The comparison of impressionability of conflict solving strategies based on the components of emotional intelligence (Case study: labor and social affair organization of Qom)

Mohammad Hossein Rahmati[1], Mohammad Taghi Khoobroo[2] and Mehdi Esmaili[2]

[1]Faculty of management, Qom College University of Tehran, Iran.

[2]Public Administration, University of Tehran, Iran.

ARTICLE INFO	ABSTRACT
	Nowadays regarding to increasing complexity of organizations and differences in thoughts, attitudes and beliefs of individuals, there has been some conflicts in organizations as inevitable part of organizational life which should be properly identified and managed. But now what is important to resolve organizational conflicts is awareness of the five conflict management strategies and their appropriate contexts and applications in order to select the appropriate strategy for each position; not only to prevent damage to the organization, but leading them to the realization of organizational goals. Emotional intelligence is an ability of managing organizational conflict. The process and outcomes of Emotional Intelligence includes many results such as reduction of stress, enhancing understanding and communication, increasing stability, continuity and empathy. Conflict management is to resolve disputes, teamwork, cooperation, working with people through shared goals, etc. This is a descriptive survey which sought to identify the impact of emotional intelligence on conflict solving strategies. In this regard, this survey achieves some results in conflict solving strategies and its impressionability based on the components of emotional intelligence.

Introduction

Today, experts believe that human resource is the most important asset of an organization so it is known as a competitive advantage. Healthy relationship based on cooperation and understanding of each other among these valuable resources are the most important factors for the success of all organizations include industrial, administrative, service, education etc.(Woodman et al, 1995, p.250).Regarding to increasing complexity of organizations and differences in thoughts, attitudes and beliefs of individuals, there has been some conflicts in organizations as inevitable part of organizational life. The significant point is that inevitability of conflict doesn't mean it is negative but if it is managed well, it will be beneficial for the organization. In other words, conflict is a coin which contains positive and negative sides. So the way of dealing with it can determine its effects on organization. So undoubtedly the ability to manage and control the phenomenon of conflict in organizations is one of the most important skills that managers need it (Nelson et al, 2002, p.4).There is conflict in all human societies, sectors and administrative units and activities as an obvious fact. So we cannot find an organization where there is no conflict.

However, conflicts are found in all organizations but it may be weak, strong, silent, outstanding or indistinctive. Researches also suggest that 20% of managers' time is spent for resolving organizational conflicts (KeithDavis et al, 2001, pp.297-298).Managers escape from conflict because of various reasons such as cultural, no venture enough, fear of change in existing organizational situation and disturbance in managing organization (Rahim, 2002, p.320). So managing conflicts is

necessary and its prerequisite isrecognizing conflicts sources such as personality, unsociable value system, unclear job boundaries, competition for access to limited resources, competition among groups, unhealthy relationships, interdependent tasks, time complexity, politics, ambiguous standards, organizational constraints, group decision making etc. (Robert, Rezaian, 2000, pp.390-391), communication, structure, personal variables, poor communication, reward systems, value systems etc. (Robins, 2006, pp.16-19), educational background, geographic region, life, income, marital status etc. (Whitten et al, 2009, pp.65-68). After identifying sources of conflict and organizational stress, we would try to select appropriate and effective strategies to achieve growth, dynamism and organizational goals.

Understanding and managing conflict is reasonably fair and useful. Conflict can be managed by some skills such as effective communication, problem solving and negotiation. Also our ability to manage conflict management can affect the results. For managing conflict at first it should be identified and analyzed then examined the causes of it. One of the good ways of resolving and managing organizational conflict is emotional intelligence or emotional capital.

Emotional intelligence refers to upgrade some components such as self-awareness which implies to understanding of emotions, strengths and weaknesses, values ,attitudes and individual incentives; self-managing which refers to how to control or redirect scenarios, energy and internal stimuli; social awareness which refers to empathy with others, such as understanding and being sensitive to the others' feelings and thoughts and finally relationship management which refers to

managing feelings of others such as influence the beliefs and feelings of others, develop the ability of others and inspire them, resolve conflicts, develop relationships and encourage teamwork and cooperation (Guleryuz, 2008, p.1630). Emotional intelligence is defined as the ability of perceive emotions, use emotions in facilitate thinking, understanding emotions and finally regulating emotion (Mackin, 2006, pp.1-7). This research with the title of "the comparison of impressionability ofconflict solving strategies based on the components of emotional intelligence (Case study: Labor and Social Affair Organization of Qom)" aim to recognize different types of conflict and conflict management strategies such as Collaborating, Competing, Avoiding, Accommodating and Compromising; and then investigate the fields of its application and verify the effects of emotional intelligence components on efficiency of them.

