The Relationship between Organizational Intelligence, Emotional Intelligence and Conflict Management in Bank Refah Kargaran of Golestan Province

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ABSTRACT

This study investigated the relationship between organizational intelligence, emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province. In this regard, organizational intelligence based on Albrecht (2003), emotional intelligence based on Goleman's model and conflict management was examined based on Robbins (1390). Research sample of this study was consisted of all 268 employees of Bank Refah Kargaran of Golestan province. According to Kerjesi and Morgan table, the sample size is 159 people. Random sampling method was used for sampling of statistical population. The present study is an applied study in terms of aim and it is a descriptive study in terms of method and it is a correlative study. To determine the reliability, Cronbach's alpha coefficient was used and to determine validity, content validity was used. The results are as follows: there is a significant relationship between organizational intelligence, emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province.
KEYWORDS: Organizational intelligence; emotional intelligence; conflict management; Bank Refah Kargaran

INTRODUCTION

Organizational Intelligence means taking comprehensive knowledge and information of all the factors that affect the organization. All factors mean information from customers, clients, competitors, economic environment, cultural environment, organizational Processes (financial, administrative, security, manufacturing, human resources, budget, etc.) which have a significant impact on the quality of management decisions which in fact is organizational intelligence. Organizational intelligence makes you able in decision makings about all the factors that affect organization (Khosravi, 2011). Leadership of an organization needs certain features to adapt to changes and to survive and thrive in the new environment that generally managers encounter many problems responding to them. One of the most important features that can help leaders and managers in responding to these changes is emotional intelligence. It seems that emotional intelligence can be evolved form of attention to human being in organizations and it is also a modern and efficient tool in the hands of business managers and market analysts to guide people within the organization and customers outside of the organization and ensuring their satisfaction. Emotional intelligence is something that tries to explain and interpret the role of emotions and feelings in human capabilities. Managers who have emotional intelligence are effective leaders that fulfill goals with maximum productivity, employee satisfaction and commitment (Hijs and Dolviz, 2002). Dispute or conflict is a phenomenon that has positive and negative effects on the performance of individuals and organizations. Correct and effective use of conflict improves performance and promotes the health level of organization and inefficient use of it reduces performance and creates conflict and tension in the organization. Effective use of conflict requires a thorough understanding of the nature and causes of it and acquisition of skills to manage and control it which today is considered as one of the most important management skills. Ability to resolve and manage conflict has important role in organization managers' success. If the conflict is constructive, it triggers new and creative ideas and prepare field innovation and constructive change in the organization and ultimately help management o achieve their organizational goals (Shojaei et al., 2012). The most important element of any system is manpower which can guide the country towards development goals. Proper use of human resources as the most valuable and the wealth of any society as an important issue has always been considered by governments In other words we can say that man is both the purpose and agent of development and fulfillment of development goals greatly depends on the administration and management of this wealth and vital source (Ahmadi et al., 2014). Now the organization success is directly depends on the effective use of human resources dependent Applied Behavioral Science (Albrecht, 2003). Therefore the new approach in literature of human management is not a strategic approach in the sense that human is both creator and agent of work (Albrecht, 2003). It has a central role in organization development and enormous organizational evolution rise from unlimited intellectual abilities. This approach which considers that success and effectiveness of an organization depends on proper orientation of resources, particularly human resources has caused that more

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attention is paid to the mental faculties namely personnel intelligence (Sattari Ghahfarrokhi, 2007). Albrecht (2003) for the success of the organization and the prevention of mental intelligence uses the title of emotional intelligence. Organizational intelligence is defined as talent and capacity of an organization and mobilization of his mental power and focusing this mental strength to fulfill mission of organization. In Albrecht's points of view organizational intelligence has seven dimensions (elements) including: (1) strategic vision (2) common destiny (3) Willingness to change (4) Commitment and optimism (5) Alignment and consistency (6) development of knowledge (7) operation pressure (Albrecht, 2003). On the other hand, is a set of social and emotional knowledge and skills that influences ability of the individual in response to environmental needs effectively (Aghayari and Sharifi daramadi, 2007). Emotional intelligence is the ability to understand emotions in order to get access to exciting to help better thinking and lead to understanding emotions (Aghayar, 2010). According to Mayer and Salovey emotional intelligence is not only a positive feature but it is a set of distinct rational and emotional abilities and in comparison to social intelligence pay more attention to fundamental emotional issues and quelling people's personal and social difficulties (Hassanzadeh, 2010). According to Golmen (1995) Emotional intelligence consists of five components: (1) self-awareness (2) self-regulation (3) self-motivation (4) Empathy (5) communication skills.

