict management styles are as follows:

1-competition: when one of the parties involved in the conflict in order to achieve its goals and is advancing its interests, without consider affecting the other hand, he uses the style competition.

2. Sacrifice: in this way, one of the parties involved, contrary to their own interests rather than the interests of the parties and gives her consent, at the expense of ignoring their demands.

3. Compromise: When any of the parties involved, to forgo some of their interests, compromises will be made.

4. Cooperation: If people who are in conflict with each other, try to meet the demands of the other side, then there will be some kind of cooperation.

Emotional Intelligence: The ability to identify and express, understand, and analyze and manage their emotions and others called emotional intelligence. Emotional intelligence components are as follows:

1. Self-awareness: the ability to understand their feelings and emotions, is called self-awareness.

2. Control your ability to manage your feelings and emotions, is called self-control.

3. Self-motivation: means having the ability and determination to move toward goals.

4. Empathy: the ability to understand other people's feelings and behaviors and skills in dealing with their emotional reactions.

5. Social skills: expertise in building relations managers and communication networks-called social skills..

### **Hypotheses**

There is relationship between competition style and emotional intelligence of Youth and Sports Department staffs of Hormozgan province.

There is relationship between emotional intelligence and avoidance style of Youth and Sports Department staffs of Hormozgan province.

There is relationship between emotional intelligence and sacrifice style of Youth and Sports Department staffs of Hormozgan province.

There is relationship between emotional intelligence and comparison style of Youth and Sports Department staffs of Hormozgan province.

There is relationship between emotional intelligence and cooperation style of Youth and Sports Department staffs of Hormozgan province.

**Research Methodology**

This research in term of purpose is applied, in terms of nature is descriptive and in terms of method is survey. The population of the research is all full-time staff of Youth and Sports Department of Hormozgan province which were 90 people. Due to the limited sample size of population census of the population were considered. A standard questionnaire was used to collect data. In order to measure Stephen Robbins conflict management styles questionnaire was used. Pardakhtchi has translated this questionnaire from the original book of organizational behavior Robbins (Robbins S, 1998). The questionnaire consisted of 15 questions and 5, competition, sacrifice, compromise, cooperation and avoidance in the form of 5-point Likert scale. Standardization was conducted also by Shah (2006) In order to measure emotional intelligence questionnaire contains 33 questions and 5 Siberia which is used shearing component of self-awareness, self-control, self-motivation, empathy and social skills. formal and content validity of the questionnaire was confirmed by expert opinion. Cronbach's alpha coefficient values, self-awareness (0.72), self-regulation (0.79), self-motivation (0.80), empathy (0.78), social skills (0.88), competition (0.88) , colleagues (0.82), avoidance (0.87), compliance (0.84), reconciliation (0.88) was higher than 7.0, indicating internal consistency of the items and confirmed the reliability of the questionnaire. In order to analyze the data Pearson correlation coefficient was used with application software spss.

**Research findings**

Hypothesis 1: There is relationship between competition style and emotional intelligence of Youth and Sports Department staffs of Hormozgan province.

**Table 1. The relationship between emotional intelligence and its components with style competition**

Variables	Indicators	Self-awareness	Self-control	Self-motivated	Empathy, social skills	Emotional Intelligence
competition Style	r	*-0.522	-0.024	*-0.438	-0.028	-0.021
	sig	0.015	0.112	0.022	0.15	0.63
	N	74	74	74	74	74

According to Table 1 Pearson (r =-0.102) is significant at a significance level of less than 0.05 it can be said there is a significant negative relationship between emotional intelligence and competitive style. This type of connection is very weak, in other words to increase the emotional intelligence of employees reduced

competitive style. The dimensions of emotional intelligence, there is a significant positive relationship between self-awareness (0.552) and self-motivation (0.438), with employee's competitive style. On the other dimensions of emotional intelligence, there is no significant positive relationship between self-control (0.024), empathy (0.098) and social skills (0.021) with competitive style.

Hypothesis 2: There is relationship between emotional intelligence and avoidance style of Youth and Sports Department staffs of Hormozgan province.

**Table 2 - the relationship between emotional intelligence and its components by avoiding style**

Variables	Indicators	Self-awareness	Self-control	Self-motivated	Empathy, social skills	Emotional Intelligence
Avoidance Style	r	*-0.422	*-0.185	*-0.142	*-0.25	*-0.211
	sig	0.01	0.002	0.032	0.01	0.025
	N	74	74	74	74	74

According to Table 2 Pearson ( $r = -0.305$ ) is significant at a significance level of less than 0.05 it can be said there is a significant negative relationship between emotional intelligence and avoidance style. This type of connection is very weak, in other words to increase the emotional intelligence of employees reduced avoidance style. The dimensions of emotional intelligence, there is a negative significant relationship between self-awareness (-0.422) and self-motivation (-0.142), self-control (-0.185), empathy (-0.25) and social skills (-0.211) with avoidance style.