Literature review

Different kind of conflict:

In the work environment, conflict is divided into two categories include Fundamental Conflict and Affective or Emotional Conflict. Some researchers divided fundamental conflict into Conflict in aim, Procedural conflict and Cognitive conflict (shermerhorn et al, 1997, p.10, Riegel et al retrieved from Rezaeian, 2011, p.363).Also in another category it divided into personal "interpersonal and among persons", group "intergroup and among groups" and organizational "internal and among organizations".

Conflict Management Strategy

Understanding and managing conflict is reasonably fair and useful. Conflict can be managed by some skills such as effective communication, problem solving and negotiation (Mayer, 2000, p.91).Also our ability to manage conflict management can affect the results. For managing conflict at first it should be identified and analyzed then examined the causes of it.After identifying conflict and its components; choosing appropriate style is a key point in conflict management (Fayazi, 2003, p.109).There are five main styles of conflict management:

Collaboration:

It refers to trying for characterizing interests or concerns of persons. It often refers to the method or situation of the "solving problem" (Cameron, Whetten, translated by Alvani and Danaiefar, 2009, p.29).If the conflicting parts desire to fully meet the interests of all parts; and seek a solutions to providing mutual benefits; this style was used (Malin, 1990, p.83).However, people are willing to work together and also they considered the interests of others. Using this method will reduce bad feelings, increase persons' commitment and allow people to know each other. The disadvantages of this method are time wasted and weaken the power and energy of the people (Fayazi, 2003, p.109).But the main advantage of this style is its lasting effect because it addresses the fundamental issues instead of paying attention to symptoms (Riegel et al, 1998, p.377, Robbins et al, 2006, p.375). In this style people show a good spirit of cooperation and are determined to achieve their desired. So the strategy of both parts is "win-win".

Competitions:

It refers to willingness to meet interest regardless of the issue that it will lead to a conflict with another person. When a person seeks to achieve his goals and interests regardless of its effect on other person, he competes to establish his dominance. So every person tries to use his power to resolve the conflict is in his favor (Rezaian, 2011, p.70).In this way, one person feels that a special matter is a fantastic subject for him. So he tries to

get it hard with unresponsive to impairing his relationships with others (Fisher, 1983, p.19). Finally one of the opponents must acceptanother'sviewpoint. This style will be appropriate when an uncomfortable solution must be implemented, a minor issue was existed or a deadline was approaching. This style is inappropriate in an open environment. Its main advantage is high speed and its major disadvantage is the unhappiness among employees (Rezaian, R.K Robins, 2011, p.376; Kritner and Chiniki, 2001, p.462).So when one of the persons involved in conflict is seeking to achieve his goals or advancing his interests; so he start competition and domination without considering others and this condition called "win-lose" strategy.

Avoidance:

In this situation, a person tends to avoid or prevent conflict (sharif, 2007, p.23).When a person discover a conflict and withdrew passively or suppress it; in this case both of the competitor make physical separation between each other and choose an area for themselves which is different from another's (Khani et al, 2005, p.19).When conflict avoidance is a good strategy that at firstly the conflict is minimal and secondly their feelings is wounded or when there is a serious gap between the final action of manager for solving conflict and the benefits that must be captured (Bazazjazayeri, 2008, p.25).

Usually this method is used when the issue was trivial, there were other important issues, involvement in the conflict would lead to damages or more information is needed before continuing conflict (Fisher, 1983, p.64). Regarding to avoiding both of opponent from conflict, this method called "lose-lose" strategy (???, 1997, p.40).

Conciliation:

This is a situation that both of opponents agreed to relent about some of their requests and condone some of them in favorite of each other (ibid, p.484). This style from the view of assertiveness level is average and also is an attempt to partial satisfaction of the both persons involved in conflict in which apparently both of them get their rights (Cameron, Whetten, translated by Alvani and Danaiefar, 2009, p.29). Conciliationis used when both of opponents have valuable things but agree to lose some of them in order to arrive at a consensus.This way is used by managers and workers through negotiation, collective contract or new employment contract. This method is useable when strength was equal, taking appropriate solutions was complex and difficult and when there was not enough time (Bazazjazayeri, 2008, p.25). It should be noted that people often remember what they lose than what they gain so this may cause pessimism (Reid, 2004, p.241).