On the other hand, there is conflict as a serious problem in many organizations, maybe this phenomenon is not so powerful everywhere and led to the dissolution of the organization, but there is no doubt that have adverse effects on performance of organization or make conditions that organization lose their effective employees (Nekooyi Moghadam and Pirmoradi Bezenjani, 2009). Contradiction between individuals is one of the major obstacles to achieving the goals of an organization, conflict is considered as inevitable and integral part of organizational life which often arises due to organizational characteristics. But one of the factors affecting the conflict, is existence of different personality traits among individuals in the organization (Firouzabadi Dehghani et al., 2011). Robbins (2012) sees conflict management includes four dimensions: (1) avoiding (2) adaptation or reconciliation (3) cooperation (4) compromise.

Conflict management is one of the issues that has attracted attention of managers and practitioners of Bank Refah Kargaran because unconventional conflicts in bank cause loss of energy and talent of bank employees and instead of combination of production factors of human resources move in direction of bank goals will lag and human and physical capitals are wasted, This is not desirable considering the current competitive world. On the other hand, several studies have shown that to manage and control effectively conflict in organizations, it is important that managers and workers enjoy intelligent and emotional intelligence. Thus, considering lack of such research in Bank Refah Kargaran of Golestan province by doing this research and presenting practical recommendations help managers of Bank Refah Kargaran in achieving their goals so, the main question of this research is: Is there any significant relationship between emotional and organizational intelligence with conflict management in Bank Refah Kargaran of Golestan province?

Aims of Study

The First major aim of the study
Investigating the relationship between organizational intelligence and conflict management in Bank Refah Kargaran of Golestan province.
Sub-aims
1. Investigating relationship between strategic vision and conflict management in Bank Refah Kargaran of Golestan province.
2. Investigating relationship between common fate and conflict management in Bank Refah Kargaran of Golestan province.
3. Investigating relationship between willingness to change and conflict management in Bank Refah Kargaran of Golestan province.
4. Investigating relationship between commitment and optimism and conflict management in Bank Refah Kargaran of Golestan province.
5. Investigating relationship between alignment and consistency and conflict management in Bank Refah Kargaran of Golestan province.
6. Investigating relationship between development of knowledge and conflict management in Bank Refah Kargaran of Golestan province.
7. Investigating relationship between operation pressure and conflict management in Bank Refah Kargaran of Golestan province.

The second major aim of the study
Investigating relationship between emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province.

Sub-aims

8.Investigating relationship between self-awareness and conflict management in Bank Refah Kargaran of Golestan province.

9. Investigating relationship between self-regulation and conflict management in Bank Refah Kargaran of Golestan province.

10. Investigating relationship between self motivation and conflict management in Bank Refah Kargaran of Golestan province.

11. Investigating relationship between empathy and conflict management in Bank Refah Kargaran of Golestan province.

12. Investigating relationship between communication skills and conflict management in Bank Refah Kargaran of Golestan province.

Research Questions

The first major question

Is there a significant relationship between organizational intelligence and conflict management Bank Refah Kargaran of Golestan province?

Secondary Questions

1.Is there a significant relationship between strategic vision and conflict management in Bank Refah Kargaran of Golestan province?

2. Is there a significant relationship between common fate and conflict management in Bank Refah Kargaran of Golestan province?

3. Is there a significant relationship between willingness to change and conflict management in Bank Refah Kargaran of Golestan province?

4. Is there a significant relationship between commitment and optimism and conflict management in Bank Refah Kargaran of Golestan province?

5. Is there a significant relationship between alignment and consistency and conflict management in Bank Refah Kargaran of Golestan province?

6. Is there a significant relationship between development of knowledge and conflict management in Bank Refah Kargaran of Golestan province?

7. Is there a significant relationship between operation pressure and conflict management in Bank Refah Kargaran of Golestan province?

The Second Major Question

Is there a significant relationship between emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province?

Secondary Questions

8.Is there a significant relationship between self-awareness and conflict management in Bank Refah Kargaran of Golestan province?

9.Is there a significant relationship between self-regulation and conflict management in Bank Refah Kargaran of Golestan province?

10. Is there a significant relationship between self motivation and conflict management in Bank Refah Kargaran of Golestan province?

11. Is there a significant relationship between empathy and conflict management in Bank Refah Kargaran of Golestan province?

