



Amman - Jordan

**The Impact of Social Intelligence on Organizational  
Conflict Management Strategies: A Field Study on  
Jordanian Telecommunication Companies**

أثر الذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي: دراسة  
ميدانية في شركات الاتصالات الأردنية

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Thesis submitted in partial fulfillment of the requirements for  
the degree of Master of Business Administration

Business Administration Department

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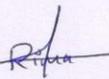
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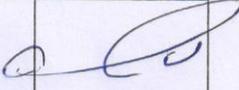
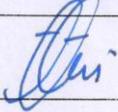
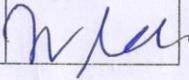
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## Examination Committee's Decision

This thesis of the student Rima Salem Serrieh, which studied "**The Impact of Social Intelligence on Organizational Conflict Management Strategies: A Field Study on Jordanian Telecommunication Companies.**", has been defined, accepted and approved on 5/6 /2017.

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## **Dedication**

To

My family, instructors, and friends.

## **Acknowledgement**

First and foremost, my great gratitude goes to Almighty Allah who without his support and blessing, I would never work nor finish this work. I want to express my gratitude and thanks to everyone who supported me to write and complete this work.

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# **The Impact of Social Intelligence on Organizational Conflict Management Strategies: A Field Study on Jordanian Telecommunication Companies**

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## **Abstract**

This study aims to investigate the impact of social intelligence on organizational conflict management strategies of Jordanian telecommunication companies. In order to achieve the objectives of this study, the data were collected through answering questionnaires by using simple random for a sample whose size is 350 employees who are working at Jordanian telecommunication companies (Orange and Umniah). In addition, the researcher used the Statistical Package for Social Science (SPSS) version (21) for descriptive and analytical statistics. The study concluded that there is impact of social intelligence on organizational conflict management strategies in the Jordanian telecommunication companies. Moreover, the results show that there is a strong impact among social intelligence variables (organizational awareness, social skills, empathy, situational awareness, situational response) on organizational conflict management strategies (integrating, obliging, dominating, avoiding, compromising). This study recommends the organizations in Jordanian telecommunication sector (Orange and Umniah) to carry out of training to raise awareness of all employees in social intelligence. In addition, the organizations have to encourage employees to exchange experiences that will reduce the conflict among themselves. Finally, the study recommends studying the organizational conflict management strategies from other psychological entrances.

**Key words:** Social Intelligence (SI), Organizational Conflict Management Strategies (OCMS), Jordanian telecommunication companies.

## أثر الذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي: دراسة ميدانية في

### شركات الاتصالات الأردنية

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### الملخص

هدفت هذه الدراسة إلى بحث أثر الذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي في شركات الاتصالات الأردنية. ولغرض تحقيق أهداف الدراسة تم تطوير الأستبانة لجمع البيانات بطريقة عشوائية بسيطة على عينة تكونت من 350 موظفا يعملون في شركات الاتصالات الأردنية (اورنج وامنية). تم اختبار فرضيات الدراسة باستخدام وسائل الإحصاء الوصفي والتحليلي باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS) إصدار 21. و خرجت الدراسة بمجموعة من نتائج كان أهمها ان هنالك اثر للذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي في شركات الاتصالات الأردنية. بالإضافة ان هنالك اثر قوي بين الذكاء الاجتماعي (الوعي التنظيمي، المهارات الاجتماعية، التعاطف، الوعي الموقفي، الاستجابة الظرفية) على استراتيجيات إدارة الصراع التنظيمي (التكامل، الإرضاء، السيطرة، التجنب، المساومة). و قد قدمت الدراسة مجموعة من التوصيات كان أبرزها حاجة الشركات المبحوثة الأخذ بعين الاعتبار في عقد دورات تدريبية حول الذكاء الاجتماعي لجميع الموظفين، وكذلك تشجع الموظفين على تبادل الخبرات فيما بينهم مما قد يساهم في انخفاض الصراع التنظيمي. وأخيراً توصى الدراسة بدراسة استراتيجيات إدارة الصراع التنظيمي من مداخل نفسية و اجتماعية أخرى.

**الكلمات المفتاحية:** الذكاء الاجتماعي، استراتيجيات إدارة الصراع التنظيمي، شركات الاتصالات الأردنية.

# **Chapter One**

## **General Framework of the Study**

### **1.1 Introduction**

The purpose of this chapter is to introduce the background of this study, explain the study problem and clarify the questions of the study. In addition, this chapter aims to describe the study objectives, significance, hypotheses, model, limitations, delimitations, and theoretical and procedural definitions of the study.