Compromises:

In this style a person is willing to give concessions to the other. This is due to that the other person has a higher organizational level. This is a way in which one person wants to calm the other person so he preference the opponent's interests in order to maintain their relationships. In fact, one of the opponents ignores his interests in favorite another (Katz, Denial, 2005, p.15).Many believe that having a good friendly relationship is more important than anything else. The focus of this style is maintaining personal relationships with others. However, by this method, we may lose our personal credit and influence. This option is useful when the subject is not important for one of the opponents or he plans to address more important issues (Bazazjazayeri, 2008, p.25).The main advantage of this style is encouraging collaboration. Its major disadvantage is resolving conflict temporarily not fundamentally.

Table 1: The main kind of conflict

Different kind of conflict		Meaning
fundamental	Conflict in aim	Mismatch in priorities
	Procedural conflict	Inconsistent among approaches and process
	Cognitive conflict	Incompatibility of ideas
Affective or Emotional		Inconsistency in information
Among persons		the expected role of persons are not proportional to their values and beliefs
Interpersonal		Individuals whit different characteristics, attitudes, perceptions, views and goals that is inconsistent with the goals and ideas of others
intergroup		Conflict of some persons or all of the them in a group
among groups		Conflict among groups or teamwork or other part of organization
Organizational conflict		Conflict spread more and more among different groups so affect organization
Conflict among persons		It is related to collaboration between individuals and its reason is lack of clear policies and goals of each group
Conflict among groups		Unilateral decisions and lack of attention of managers to needs of the lower levels
Conflict among group and organization		Often conflicts among organization occur in market position that companies are demanding more market share

Table 2: analyzing the hypotheses of first question of research

hypotheses	Pearson Correlation	A or R (H_0)	result
Sub hypothesis 1	0/797	Rejection of H_0	Positive and significant correlation
Sub hypothesis 2	0/208	Rejection of H_0	Positive and significant correlation
Sub hypothesis 3	0/754	Rejection of H_0	Positive and significant correlation
Sub hypothesis 4	0/525	Rejection of H_0	Positive and significant correlation
Sub hypothesis 5	0/322	Rejection of H_0	Positive and significant correlation

Table 3-1 checking if the relationship between independent variable and the dependent variable in hypothesis 1 is linear

	Sum of Squares	f	Mean Square	F	sig
Regression	1.108	1	1.108	1.07	0.003
Residual	37.862	39	1.03		
Total	38.970	40			

Table 3-2) Checking the regression coefficient in hypothesis 1

	coefficient		t	sig
	B	Std. Error		
Emotional intelligence	2.554	0.192	13.318	0.000
Collaboration	1.47	0.05	2.958	0.003

Table 4- checking if the relationship between independent variable and the dependent variable in hypothesis 2 is linear

	Sum of Squares	f	Mean Square	F	sig
Regression	0.318	1	0.318	0.32	0.118
Residual	38.625	39	0.99		
Total	38.970	40			

Table 5-1) checking if the relationship between independent variable and the dependent variable in hypothesis 3 is linear

	Sum of Squares	f	Mean Square	F	sig
Regression	0.985	1	0.985	1.01	0.006
Residual	37.985	39	0.97		
Total	38.970	40			

Table 5-2) Checking the regression coefficient in hypothesis 3

	coefficient		t	sig
	B	Std. Error		
Emotional intelligence	2.476	0.176	14.082	0.000
Collaboration	0.129	0.46	2.785	0.006

Table 6-1) checking if the relationship between independent variable and the dependent variable in hypothesis4 is linear

	Sum of Squares	f	Mean Square	F	sig
Regression	1.332	1	1.332		
Residual	37.638	39	0.96	0.02	0.000
Total	38.970	40			

Table 6-2) Checking the regression coefficient in hypothesis4

	coefficient		t	sig
	B	Std. Error		
Emotional intelligence	2.500	0.158	15.822	0.000
Collaboration	0.136	0.42	3.253	0.001

Table 7-1) checking if the relationship between independent variable and the dependent variable in hypothesis5 is linear