12. Is there a significant relationship between communication skills and conflict management in Bank Refah Kargaran of Golestan province?

Research Hypotheses

The First main Hypothesis

There is a significant relationship between emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province.

Secondary Hypotheses

1. There is a significant relationship between strategic vision and conflict management in Bank Refah Kargaran of Golestan province.

2. There is a significant relationship between common fate and conflict management in Bank Refah Kargaran of Golestan province.

3. There is a significant relationship between willingness to change and conflict management in Bank Refah Kargaran of Golestan province.
4. There is a significant relationship between commitment and optimism and conflict management in Bank Refah Kargaran of Golestan province.
5. There is a significant relationship between alignment and consistency and conflict management in Bank Refah Kargaran of Golestan province.
6. There is a significant relationship between development of knowledge and conflict management in Bank Refah Kargaran of Golestan province.
7. There is a significant relationship between operation pressure and conflict management in Bank Refah Kargaran of Golestan province.

The second major Hypotheses
There is a significant relationship between emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province.

Secondary Hypotheses
8. There is a significant relationship between self-awareness and conflict management in Bank Refah Kargaran of Golestan province.
9. There is a significant relationship between self-regulation and conflict management in Bank Refah Kargaran of Golestan province.
10. There is a significant relationship between self motivation and conflict management in Bank Refah Kargaran of Golestan province.
11. There is a significant relationship between empathy and conflict management in Bank Refah Kargaran of Golestan province.
12. There is a significant relationship between communication skills and conflict management in Bank Refah Kargaran of Golestan province.

METHODOLOGY

The present study is an applied study in terms of aim and it is a descriptive study in terms of method and it is a correlative study.

Statistical population and sample volume and sampling method
Research sample of this study was consisted of all 268 employees of Refah Kargaran bank of Golestan province. According to Kerjesi and Morgan table, the sample size is 159 people. Random sampling method was used for sampling of statistical population.

Methods and tools of data collection
In this study, the researcher collected data through library and field procedures and data collection tools including 1. Albrecht's standard Organizational Intelligence Questionnaire (2003) 2. Golmen's standard Emotional Intelligence Questionnaire (1995) 3. Robbins's standard Conflict Management Questionnaire (2012).

Research Methodology
The present study is an applied study in terms of aim and it is a descriptive study in terms of method and it is a correlative study. Research sample of this study was consisted of all 268 employees of Bank Refah Kargaran of Golestan province. According to Kerjesi and Morgan table, the sample size is 159 people. Random sampling method was used for sampling of statistical population.

In the present study to collect information related to literature and background of research library method by using Persian and Latin sources is used. This research is done through filed method. In this research regular or closed questionnaire (Likert) five options are used to collect information. This study consists of three questionnaire that include 49 questions of organizational intelligence, 28 questions of emotional intelligence and 30 questions of conflict management respectively.

In organizational intelligence questionnaire manner of question setting considering dimensions of research hypothesis is according to the below table:

Table 1: Dimensions and questions of organizational intelligence

Dimensions of organizational intelligence	Questions of Questionnaire
Strategic Vision	1-2-3-4-5-6-7
Common Fate	8-9-10-11-12-13-14
Willingness to change	15-16-17-18-19-20-21
Commitment and Optimism	22-23-24-25-26-27-28
Alignment and Consistency	29-30-31-32-33-34-35
Knowledge Development	36-37-38-39-40-41-42
Operating Pressure	43-44-45-46-47-48-49

In emotional intelligence questionnaire manner of question setting considering dimensions of research hypothesis is according to the below table:

Table 2: Dimensions and questions of emotional intelligence questionnaire

Dimensions	Questions
Self awareness	1-2-3-4-5-6
Self regulation	7-8-9-10-11-12-13-14-15
Self motivation	21-22-23
empathy	24-25-26-27-28
Communicative skills	16-17-18-19-20

In this study emotional and organizational intelligence are independent variables and conflict management is dependent variable. In this study questionnaire validity is conducted through content validity. Research questions were designed in accordance with the research hypotheses and then they were examined by Supervisor and Advisor and after reviewing and revising its suitability has been approved by supervisors and advisors.

In this study Cronbach's alpha was used to estimate the reliability of questionnaire. On the basis of this formula when calculated α coefficient is more than 70 percent, it can be concluded that obtained data are reliable. To ensure the reliability of distributed questionnaire among employees, by using statistical software SPSS19, Cronbach's alpha coefficient was calculated separately for each of the questionnaires and this value for organizational intelligence, emotional intelligence and conflict management questionnaire equal to 0.950, 0.916, and 0.940 respectively. Thus, it was concluded that questionnaires are reliable.