Hypothesis 3: There is relationship between emotional intelligence and sacrifice style of Youth and Sports Department staffs of Hormozgan province

**Table 3 - the relationship between emotional intelligence and its dimension's sacrifice style**

Variables	Indicators	Self-awareness	Self-control	Self-motivated	Empathy, social skills	Emotional Intelligence
Sacrifice Style	r	0.51	0.12	0.048	*.055	*0.74
	sig	0.81	0.322	0.471	0.03	0.02
	N	74	74	74	74	74

According to Table 3 Pearson ( $r = -0.247$ ) is significant at a significance level of less than 0.05 it can be said there is a significant positive relationship between emotional intelligence and sacrifice style. This type of connection is very weak, in other words to increase the emotional intelligence of employees reduced sacrifice style. The dimensions of emotional intelligence, there is a significant positive relationship between empathy (0.55) and social skills (0.74) and, with employee's sacrifice style. On the other dimensions of emotional intelligence, there is no significant positive relationship between self-awareness (0.51) self-motivation (0.048) self-control (0.12), with sacrifice style.

Hypothesis 4: There is relationship between emotional intelligence and comparison style of Youth and Sports Department staffs of Hormozgan province.

**Table 4. The relationship between emotional intelligence and its dimension's compromise with style**

Variables	Indicators	Self-awareness	Self-control	Self-motivated	Empathy, social skills	Emotional Intelligence
compromise style	r	*0.109	*0.184	*0.213	*0.54	*0.63
	sig	0.04	0.01	0.04	0.02	0.01
	N	74	74	74	74	74

According to Table 4 Pearson ( $r = -0.068$ ) is significant at a significance level of less than 0.05 it can be said there is a significant positive relationship between emotional intelligence and compromise style. This type of connection is very weak, in other words to increase the emotional intelligence of employees reduced compromise style. The dimensions of emotional intelligence, there is a significant positive relationship between self-awareness (0.109) self-motivation (0.213) self-control (0.184) empathy (0.54) and social skills (0.63), with employee's compromise style.

Hypothesis 5: There is relationship between emotional intelligence and cooperation style of Youth and Sports Department staffs of Hormozgan province.

**Table 5 - The relationship between emotional intelligence and its dimensions and style of working**

Variables	Indicators	Self-awareness	Self-control	Self-motivated	Empathy, social skills	Emotional Intelligence
cooperative style	r	*0.65	0.32	*0.18	*0.55	*0.62
	sig	0.03	0.04	0.02	0.04	0.01
	N	74	74	74	74	74

According to Table 5 Pearson ( $r = -0.73$ ) is significant at a significance level of less than 0.05 it can be said there is a significant positive relationship between emotional intelligence and cooperative style. This type of connection is very weak, in other words to increase the emotional intelligence of employees reduced cooperative style. The dimensions of emotional intelligence, there is a significant positive relationship between self-awareness (0.65) self-motivation (0.32) self-control (0.32) empathy (0.55) and social skills (0.63), with employee's cooperative style.

### Discussion and conclusion

Based on the results of competition between emotional intelligence and competition style of Youth and Sports Department staff of Hormozgan Province at a significance level ( $\alpha \leq 0.05$ ) there is a significant negative relationship ( $r = -0.102$ ). In the competition style, the person seeking their own interests, not attention to the impact on opposition groups. A person who uses the competition style think about his win

their only defeat his opponent thinks and cares for him. someone with high social intelligence, and understand the other person's feelings, sympathy is with him, so people with high emotional intelligence tend to use no style competition. The results showed that with increasing emotional intelligence, competitive style and all subscales of the Youth and Sports Department of Hormozgan reduced staff. This finding is consistent with research results (Joshua F et al, 2008), (Aghae A, 2007) and (Beshart MA, 2004), Rahim (2002), Fahim Devine (2007) and Shahtalebi (2007), (Gryts et al, 2005), (Gondola, 1991), Besharat and colleagues (Besharat MA, 2006) Bagher Zadeh Golmakani (2004) is consistent. (Perlini H et al, 2006) Ferdowsipoor (2004), (Kardonqaby et al, 2011), (Keshtkaran et al, 2011) both sides, but the results (Chun-Sheng et al, 2006) and (Khoshgoo M, 2009) is not aligned and consistent.