	Sum of Squares	f	Mean Square	F	sig
Regression	1.905	1	1.905		
Residual	37.962	39	0.94	0.02	0.003
Total	39.047	40			

Table7-2) Checking the regression coefficient in hypothesis5

	coefficient		t	sig
	B	Std. Error		
Emotional intelligence	2.112	0.188	13.320	0.000
Collaboration	0.47	0.050	1.895	0.003

Priority	Mean rank	Std. deviation	Mean	Number	Strategy	Index
equal	4.79	0.950	5.512	41	collaboration	self-awareness
equal	4.63	0.900	5.379	41	competition	
equal	4.0	1.061	4.440	41	conciliation	
equal	3.98	1.058	4.853	41	avoidance	
equal	4.62	0.950	4.310	41	*compromise*	
$N=41$, $df=4$, Sig.=0.730, $x^2 = 129.728$					Statistical test	
First	5.23	0.947	5.733	41	compromise	self-management
Second	5.05	0.938	5.684	41	collaboration	
Third	3.97	0.964	4.927	41	competition	
Forth	2.41	1.072	3.796	41	avoidance	
Fifth	2.76	1.156	4.056	41	conciliation	
$N=41$, $df=5$, Sig.=0.000, $x^2 = 115.419$					Statistical test	
equal	4.96	0.858	5.599	41	collaboration	social-awareness
equal	5.52	0.802	5.808	41	competition	
equal	3.27	1.149	4.527	41	conciliation	
equal	3.94	1.279	3.441	41	*avoidance*	
equal	2.61	1.197	4.037	41	compromise	
$N=41$, $df=5$, Sig.=0.820, $x^2 = 119.807$					Statistical test	
First	4.96	0.858	5.599	41	collaboration	Relationship management
Second	5.52	0.802	5.808	41	compromise	
Third	3.27	1.149	4.527	41	conciliation	
Forth	1.94	1.279	3.441	41	avoidance	
Fifth	2.61	1.197	4.037	41	competition	
$N=41$, $df=5$, Sig.=0.000, $x^2 = 119.807$					Statistical test	

Table 8: Ranking the conflict solving strategies based on emotional intelligence components

First	5.96	0.858	5.599	41	collaboration	
Second	4.52	0.802	5.808	41	compromise	
Third	3.27	1.149	4.527	41	competition	Emotional intelligence
Forth	2.94	1.279	3.441	41	avoidance	
Fifth	2.61	1.197	4.037	41	conciliation	
N=41, df=5, Sig.=0.000, $x^2 = 119.807$					Statistical test	

Table 9: Some applications of emotional intelligence in the conflict strategies

Strategy	Applications of emotional intelligence
Collaboration	Combining solidarity insights, optimism, commitment to the vote, support and learning, teamwork and collaboration
Competition	Competitive ethic, organizational health, rapid and decisive action and tendency to using opportunities, leadership change
Avoidance	Find the main issue, resolved more effective, chance of finding benefit, understanding their strengths and weaknesses
Compromise	Social Credit, learning from mistakes, solving personality conflict, emotional self-control
conciliation	Identify the both side, flexibility in dealing with changes, responsiveness and meet efficiency, negotiation effectiveness

This style is not suitable for solving complex or crucial problems (Tunkenejad, 2005, p.32). Since one person withdraw in favorite of another, this strategy called "lose-win".

Emotional intelligence

Goleman defines emotional intelligence as the capacity of knowing self and others' emotions in order to making self-motivation for optimal managing of his emotions and personal relationship (Serrate, 2009, p.11).

Salovey and Meyer have made a four-dimension model of emotional intelligence in which EI has for categories.

• Perception, evaluating and expressing emotions: Understanding emotions in yourself and others

• Emotional facilitation of thought: it means the ability of using emotions in order to achieving desired results, problem solving, using opportunities and motivating people

• Understanding and analyzing emotional intelligence and employing emotional knowledge: it refers to the ability of understanding complex emotions and awareness of their causes and also knowing how emotions change from one mood to another mood. Using this knowledge, we can understand that what can motivate individuals or groups therefore we can make better programs in cooperating with others

• Order and regulation of emotion: it means managing self and others' emotions in job conditions and job workplace (Wong, 2002, P. 253).

Research Questions:

1- How emotional intelligence effects on management conflict strategies in Labor and Social Affair Organization of Qom?