RESULTS

In this study to describe data descriptive statistics (Abundance, Average, Standard deviation, Charts) have been used and regarding findings of tables and charts are judged and for testing hypothesis statistical inference is used. To get the relationship between the variables, Pearson's correlation and multiple regressions are used.

The analysis of the demographic characteristics of the sample gender

Table 3: description of sample in terms of gender

gender	frequency	Percentage	Cumulative percentage
men	134	84%	84%
women	25	16%	100%
total	159	100%	

Considering table 3, in this sample (159 people), 134(84 percent) are men and 25people(16 percent) are women.

Education level

Table 4: description of sample in terms of Education level

Education level	frequency	Percentage	Cumulative percentage
diploma	7	5%	5%
Associate degree	34	21%	26%
BA	92	58%	84%
MA	26	16%	100%
Total	159	100%	

Considering table 4 from total number of respondents (159 people), 7 (5 percent) of them had diploma, 34 (21 percent) people had associate degree, 92 (58 percent) had BA and 26 (16 percent) had MA.

Working Experience

Table 5: description of sample in terms of Working Experience

Working experience	frequency	Percentage	Cumulative percentage
1 to 10years	55	35%	35%
11 to 20 years	70	44%	79%
Over 21 years	34	21%	100%
total	159	100%	

According to Table 5 of the total number of respondents (159),55 (35 percent) had 1 to 10 years, 70 (44 percent) people had between 11 and 20 years and 34 (21 percent) people had more than 21 years of working experience.

Age

Table 6: description of sample in terms of age

Age	frequency	Percentage	Cumulative percentage
20 to 30	26	16%	16%
31 to 40	74	47%	63%
41 to 50	57	36%	99%
Over 51	2	1%	100%
total	159	100%	

According to Table 6 of the total number of respondents (159), 26(16 percent) were 20 to 30 years, 74 (47 percent) people were between 31 and 40 years, 57 (36 percent) were between 41 and 50 years and 2 (1 percent) people were over 51 years.

Job rating

Table 7: description of sample in terms of job rating

Job rating	frequency	Percentage	Cumulative percentage
managerial	14	9	9
expertise	8	5	14
administrative	137	86	100
total	159	100	

According to Table 7 in the sample (159), 14 (9 percent) people were in management rating, 8 (5 percent) people were expertise and 137 (86 percent) people were working in administrative posts.

Description of research variables

Table 8: Results of description of research variables

variable	minimum	maximum	average	variance	Standard deviation
Strategic vision	17.00	33.00	27.2264	19.543	4.42079
Common fate	9.00	35.00	27.1447		31.390
Willingness to change	9.00	33.00	25.8805	32.486	5.69962
Commitment and optimism	7.00	35.00	26.0692	31.913	5.64915
Alignment and consistency	11.00	35.00	24.5849	33.738	5.80844
Knowledge development	7.00	34.00	24.3711	37.577	6.12998
Operating pressure	9.00	34.00	25.6038	28.772	5.36399
Organizational intelligence	100.00	227.00	180.8805	1078.789	32.84493
Self awareness	12.00	30.00	23.5472	19.490	4.41473
Self regulation	21.00	43.00	34.4717	33.301	5.77074
Self motivation	4.00	15.00	11.6352	6.904	2.62756
empathy	5.00	25.00	19.2453	15.465	3.93253
Communicative skills	5.00	25.00	17.6604	20.935	4.57543
Emotional intelligence	53.00	128.00	106.5597	333.033	18.24919
Conflict management	78.00	188.00	142.9811	624.576	24.99151

Table 8 indicates that organizational intelligence variable has the most average and self motivation variable has the lowest average and the highest dispersion is observed in organizational intelligence variable and the lowest dispersion is observed in self motivation variable.

Normality test

To use statistical tests, at first we assess normal distribution of the variables by using the Kolmogorov-Smirnov test.

H0: The data are normally distributed.   H1: Data are not normally distributed.