The results showed that there is a significant negative relationship between emotional intelligence and avoidance style at significant level ( $\alpha \leq 0.05$ ) ( $r = -0.305$ ). This finding is consistent with results of Rahim (2002), Kushal and Coontz (2006), Shah talabi (2007) and Kardonghabi et al (2011), Keshtkaran et al (Keshtkaran, AH, 2011). A person with high emotional intelligence, in conflict situation manage and capable situations step-by-step, so it's less likely that the person use avoidance style which has temporary effect and do not solve issues to radically, in the style of the person emotionally prepared a little to cope with the pressures arising from conflicts, in other words the ability to bear the consequences of a conflict does not try to ignore the co. As a result, the accumulation of conflicts and disputes caused the destruction of cooperation and harmony, and ultimately reduce the effectiveness and efficiency of the organization. Youth and Sports Department staff Hormozgan province also enjoys a good emotional intelligence do not use conflict avoidance.

The results showed that there is significant positive correlation between emotional intelligence and self-sacrifice style at a significance level ( $\alpha \leq 0.05$ ) ( $r = 0.247$ ). This finding is consistent with results of Rahim (2002), Ashkan (2004) and (Krdonghabi et al, 2011), (Keshtkaran et al, 2011). Sacrifice style, of the view that encouraged cooperation style can be leading to consider and understand the other side is a style appropriate and as requested by the person ignored and as a result of conflict in infrastructure will not solve it is not effective. For this reason, the relationship between emotional intelligence and style of devotion cannot be definitively ruled, however, in some cases maintaining cooperation is necessary as well as the harmony and stability of particular importance will be the style of devotion to a. Due to the low Garknan Youth and Sports Department of Hormozgan province, and the relationship between them, the need to maintain cooperation and coordination among employees is justified. But the interesting point is that people cannot use both sacrifice and competition style, because these two styles are opposite of each other. Because the two styles state in difference.

Based on the results there is a significant relationship between emotional intelligence and compromise style ( $\alpha \leq 0.05$ ) ( $r = 0.68$ ). there is a significant relationship between the dimensions of emotional intelligence such as self-awareness, self-motivation, empathy, self-control and social skills in conflict management with compromise style. These results are consistent with findings of Rahim (2002), Ashkan (2004) and Krdonghabi et al (2011), (Keshtkaran et al, 2011). The most compromise strategy is common style that used



to resolve the conflict in organizations. In this style, interests and aspirations of both sides to be considered and there is no loser. That's why as one of the most effective in conflict management style will be considered. Since emotional intelligence includes the ability to perform precise reasoning about emotional feelings, to promote thinking (Meyer JD et al, 2008). Emotional intelligence is the ability to cope with people's emotional inhibition in human relationships and the ability to persuade or other advice. It is expected that a person with high emotional intelligence will use this style.

The Youth and Sports Department of Hormozgan province, according to the committee at levels equal to each other, the organizational hierarchy is low, the horizontal structure is more, in such circumstances, it is likely that individuals with regard to the notion of equal power are with others, choose the style in which satisfaction and secure their own interests and others, help to maintain the relationship and cooperation with other employees. Among the components of emotional intelligence, all of them had direct and significant relationship with compromise style. In fact, the person who thrill their well understood, able to control the correct and timely them, the motivated and high manageability to achieve their goals, and the feelings and wishes of the other party to understand, and be able to establish good relations with others, you naturally choose the style compromise in which the wishes of both parties consent of both intended and is captured.

Based on the results there is a significant positive correlation between emotional intelligence and cooperation style of Youth and Sports Department of the province in significance level ( $\alpha \leq 0.05$ ) ( $r = 0.73$ ). There is positive and significant relationship among all dimensions of emotional intelligence such as self-awareness, self-motivation, empathy, self-control and social skills in conflict management sand cooperation style. This is consistent with the findings of Rahim (2002), Ashkan (2004) and (Krdonghabi et al, 2011), (Keshtkaran et al, 2011). conflict management have introduced desirable because by the use of this style more goals realized. The results obtained in this study once again commented Goleman confirms and assures the Director of Youth and Sports of the province will be programs that require the cooperation of the staff, well run and good results hand-find themselves. However, according to the views of experts in management, collaboration among employees is an important factor in the organization to achieve its goals, so it is necessary to Director of Youth and Sports of the province as human resources as assets in the know and try to meet the needs of their staff.

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