2- Are there any differences among conflict solving strategies based on emotional intelligence components in Labor and Social Affair Organization of Qom?

Methodology:

This research is a developmental and descriptive research which is applicable from the view of aim. This study sought to describe the dimensions, characteristics, properties, constraints and deficiencies in the application of emotional intelligence in conflict solving strategies. Descriptive researches describe existing phenomena and pay attention to existing conditions or relationships, current processes or work progress. The statistical population of this study is Labor and Social Affair Organization of Qom. Based on the target population size which is 60 persons, the sample size is 41. Also the random sampling method is used. In order to gatheringdata, two questionnaires were used. The first questionnaire contains 50 questions which show 5 components of solving conflict strategies. The second questionnaire is emotional intelligence questionnaire of SmitherRailey and Dominique. It contains 25 questions which show 4 components of emotional intelligence but we chose 17 questions. To assess the reliability, Cronbach's alpha was used. Cronbach's alpha of the first questionnaire was 0.73 and the second was 0.81. In order to analyzing data, Independent sample T-test and PearsonCorrelation test were used. The Pearson correlation formula is shown below:

$$r = \frac{\sum xy - nxy}{\sqrt{\sum x - nx^{-2}}\sqrt{xy^2 - ny^{-2}}}$$

y=independent variable   x=dependent variable

Regarding to regression analysis which is used for predicting an independent variable based on one or more dependent variables; in this study we use it to determine the effect of emotional intelligence on conflict resolution strategies. In this way at first we evaluate the linear or non-linear of model and then determine the regression equation as y=α+βx. To

compare and ranking of these variables, the Friedman testwas used which is:

$$x^2 = \frac{12}{nk(k+1)} \sum_{j=1}^{k} \square - 3n(k+1)$$

Findings and conclusions
The correlation and regression:

We used the regression equation to investigate the significance relationship between emotional intelligence (as independent variables) and conflict management strategies (as dependent variable) based on data obtained from the questionnaires. In this investigation at first we determined the correlation coefficient in which the relationship between the independent and dependent variables are examined. Based on Pearson Correlation the results can be summarized in Table2.The results show that there is a significant relationship between emotional intelligence and conflict management strategies such as collaboration, competition, avoidance and conciliation in which the collaboration strategy has the most numeric value and the competition has the lowest numeric value.
1. There is a significant relationship between emotional intelligence andcollaboration strategy
2. There is a significant relationship between emotional intelligence andcompetition strategy
3. There is a significant relationship between emotional intelligence andavoidance strategy
4. There is a significant relationship between emotional intelligence and conciliation strategy
5. There is a significant relationship between emotional intelligence and compromise strategy

Since for determining the regression equation, it should be demonstrated that the regression is linear, so at first we check the linearity of the relationship.
As table3-1 shows F=1.07 and sig=0.003. Since the significance is less than 0.05 so the hypothesis $H_0$is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between EI and collaboration) $y = 2.554 + 1.47x$

As table4 shows F=0.32 and sig=0.118. Since the significance is more than 0.05 so the hypothesis H_0 is accepted and we can claim that the regression model is not linear therefore the regression equation cannot be estimated. (There is no significant relationship between EI and competition)
Table5-1) checking if the relationship between independent variable and the dependent variable in hypothesis3 is linear
As table5-1 shows F=1.01 and sig=0.006. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between EI and avoidance)
$y = 2.476 + 0.129x$
As table6-1 shows F=0.02 and sig=0.000. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between EI and conciliation) y=2.500+0.136x
As table7-1 shows F=0.02 and sig=0.003. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and

we can claim that this regression is linear. In the following the regression equation is estimated:
Table7-2) Checking the regression coefficient in hypothesis5
So the regression equation is:(relationship between EI and compromise) y=2.112+0.47x
Ranking the conflict solving strategies based on emotional intelligence components:
For this purpose the Friedman test was used and its result is observable in table8:

As it is clear the significance of "self-awareness" is 0.73 and social awareness is 0.82 so they cannot be ranked and just their numeric values are observable. In the index of self-management the compromise strategy, in relationship management collaboration strategy and also in emotional intelligence collaboration strategy has the most priority.