### **1.2 Background**

One of the basic human needs is social relationship. This is why human beings are considered as social creature by their natures. They cannot live alone; away from each other. Practicing in social relationships determines human success from the personal and professional levels. Moreover, the psychologist Edward Thorndike (1920) referred to “The best mechanic in a factory may fail as a foreman for lack of social intelligence”. This confirms the need of humans to feel of love, belonging, loyalty, and participation, and to conduct in their lives' aspects and activities. Maslow in 1943 has presented this idea in his theory, the pyramid of human needs, where he explains that humans in general feel in a strong need of belonging, loyalty, and love. This need will provide the emotional support and the confidence. On the other hand, when people do not get their need efficiently, they will be more anxious, depressed, and socially isolated (Karnatovskaia, et. al. 2015).

Many researchers such as Thorndike (1920), Vernon (1933), Goleman & Boyatzis (2008), Frankovsky & Birknerová (2014), and Al-Jarrah & Asleh (2016) stressed on the need of interaction between each other through having the social skills, empathy and other skills which are a part of social intelligence.

Although we think that the concept of social intelligence is one of the relatively recent concepts, it is mentioned before in the Holy Qur'an as illustrated in the following verse:

"And by the Mercy of Allah, you dealt with them gently. And had you (Muhammad peace be upon him) been severe and harsh-hearted, they would have broken away from about you; so pass over (their faults), and ask (Allah's) Forgiveness for them; and consult them in the affairs. Then when you have taken a decision, put your trust in Allah, certainly, Allah loves those who put their trust (in Him)" (Al-Imran 159).

Logically speaking, individuals could not live in isolation from each other, particularly in the work environment. For many different reasons, conflicts appear among the employees in the business organizations (Serrat, 2011).

Then, there are two sides of a conflict; positive and negative. The positive side of the conflict is important to solve problems and to exchange ideas (Spiroska, 2014). On the other hand, the negative side of the conflict causes many problems for the organization where it disperses workers and their potential capabilities (Dijkstra et al., 2011). Thus, it will badly affect the objectives and the performance of the employees in the organization (Zhu et al., 2016).

Moeller & Kwantes, (2015) suggest that the outcomes of interpersonal conflict are determined not only by the conflict itself, but also by the way in which it is managed.

Clegg, et al., (2015) discuss in their study that psychological and social dimensions are considered as one of the contemporary ways to manage the organizational conflicts. In addition, the social intelligence is considered as one of the psychological and social dimensions and it may have an effect on the business organizational environment.

The concept of social intelligence is associated with the assumption of different mental decisions and abilities which deal with the social content by having a set of skills (Rahim et al., 2016). This set of skills helps individuals to solve their social problems, which include the ability to understand the feelings, thoughts, and behaviors of others in different situations and social conditions, as shown in (Eshghi et al., 2013) study.

There are some researchers who suggest further studies in the recommendations in their studies, for example, Qadri & Khan (2016) recommended deeply to study the emotional and behavioral aspects of the organizational conflict management strategies. Besides, Rahim (2016) recommended enhancing our understanding of conflict management strategies in field experiments and training to effective conflict management strategies on individuals. In addition, Rahim et al., (2016) recommended for further studies on the importance of social intelligence using different approaches because of the lack of similar studies. Finally, Al-Jarrah & Asleh (2016) recommended conducting further studies using social intelligence and

organizational conflict management strategies using different samples and environments.

Some previous information about social intelligence and management of organizational conflict have a positive impact on the organization success, and from this point of view, this study attempts to identify the impact of social intelligence variables (organizational awareness, social skills, empathy, situational awareness, situational response) on the organizational conflict management strategies.

### **1.3 Study Problem**

The conflict among employees is an unavoidable part in work life (Purohit, 2014). In addition, according to a survey report in 2008 by Chartered Institute of Personnel and Development (CIPD), human resource professionals spend about 3.4 hours every week to manage conflicts at work. However, modern managers and behavioral scientists agree that a certain degree of conflict is essential as long as conflict is managed properly. But if the conflict is not managed properly, it will badly affect on the organization (Kaitelidou et al., 2012).

Many researchers such as Dijkstra et al., (2011), Salem (2013), Moeller & Kwantes (2015), Rahim (2016), and Qadri & Khan (2016) emphasize that organizational conflict exists at different levels in most business organizations, and that the difficulty lies in the use of the ideal strategies in the conflict management. At the end of their studies, they recommended other researchers to investigate it with the dimension of social intelligence.