Table 9: results of normality test of research variables

variable	Significance level	Results of test
Strategic vision	.123	**Distribution of data is normal.**
Common fate	.065	**Distribution of data is normal.**
Willingness to change	.191	**Distribution of data is normal.**
Commitment and optimism	.093	**Distribution of data is normal.**
Alignment and consistency	.076	**Distribution of data is normal.**
Knowledge development	.089	**Distribution of data is normal.**
Operating pressure	.084	**Distribution of data is normal.**
Organizational intelligence	.058	**Distribution of data is normal.**
Self awareness	.075	**Distribution of data is normal.**
Self regulation	.086	**Distribution of data is normal.**
Self motivation	.219	**Distribution of data is normal.**
empathy	.063	**Distribution of data is normal.**
Communicative skills	.052	**Distribution of data is normal.**
Emotional intelligence	.079	**Distribution of data is normal.**
Conflict management	.061	**Distribution of data is normal.**

According to Table 9, the significance level (Sig.) of Kolmogorov – Smirnov test research variables is more than 0.05. So, hypothesis H0 is confirmed it means that data are distributed normally in this sample for this reason, to test research hypotheses parametric tests (Pearson, multiple regression) is used.

Hypotheses test

Test of the first main hypothesis: There is a significant relationship between organizational intelligence and conflict management in Bank Refah Kargaran of Golestan province.

H_0: there is no significant relationship between organizational intelligence and conflict management.

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

Table 10: Results of the Pearson correlation test between organizational intelligence and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Organizational intelligence and conflict management	874[**]	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

Based on the correlation test (Pearson) in Table 10, there is a significant relationship between organizational intelligence and conflict management at 95 percent level (sig<0.05) and (r>0). It means that increase of organizational intelligence cause improvement of conflict management. Therefore hypothesis H0 is rejected and H1 hypothesis is accepted and the correlation coefficient between independent variable (organizational intelligence) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province is (r= 0,874).

Table 11: Results of regression analysis between the dimensions of organizational intelligence and conflict management

Determination coefficient	Modified coefficient	Determination	Standard deviation	Statistics of Dorbin-Watson
.777	.767		9.07389	**1.562**

According to Table 11 modified determination coefficient is 0.767 and Dorbin-watson statistics are in the range of 1.5 to 2.5 so, errors independence hypothesis is approved (ie. Regression can be used) and dimensions of organizational intelligence can predict 76.7 percent of changes of conflict management variable in Babk Refah Kargaran of Golestan province.

Table 12: The results of the analysis of variance between the dimensions of organizational intelligence and conflict management

model	sum of squares	Degree of freedom	Average of squares	Statistics of F	Significance level
Regression	76670.358	7	10952.908	75.134	**.000[a]**
residual	22012.585	151	145.779		
total	98682.943	158			

According to Table 12, F value is obtained by dividing regression mean square by mean square residual equals to 75.134 that this value mean by degrees of freedom at 0.000level and this level is lower than 0.05. Therefore, we conclude that aspects of organizational intelligence influence on conflict management Bank Refah Kargaran of Golestan province and there is a linear relationship between them.

Table 13: Results of multiple regression equation between dimensions of organizational intelligence with conflict management

model	Non standard regression coefficients		Standard coefficients	t	Sig.
	B	Standard error	Beta	.	.
(Constant)	25.670	6.361		4.035	.000
Strategic vision	.742	.233	.243	2.526	.009
Common fate	.905	.433	.270	2.781	.006
Willingness to change	.958	.443	.288	2.819	.004
Commitment and optimism	.990	.306	.301	3.258	.002
Alignment and consistency	.786	.285	.401	3.122	.003
Knowledge development	.808	.253	.174	2.794	.005
Operating pressure	.882	.361	.232	3.271	.001

In table 13 the first row indicates values of significance intercept test (regression coefficient) β_0 and the second row β_1 is regression slope coefficient. In this study dimensions of organizational intelligence are independent variables (X) and conflict management component (Y) is dependent variable which is according to the formula Y=a+bixi and value a=25.670, b_1=0.742, b_2=0.905, $b_{3=}$0/0.958, b_4= ، 0.990 b_5= 0.786 b_6= ، 0.808 b_7=0.882
The regression equation is calculated as follows:
Conflict management=25.670 + 0.742 (strategic vision) + 0.905 (common fate) +0.958 (willingness to change) + 0.990 (commitment and optimism) + 0.786 (alignment and consistency) + 0.808 (development of knowledge) + 0.882 (operating pressure)

Test of secondary hypotheses
Test of the first secondary hypothesis: There is a significant relationship between strategic vision and conflict management in Babk Refah Kargaran of Golestan province.
H_0: There is no significant relationship between strategic vision and conflict management.
H_1: There is a significant relationship between strategic vision and conflict management.