Given that there are many factors cause conflict in organization and individual differences in goals, expectations, values, attitudes and way of dealing with a situation are inevitable; the possibility of conflict is high when they are accumulated in a work environment. So unquestionably the ability to manage and control of conflict in organizations are the most important skills of managers which are needed for them. One way of managing organizational conflict is emotional intelligence which was investigated in this study.Emotional intelligence refers to upgrade some components such as self-awareness which implies to understanding of emotions, strengths and weaknesses, values,attitudes and individual incentives; self-managing which refers to how to control or redirect scenarios, energy and internal stimuli; social awareness which refers to empathy with others, such as understanding and being sensitive to the others' feelings and thoughts and finally relationship management which refers to managing feelings of yourself and others. Emotional capital can use on any of the conflict strategies as table9 shows.

This research which is applicable in the statistical population and other organization has concluded that there is a significant relationship between emotional intelligence and conflict solving strategies. The regression equation was fitted for everyone. In response to the second question; the four dimensions of emotional intelligence are ranked in every strategy.

References:
1. BazazJazayeri, S. A. (2008) Conflict management skills, Tadbir Journal, Issue 86.
2. Tunkenejad, Mandani (2005) New theory on conflict management, Tadbir Journal, No. 162.
3. Khani, AA and Arab Kalmory M. (2005) Effect of individual relationship barriers on the organizational conflict, Tadbir Journal, No. 163.
4. Robbins, Stephen (2006) theory of organization (structure, design, application), translated by Seyed Mehdi Alvani, H. Danayifard, Saffar publication, Fourteenth Edition.
5. Rezaeian, A. (2011) Managing negotiation (Advanced Organizational Behavior), Samt publication.
6. FayaziMarjan, 2003, conflict management, Tadbir journal, number 141.
7. kit, Davis, Newstorm (2001) Human Behavior at Work, translated by MA Toosi, published by the Center for Public Management Education in Tehran, first edition.
8. Cameron, Kim, Wethen, David (2009) Conflict management, translated by Alvani SM, Hassan Danayifard, Researching and Management Training Institute of Karaj, first edition.

9. Hell Riegel, Doaw John W.Slocum And Richard W.Wood Man)1995(Organizational Behaviour, Seventh Edition, N.Y West Publishing

10. Guleryuz, G., Guney, S., Aydin, E. &Asan, O. (2008), The mediating effect of job satisfaction between emotional Intelligence and organizational commitment of nurses: A questionnaire survey, International Journal of Nursing studies 45: 1625-1635

11. Katz, Denial (2005) "Approaches To Managing Conflict" In Power And Conflict In Organizations, Ed. Robert L.Kahn And Elise Boulding, New York.

12. Nelson, DobralAndJameScampbell Quick (2002), Understanding Organizational Behaviour: Amultimedia Approach 1st Edition, Ohio South Western.

13. Mackin, D. (2006), Emotional Intelligence, New Directions Consulting, Inc.

14. Mullins, Laurie (1990), Management And Organizational Behaviour, 2nd, Ed. (London: Pit Man)

15. Muzafar Sharif, In Common Predicament(. 2007) Social Psychology Of Inter Group Conflict And Cooperation (Boston: Hougtou Mifflin)

16. Serrate, O. (2009), Understanding and Developing Emotional Intelligence, www.Adb.org

17. Wong, C. & Law, K. (2002), The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study, The Leadership Quarterly 13: 243–274.

18. Reid, D.A., Pullins, E.B., Plank, R.E. and Buehrer, R.E. (2004), Measuring Buyers'

19. Van de Vliert, E., Nauta, A., Euwema, M.C. and Janssen, O. (1997), The.Effectiveness of Mixing Problem Solving and Forcing, Using Conflict inOrganizations, Sage Publications, Thousand Oaks, CA, pp. 38-52.

20. Mayer, B. S. (2000). The Dynamics of Conflict Resolution: A Practitioner's Guide. San Francisco: Jossey-Bass

21. Rahim, M. A. (2002). A Model of Emotional Intelligence and Conflict Management Strategies: A studyin seven countries. The International Journal of Organizational Analysis, 10(4), 302-326.

22. Fishr, Roger And William Ury1983, Getting Toyes: Negotiating Agreement With Out Giving In New York: Penguin

23. Perceptions of Conflict in Business-To-Business Sales Interactions, The Journal ofBusiness& Industrial Marketing, Vol. 19, No. 4, pp. 236-249.