In addition, the researcher of this study trained for more than three months at Umniah Company Telecom. From her experience, she noticed the presence of organizational conflicts among employees. She was also confirmed by some managers whom she had made interviews with that the conflict is already found in every organizations. And after that the researcher concluded the managers of (Umniah, Orange) companies use multi strategies to manage the conflict.

## **1.4 Study Purpose and Objectives**

The purpose of the current study is seeks to investigate the variables of the social intelligence and its impact on organizational conflict management strategies and to attain the following objectives:

1. Providing a conceptual and theoretical framework for basic study variables (social intelligence, organizational conflict management strategies).
2. Describing the level of:
  - 2.1 The social intelligence processes in Jordanian telecommunication companies.
  - 2.2 Organizational conflict management strategies in Jordanian telecommunication companies.
3. Investigating the impact of organizational awareness on organizational conflict management strategies.
4. Investigating the impact of social skills on organizational conflict management strategies.

5. Investigating the impact of empathy on organizational conflict management strategies.
6. Investigating the impact of situational awareness on organizational conflict management strategies.
7. Investigating the impact of situational response on organizational conflict management strategies.

Moreover, the objective of this study is to provide useful recommendations to Jordanian telecommunication companies and other companies.

## **1.5 Study Significance and Importance**

The significance of this study to investigate the impact of social intelligence on the organizational conflict management strategies. All previous studies examined the organizational conflict management strategies from different variables, such as emotional intelligence, cultural intelligence and others. In contrast, this study is the first which examines the organizational conflict management strategies from the entrance of social intelligence in business organizations, specifically in this sector in Jordan (according to researcher's knowledge).

### **1.5.1 The Theoretical Importance of the Study**

Many relevant studies discuss the organizational conflict management from different dimensions but this study is considered as an addition to these studies which it draws its theoretical significance from its investigation of the organizational conflict management from the social intelligence dimension in business organizations.

## **1.5.2 The Applied Importance of the Study**

According to a report issued from Telecommunications Regulatory Commission (TRC), the Jordanian telecommunication sector is one of the most important sectors in Jordan. It is important and influential in supporting the Jordanian economy through its contribution to the Gross Domestic Product (GDP). Further, the role of telecommunication sector is essential at both the regional and international levels (Telecommunications Regulatory Commission (TRC), Market Statistics, 2015).

Moreover, the current study hopes that the results of this study will help to draw the attention of business organization managers to the importance of the social intelligence and its role in organizational conflicts in their organizations, and Jordanian telecommunication companies will get benefits from the findings, results, and recommendations of the study. In addition, decision makers in other sectors will get benefits from the findings, results, and recommendations of the study.

## **1.6 Study Questions**

Based on the above main problem, this study aims to answer the following questions:

1. What is the level of practice of social intelligent in Jordanian telecommunication companies?
2. What is the level of practice of organizational conflict management strategies in Jordanian telecommunication companies?
3. Is there a social intelligence impact on the organizational conflict management strategies in Jordanian telecommunication companies?

3.1 Is there a social intelligence (organizational awareness) impact on the organizational conflict management strategies?

3.2 Is there a social intelligence (social skills) impact on the organizational conflict management strategies?

3.3 Is there a social intelligence (empathy) impact on the organizational conflict management strategies?

3.4 Is there a social intelligence (situational awareness) impact on the organizational conflict management strategies?

3.5 Is there a social intelligence (situational response) impact on the organizational conflict management strategies?

The first two questions will be answered by statistical analysis: mean, standard deviation. The third question will be answered by using simple and multiple regressions.

## 1.7 Study Hypotheses

The main hypothesis:

**H<sub>0</sub>:** There is no significant impact of social intelligence (organizational awareness, social skills, empathy, situational awareness, situational response) on organizational conflict management strategies of Jordanian telecommunication companies, at ( $\alpha \leq 0.05$ ).

Based on the processes of social intelligence, the main hypothesis can be divided into the following sub-hypotheses:

**H<sub>01</sub>:** There is no impact of social intelligence (organizational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

**H<sub>02</sub>:** There is no impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

**H<sub>03</sub>:** There is no impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

**H<sub>04</sub>:** There is no impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

**H<sub>05</sub>:** There is no impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

## **1.8 Study Model**

Based on the problem statement and its elements, the following model has been developed to illustrate the impact of social intelligence on the dimensions of conflict management strategies, as shown in figure (1).