Table 14: Results of the Pearson correlation test between strategic vision and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Strategic vision and conflict management	.627**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

Based on the results of correlation test (Pearson) in Table 14, there is a significant and direct relationship between strategic vision and conflict management at 95 percent level (sig<0.05) and (r>0). It means by increasing staff's strategic vision conflict management will be improved. So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (strategic vision) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.627).

Test of the second secondary hypothesis: There is a significant relationship between common fate and conflict management in Bank Refah Kargaran of Golestan province.
H_0: There is no significant relationship between common fate and conflict management.
H_1: There is a significant relationship between common fate and conflict management.

Table 15: Results of the Pearson correlation test between the common fate and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Common fate and conflict management	.808**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 15, there is a significant and direct relationship between common fate and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's common fate, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (common fate) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.808).

Test of the third secondary hypothesis: There is a significant relationship between willingness to change and conflict management in Bank Refah Kargaran of Golestan province.

H_0: There is no significant relationship between willingness to change and conflict management.

H_1: There is a significant relationship between willingness to change and conflict management.

Table 16: Results of the Pearson correlation test between the willingness to change and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Willingness to change and conflict management	.810**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 16, there is a significant and direct relationship between willingness to change and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's willingness to change, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (willingness to change) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.810).

Test of the fourth secondary hypothesis: There is a significant relationship between commitment and optimism and conflict management in Bank Refah Kargaran of Golestan province.

H_0: There is no significant relationship between commitment and optimism and conflict management.

H_1: There is a significant relationship between commitment and optimism and conflict management.

Table 17: Results of the Pearson correlation test between commitment and optimism and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Commitment and optimism and conflict management	.826**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 17, there is a significant and direct relationship between willingness to change and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's commitment and optimism, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (commitment and optimism)) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.826).

Test of the fifth secondary hypothesis: There is a significant relationship between alignment and consistency and conflict management in Bank Refah Kargaran of Golestan province.

H_0**:** There is no significant relationship between alignment and consistency and conflict management**.**

H_1**:** There is a significant relationship between alignment and consistency and conflict management**.**

Table 18: Results of the Pearson correlation test between alignment and consistency with conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Alignment and consistency and conflict management	.664**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 18, there is a significant and direct relationship between alignment and consistency and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's alignment and consistency, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (alignment and consistency)) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.664).

Test of the sixth secondary hypothesis: There is a significant relationship between development of knowledge and conflict management in Bank Refah Kargaran of Golestan province.

H_0: There is no significant relationship between development of knowledge and conflict management.

H_1: There is a significant relationship between development of knowledge and conflict management.

Table 19: Results of the Pearson correlation test between knowledge development and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Knowledge development and conflict management	.684**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 19, there is a significant and direct relationship between alignment and consistency and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's knowledge development conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (knowledge development) dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.684).

Test of the seventh secondary hypothesis: There is a significant relationship between operating pressure and conflict management in Bank Refah Kargaran of Golestan province.

H_0: There is no significant relationship between operating pressure and conflict management.

H_1: There is a significant relationship between operating pressure and conflict management.

Table 20: Results of the Pearson correlation test between operating pressure and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Operating pressure and conflict management	.760**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 20, there is a significant and direct relationship between operating pressure and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's operating pressure, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (operating pressure) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.760).

Test of the second main hypothesis

There is a significant relationship between emotional intelligence and conflict management in Bank Refah Kargaran of Golestan province.

H_0: There is no significant relationship between emotional intelligence and conflict management.

H_1: There is a significant relationship between emotional intelligence and conflict management.

Table 21: Results of the Pearson correlation test between emotional intelligence and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Emotional intelligence and conflict management	.813**	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 21, there is a significant and direct relationship between emotional intelligence and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's emotional intelligence conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (emotional intelligence) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.813).

Table 22: Results of regression test between emotional intelligence and conflict management

Determination coefficient	modified coefficient	Determination	Standard deviation	Statistics of Dorbin-Watson
.718	.708		13.49333	1.595

According to Table 22 modified determination coefficient is 0.708 and Dorbin-watson statistics are in the range of 1.5 to 2.5 so, errors independence hypothesis is approved (ie. Regression can be used) and dimensions of organizational intelligence can predict 70.8 percent of changes of conflict management variable in Bank Refah Kargaran of Golestan province.