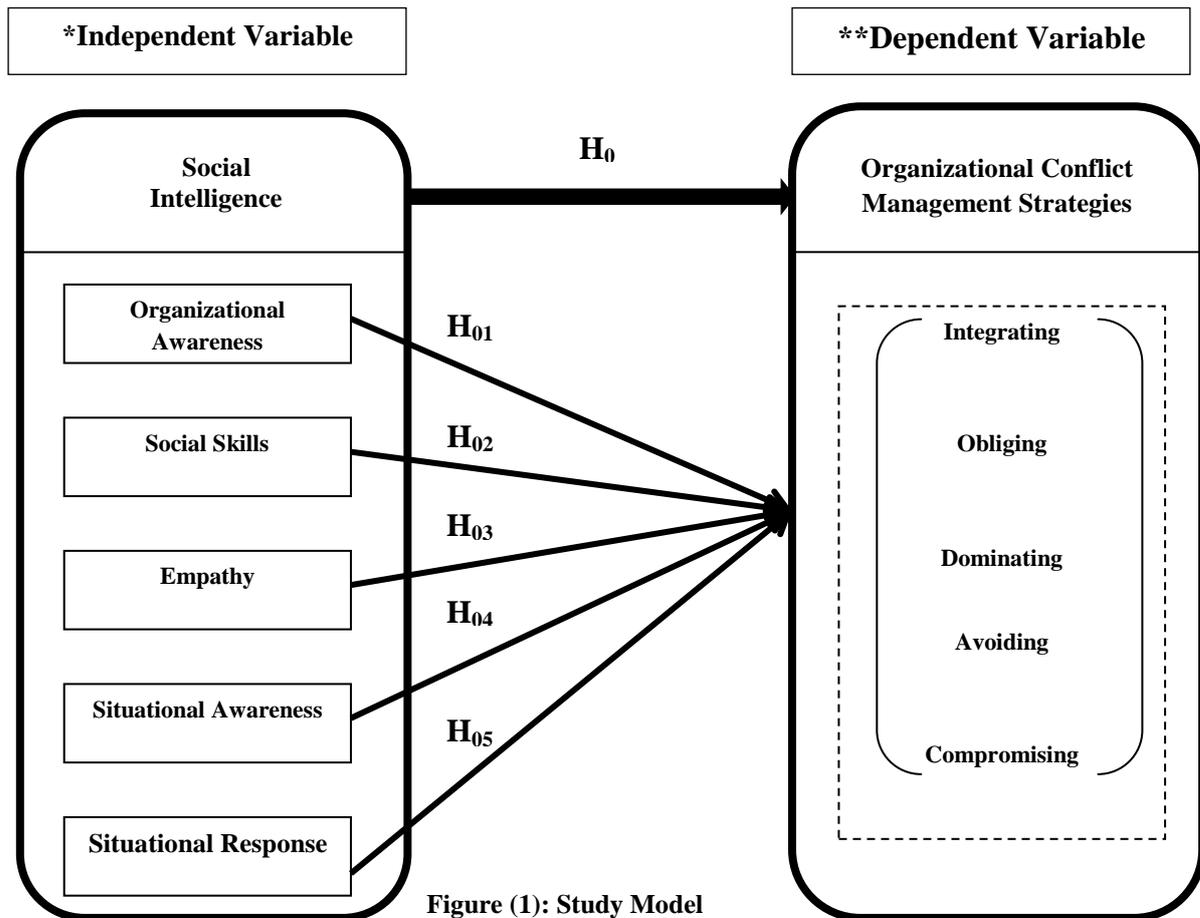


Figure (1): Study Model

Source: The model developed based on the following studies:

\*Independent variable: Qadri & Khan (2016), Alhassan et al., (2014)  
Rahim (2014), Hooda et al., (2009).

\*\*Dependent variable: Salami (2010), Rahim (2016),  
Qadri & Khan (2016).

## 1.9 Study Limitations

**Human Limitations:** The study targets different categories of employees who are working at the Jordanian telecommunication companies.

**Location Limitations:** "Orange" and "Umniah" were selected for this study in the Hashemite Kingdom of Jordan. In the case of Zain, the Head Quarter of the company in Kuwait refuses such exercises in all its branches everywhere; this is why it is not selected in this study with the other telecommunication companies in Jordan.

**Time Limitations:** This study will be carried within the period between the first semester and the second semester of academic year 2016/2017.

## **1.10 Study Delimitations**

This study investigated the impact of social intelligence on conflict management strategies at telecommunication companies in Jordan and these companies are profitable, therefore generalizing the result of this study is questionable for non-profit companies.

In addition, completing this study mainly depends on collecting data and information through the questionnaire and therefore the results will depend on the precise answers of the samples.

## **1.11 Theoretical and Procedural Definitions**

### **Social intelligence:**

Rahim et al., (2016) have defined social intelligence as the ability of how to be aware of related social situations, and how to handle situational challenges effectively by understanding others' concerns, feelings, building and maintaining positive relationships in social settings.

The procedural definition of social intelligence:

It is a set of practices including (organizational awareness, social skills, empathy, situational awareness, situational response) which are exercised by managers in their works.

**Organizational awareness:**

It is the ability of how to understand and appreciate the culture, values, and norms of employees' at organization (Goleman & Boyatzis, 2008).

The procedural definition of organizational awareness:

It is a set of practices which are exercised to understand attitudes of employees, appreciation employees' customs and traditions, beliefs and values, and try to understand unspoken norms in the organization.

**Social skills:**

Rahim et al., (2016) have defined the social skills as the ability of how to speak in a clear, negotiate and manage the conflict by building and maintaining positive relationships with employees.

The procedural definition of social skills:

It is a set of practices which are exercised in order to negotiate and respect employees through interacting and building good relations with them.

**Empathy:**

Abdul-Saheb, (2014: 200) suggests the definition of empathy as the ability of the employee to put himself in another's place: behavior, feelings, actions, and thoughts. In other words, "I put myself in his shoes".

The procedural definition of empathy:

It is a set of practices which are exercised to understand the moods to share the feelings with employees and to give hand to them.

**Situational awareness:**

Rahim, (2014) has defined the situational awareness as the employee's ability of collecting information for inspection and formulation of problem/s. This ability is very important for employee's success in life and leadership.

The procedural definition of situational awareness:

It is a set of practices which are exercised to read the situation by evaluating, analyzing the conflict issues.

**Situational response:**

It is the employee's ability of how to use the information to make effective decisions to obtain desirable results, and this ability is needed for employee's success in organization (Rahim, 2014).

The procedural definition of situational response:

It is a set of practices which are exercised to adapt, to choose an appropriate response, and respond to conflict issues in a good way.

**Organizational conflict management strategies:**

Robbins & Judge (2014: 453) have defined the organizational conflict management strategies as how to use strategies (competing, collaborating, avoiding, accommodating, and compromising) to manage the conflict among employees, as one of the stages of conflict process.

The procedural definition of conflict management strategies:

It is a set of strategies (integrating, obliging, dominating, avoiding, and compromising) which are used to manage the conflict among employees in their works as one block.

### **Integrating Strategy:**

This strategy is defined as how to resolve problems/conflicts to reach an effective solution which is acceptable to all conflict parties (Qadri & Khan, 2016).

The procedural definition of integrating strategy:

It is a strategy which is used to cooperate, encourage and motivate the employees and to understand the reasons of conflict. And it is measured through the employee's responses/answers on the questionnaire.

### **Obliging Strategy:**

Serrat, (2011) has defined obliging strategy as how to satisfy the concerns of the other conflict party/ies to maintain a relationship/s and maybe to achieve something in return.

The procedural definition of obliging strategy:

It is a strategy which is used to understand employees' needs and desires by controlling the negative feelings and using friendly words with employees. It is measured through the employee's responses/answers on the questionnaire.

### **Dominating Strategy:**

This strategy is defined as presenting one resolution that may interest one party. In other words, this strategy occurs when there is high attention on one person and neglecting the others (Salem, 2013).

The procedural definition of dominating strategy:

It is a strategy which is used to gain situation through threatening, forcing and the implementing punishments in the organization. This strategy is also measured through the employee's responses/answers on the questionnaire.

### **Avoiding Strategy:**

This strategy is defined as obviating situation when conflict happens. In other words, it occurs when the manager ignores the conflict situation (the parties of the conflict) (Al-Jarrah & Asleh, 2016).

The procedural definition of avoiding strategy:

It is a strategy which is used to avoid conflict parties through postponing issues and making neutrality with them in the organization. And it is measured through the employee's response on the questionnaire.

### **Compromising Strategy:**

According to Rahim (2002), this strategy has been defined as a process of taking a decision that satisfies all the parties in the conflict.