Table 23: Results of variance test between emotional intelligence and conflict management

model	Sum of squares	Degree of freedom	Average of squares	Statistics of F	Significance level
regression	70826.241	5	14165.248	77.801	.000a
residual	27856.702	153	182.070		
total	98682.943	158			

According to Table 23, F value is obtained by dividing regression mean square by mean square residual equals to 77.801 that this value mean by degrees of freedom of 5 at 0.000level and this level is lower than 0.05. Therefore, we conclude that aspects of emotional intelligence influence on conflict management Bank Refah Kargaran of Golestan province and there is a linear relationship between them.

Table 24: Multiple regression line coefficients between the dimensions of emotional intelligence and conflict management

model	Non standard regression coefficients		Standard coefficients	t	Sig.
	B	Standard error	Beta	.	.
(Constant)	25.401	6.661		3.813	.000
Self awareness	.751	.460	.268	2.098	.032
Self regulation	1.474	.472	.340	3.125	.002
Self motivation	3.048	.712	.320	4.282	.000
empathy	2.046	.426	.322	4.797	.000
Communicative skills	.813	.347	.249	2.345	.020

In table 13 the first row indicates values of significance intercept test (regression coefficient) $\beta 0$ and the second row $\beta 1$ is regression slope coefficient. In this study dimensions of organizational intelligence are independent variables (X) and conflict management component (Y) is dependent variable which is according to the formula Y=a+bixi and value a=25.401, b_1=0.751, b_2=1.474, $b_{3=}$3.048, b_4= ‹2.046 b_5= 0.813

The regression equation is calculated as follows:

Conflict management= 25.401 + 0.751 (self awareness) + 1.474 (self regulation) + 3.048 (self motivation) + 2.046 (empathy) + 0.813 (communicative skills)

Test of the second secondary hypothesis
Test of the eighth secondary hypothesis: There is a significant relationship between self-awareness and conflict management in Bank Refah Kargaran of Golestan province.
H_0: There is no significant relationship between self-awareness and conflict management.
H_1**:** There is a significant relationship between self-awareness and conflict management**.**

Table 25: Results of the Pearson correlation test between self awareness and Conflict Management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Self awareness and conflict management	.624[**]	.000	159	**There is a significant relationship**
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 25, there is a significant and direct relationship between self awareness and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's self awareness, conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (self awareness) dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.624).
Test of the ninth secondary hypothesis: There is a significant relationship between self-regulation and conflict management in Bank Refah Kargaran of Golestan province.
H_0**:** There is no significant relationship between self-regulation and conflict management**.**
H_1**:** There is a significant relationship between self-regulation and conflict management**.**

Table 26: Results of the Pearson correlation test between self-regulation and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Self regulation and conflict management	.733**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 26, there is a significant and direct relationship between self-regulation and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's self-regulation conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (self regulation) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.733).

Test of the tenth secondary hypothesis: There is a significant relationship between self-regulation and conflict management in Bank Refah Kargaran of Golestan province.
H_0: There is no significant relationship between self-regulation and conflict management.
H_1: There is a significant relationship between self-regulation and conflict management.

Table 27: Results of the Pearson correlation test between self-motivation and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Self motivation and conflict management	.725**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 27, there is a significant and direct relationship between self-motivation and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's self-motivation conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (self motivation) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.725).

Test of the eleventh secondary hypothesis: There is a significant relationship between empathy and conflict management in Bank Refah Kargaran of Golestan province.
H_0: There is no significant relationship between empathy and conflict management.
H_1: There is a significant relationship between empathy and conflict management.

Table 28: Results of the Pearson correlation test between empathy and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
empathy and conflict management	.725**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 28, there is a significant and direct relationship between empathy and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's empathy conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (empathy) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.760).

Test of the twelfth secondary hypothesis: There is a significant relationship between communicative skills and conflict management in Bank Refah Kargaran of Golestan province.
H_0: There is no significant relationship between communicative skills and conflict management.
H_1: There is a significant relationship between communicative skills and conflict management.

Table 29: Results of the Pearson correlation test between communicative skills and conflict management

Tested variables	Significance level r	Significance level Sig. (2-tailed)	Number of sample N	Result of test
Communicative skills and conflict management	.648**	.000	159	There is a significant relationship
**. Correlation is significant at the 0.05 level (2-tailed).				

According to results of correlation test (Pearson) in table 29, there is a significant and direct relationship between communicative skills and conflict management at 95 percent level (sig<0.05) and (r>0). It means that by increasing staff's communicative skills conflict management will be improved So H_0 hypothesis is rejected and H_1 hypothesis is accepted and correlation coefficient between independent variable (communicative skills) and dependent variable (Conflict Management) Bank Refah Kargaran of Golestan province equals to (r=0.648).