The procedural definition of compromising strategy:

It is a strategy which is used to balance between gains and losses by using the "give and take" policy to let all the parties of conflict feel that they are right. And it is measured through the employee's response on the questionnaire.

## **Chapter Two**

### **Literature Review and Previous Studies**

#### **2.1 Introduction**

In this chapter, the literature review and previous studies will be presented. And at the end of this chapter the contribution of this study will be provided and compared to the presented previous studies.

#### **2.2 Literature Review**

##### **2.2.1. The Concept of Social Intelligence**

Social intelligence is one of the most important issues because it is connected with the ability of individuals in communicating with others. This is why this concept takes high attention from scholars and researchers.

Thorndike (1920) was one of the main researchers that perceived social insight idea clearly, and underscore on the event of three kinds of intelligence (abstract, mechanics and social). He defined social intelligence as the ability to effectively handle others; it also includes the ability to understand, and behave with others in social situations.

Further, Ford (1983) defined social intelligence as "implicit and explicit" theories. The implicit theories focus on having (communication and leadership) skills, empathy, and self-concept express speculations concentrate on self-confidence, and integrative. Further, the explicit theories focus on self-assertiveness, and integrative.

Besides, Lee et al., (2000) have defined social intelligence from two sides; the first is the cognitive side which includes the individual's ability to understand and solve verbal and non-verbal behavior of others, and the second one is the behavioral side which occurs when individuals are influenced through interacting with each other.

Goleman (2006: 83) has argued that a full understanding of social intelligence requires “non-cognitive” aptitudes and has defined social intelligence as social awareness which includes empathy, attunement, and social cognition, and social facility (relationship management) which includes self presentation, interaction, influence and concern for others.

Moreover, Albrecht (2006: 5-7) has defined social intelligence as the ability to realize social relations, understand and wisely interact with individuals in social situations; thus, this leads to the social acceptance and individual success in the social and professional life. In addition, Albrecht (2006) has presented that the social intelligence depends on the five main skills include, situational awareness, presence, authenticity, clarity, and empathy (Bennis, 2006).

Moreover, social intelligence is also defined as a function of culture. This means that the characteristics and behaviors that one culture considers socially intelligent are not necessarily considered socially intelligent by another (Dong et al., 2008).

From the biological side, Goleman and Boyatzis (2008) defined social intelligence as an arrangement of relational capabilities based on particular neural circuits (and related endocrine frameworks) that rouses others to be compelling.

Social intelligence is also defined as the ability to recognize and understand others according to mood, desire, motivation, and intentions (Gardner, 2013).

Further, Eshghi et al., (2013) have defined social intelligence as the ability to read nonverbal cues and the ability to achieve the relevant objectives of specific social situations.

Frankovsky and Birknerová (2014) claim that social intelligence depends on knowledge and awareness, which means, that it is not enough to know, be aware, and predict the behavior and experience of others, but also beside to this it is imperative to know and comprehend our own capacities and abilities.

It is clearly that there are many definitions of social intelligence. Although there are many researchers of different fields and disciplines, they all have agreed about one definition that the ability of individuals about understanding and responding others in the social situations through interacting with others, following verbal and non-verbal communication and influencing them. Therefore, we can measure the social intelligence in individuals because it is "acquired knowledge" not inherited as (Goleman, 2008) indicated. This is why it is important to learn, understand and improve it in our live.

From the researcher's point of view, social intelligence is a set of practices including (organizational awareness, social skills, empathy, situational awareness, situational response) which are exercised by managers in their works.

## **2.2.2 The Relationship between Social Intelligence and Emotional Intelligence**

Many of scholars and researchers did not agree about the classification of social intelligence and emotional intelligence. Some of researchers, such as Mayer & Salovey (1993); Kobe et al., (2001) have categorized the emotional intelligence as a part of the social intelligence.

On the other hand, Gardner (1983) and Goleman (1998) have classified the social intelligence as a part of the emotional intelligence. Further, Goleman (2001) has referred to emotional intelligence as a resulting from the intersection of interpersonal (social) intelligence and intrapersonal intelligence.

According to Albrecht, (2006: 9-12) there are six primary dimensions of intelligence: abstract, social, practical, emotional, aesthetic and kinesthetic; and all the dimensions of intelligence depended on each other. As we observe, social intelligence has been classified as separate from emotional intelligence, but also complementary to each others. Further, some insufficiency in social intelligence emerge from adequate improvement of emotional intelligence, and conversely too.

From the researcher's point of view the social intelligence is a general term, and the emotional intelligence as a part of social intelligence, also the social intelligence and emotional intelligence are complementary to each other.

### 2.2.3 The Variables that Contribute to Development of Social Intelligence

Numerous specialists and researchers were brought up that there are a few elements that add to development of social intelligence. Abdul-Saheb (2014: 203-204) was summarized it as follows:

- 1. Socialization:** the good socialization that contribution of makes the individual feel with his responsibilities towards himself and others, by the method of teaching the social role and social standards that determines these roles, that leading to acceptable social behavior. But if the socialization was improper for gaining or giving the individual the accepted social behavior, it will leads to unaccepted social behavior.
- 2. Social Interaction:** the social interaction can be known as a method of gaining values, customs, and attitudes, and by this method the individuals and group learn the patterns of different behaviors that organize social relation.
- 3. Flexibility of Dealing:** the adaptability of individual to manage others makes the watch out for adjustment after relying upon catalogs and verifications (thinking) when he confronts social circumstances for the point of actualizing the required obligations.
- 4. Acceptance:** the gaze of the individual to others determines the extent of social acceptance to them by the path assessing social relations, understand and love the others, sympathize of others, and to be interested with their comfort and welfare.

## **2.2.4 The Concept of Organizational Conflict Management Strategies**

The organizational conflict can be a serious problem in any organization, and it nearly impossible for any employee to work together within an organization (Robbins, 2003: 394).

Further, the organizational conflict management strategies is considered as one of the most important issues to managers in our time because the organizational conflict mainly happens between the individual, with his/her colleagues, superiors, or workers in the organizational levels for the management of the organization (Vaidyanathan, 2013:544-7).

Al-Qariuti (2010: 355) defined the organizational conflict as the behavior of some members of the organization in a way that is contrary to the behavior of others and serves its interests in organization.

Moreover, Robbins & Judge (2014: 446) have defined the organizational conflict as a process it happened between two parties or more, as a point in any ongoing activity when an interaction crosses over to become an interparty conflict, according to differences over interpretations of facts, incompatibility of goals, disagreements based on behavioral expectations, and the similar.

The organizational conflict also defined as an awareness of differences and viewpoints with other colleagues about what should be done with the task in work (Alok et al., 2014).

Goetsch (2014: 239) defined the organizational conflict as the contention coming about because of the high level of rivalry among people, which is a characteristic and deterministic part of the work environment.

Further, Rahim (2016) sees from his point of view that the conflict as inevitable natural in organizations. And defined the organizational conflict as a

natural result of human interaction in organization that begins when two or more colleague come in contact with one another colleague in team for attaining their objectives.

In addition, Pinto (2016: 225) defined the organizational conflict as a process that begins when someone perceive that somebody has frustrated or is about to frustrate a major concern of him/her.

Robbins (2003: 404) referred to several strategies used to manage the organizational conflict and has been defined the organizational conflict management as how to use of resolution and simulation techniques to achieve the desired level of conflict in any organization.

Besides, Rahim (2016) defined the organizational conflict management strategies as a set of effective strategies to minimize the dysfunctions of conflict and at the same time to maximize the constructive functions of conflict in order to improve innovation, creativity, exchange ideas and to achieve high effectiveness within organization.

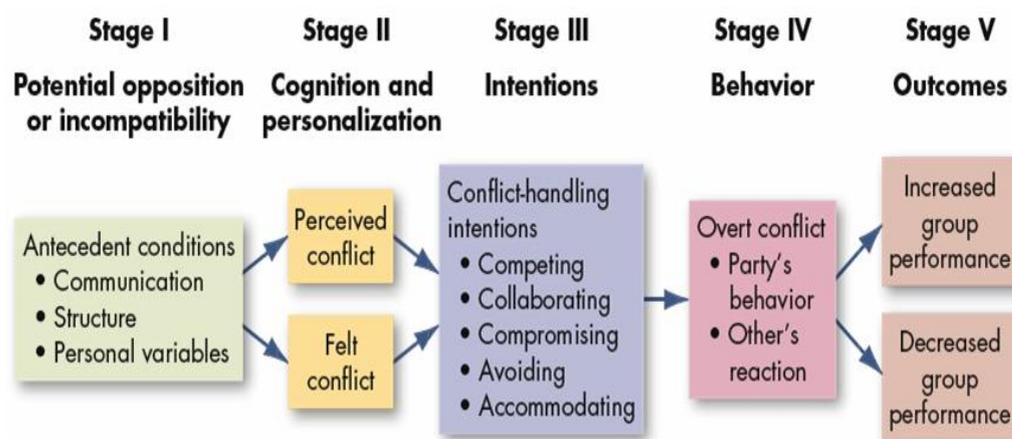
Whereas, Vaidyanathan (2013: 546) pointed to the conflict resolutions can be achieved by: changes in procedures, changes in personnel, changes in authority; changes in resources, withdrawing, smoothing, forcing, compromising, collaborating; confronting.