Conclusion

Table 30: Results of statistical tests

hypotheses	Statistical methods	Result of statistical test	Interpretation of results
first main hypothesis	Normality test Pearson correlation coefficient Multiple regression	H_1 hypothesis is confirmed.	There is a significant relationship between organizational intelligence and conflict management.
first secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between strategic vision and conflict management.
Second secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between common fate and conflict management.
third secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between willingness to change and conflict management.
fourth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between commitment and optimism with conflict management.
fifth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between alignment and consistency with conflict management.
Sixth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between knowledge development and conflict management.
seventh secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between operating pressure and conflict management.
Second main hypothesis	Normality test Pearson correlation coefficient Multiple regression	H_1 hypothesis is confirmed.	There is a significant relationship between emotional intelligence and conflict management.
Eight secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between self awareness and conflict management.
ninth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between self regulation and conflict management.
Tenth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between self motivation and conflict management.
Eleventh secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between empathy and conflict management.
Twelfth secondary hypothesis	Normality test Pearson correlation coefficient	H_1 hypothesis is confirmed.	There is a significant relationship between communicative skills and conflict management.

Organizational intelligence enables us to organizational decision making. Organizational intelligence means comprehensive knowledge of all the factors that affect the organization. It means having deep knowledge of all factors, such as customers, competitors, economic environment, operations and organizational process that has great impact on management decisions in organization. Available evidence suggests that intelligence alone is not indicative of our success in life and work and emotions are keys to organizational success and the emotionally intelligent people can develop their organizational effectiveness at all organizational levels and play an important role in the quality and effectiveness of social interaction with others. Emotional intelligence is necessary for career success and includes 60 percent of operations in all jobs. Emotional intelligence is lonely the most important Emotional intelligence is the single largest factor in predicting the performance of individual in work places and is the most powerful force for leadership and success. In Diginz's view emotional intelligence as an interpersonal method helps people in getting more knowledge, identification and management of effect of emotions on thought, development of ability of recognition of social mobility and understanding manner of relation management. Correct and effective use of conflict improves performance and promotes the health level of organization and inefficient use of it reduces performance and creates conflict and tension in the organization. Effective use of conflict requires a thorough understanding of the nature and causes of it and acquisition of skills to manage and control it which today is considered as one of the most important management skills. Ability to resolve and manage conflict has important role in organization managers' success.

If the conflict is constructive, it triggers new and creative ideas and provide field for innovation and constructive change in the organization and ultimately help management o achieve their organizational goals. Some scholars believe that variety of working groups through conflict affects on operation. In behavioral texts two major types of conflicts are presented: one is emotional conflict and the other is task conflict. Managers who can reduce the emotional conflict and manage task conflict effectively are more successful. In this way, managers should be aware of the origin of the conflict and be aware of manner of impact of diversity on conflict and know appropriate ways of dealing with it. The present study has indicated that there is a significant relationship between organizational and emotional intelligence with conflict management in Bank Refah Kargaran of Golestan province. Sharifi and Eslamiye (2013) have done a study entitled relationship between emotional intelligence and management styles of university managers and obtained results indicate that there is a significant positive relationship between components of emotional intelligence and conflict management styles of educational groups of Islamic Azad Universities of ten areas of the country and it is in line with results of the present study. Bagherzade et al, (2013) conducted a study entitled investigating the relationship between organizational intelligence and conflict management among teachers and managers of public schools of Maraghe city and Pearson correlation analysis showed there is a significant relationship between organizational intelligence and conflict management and it is in line with results of the present study. Jahanian (2012) conducted a study entitled investigating the relationship between emotional intelligence and managers' conflict management, results indicated that there is a significant relationship between emotional intelligence and managers' conflict management and it is in line with results of the present study. Pooya et al (2013) conducted a study entitled investigating the relationship between emotional intelligence and conflict management among personnel of Iran Gas Company, results indicated that there is a significant relationship between emotional intelligence and conflict management among personnel of Iran Gas Company and it is in line with results of the present study. Anjelia et al (2013) conducted a study entitled investigating the relationship between cultural intelligence and conflict management among students of Taiwan University, results indicated that there is significant relationship between cultural intelligence and conflict management and it is in line with results of the present study. Smarti and Zakaria (2013) conducted a study entitled investigating the relationship between emotional intelligence and conflict management among staff of public sector in India, results indicated that there is significant relationship between emotional intelligence and conflict management among staff of public sector in India and it is in line with results of the present study.

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