Moreover, Pinto (2016: 228) identified the five methods to resolve conflict, that can be used it, when the conflict happen. It is including the intervene the contention, arbitrate the contention, control the contention, accept the contention, and eliminate the contention.

We note that no matter how varied and different definitions of organizational conflict, depending on the number of researchers and their different specialties. While, from the standpoint of researcher see all express their common factor is the different goals and interests and roles and distribution of resources and this is due to the difference in the ability of perception and understanding of values between individuals or groups. These differences increase when the blurring of powers or lack of clarity common expressive language which they raise doubt and fear each other and loss of comfort and confidence among them.

### 2.2.5 The Process of Organizational Conflict

Many researchers and scientists have agreed with the process of conflict going through a several stages. According to Robbins (2003: 398-407), Robbins & Judge (2014: 450-458) have been explained the process of conflict as show as in figure (1)



**Figure (1): The process of conflict**

Source: Robbins & Judge (2014: 450)

The process of conflict has passed through five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes. In this study will be explained in detail as follows:

### **Stage I: Potential Opposition or Incompatibility**

The first stage in the conflict process is the emergence of conditions that create opportunities for conflict, and there is a group of conditions or causes of conflict and they are communication, structure, and personal variables (Purohit, 2014), (it will be mentioned in the part of sources of organizational conflict).

### **Stage II: Cognition and Personalization**

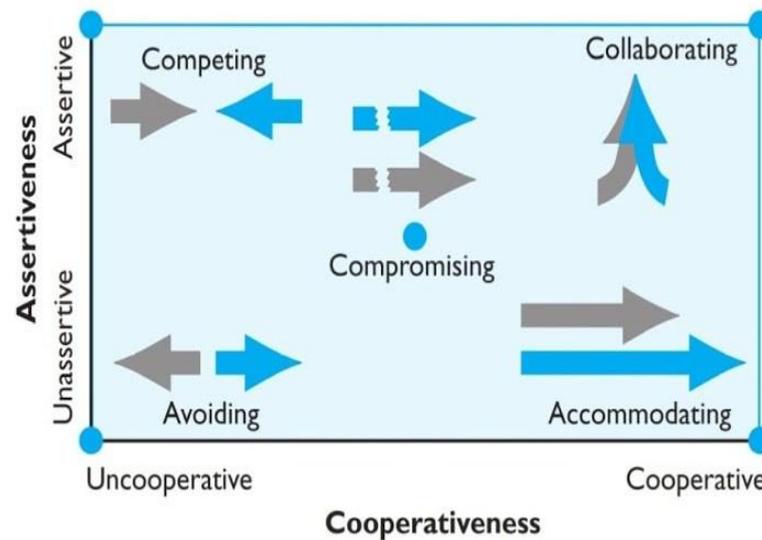
In the second stage, the parties of conflict go through aware to decide what the conflict is about, and the emotions of parties. On the other hand, negative emotions allow us to oversimplify issues and lose trust among other parties of conflict. While, conversely, the positive sentiments that prompt take care of an issue, take a more extensive perspective of the circumstance, and to grow more imaginative arrangements at organization (Robbins & Judge, 2014: 451-452).

### **Stage III: Intentions**

In this stage the intentions are very important; because they are used to decisions to act in a given way and the intentions interfere between employee's perceptions and emotions and their overt behavior. Further, many conflicts increase rapidly because one party of conflict attributes the wrong intentions to another party of conflict (Purohit, 2014).

Thomas in 1992 has explained the model of conflict-handling intentions through two main dimensions (assertiveness, cooperativeness) according to (Robbins & Judge, 2014: 453) as show as figure (2):

1. **Cooperativeness:** it means the degree when one party attempts to satisfy the other party's concerns in organization.
2. **Assertiveness:** it means the degree when one party attempts to satisfy his/her own concerns in organization.



**Figure (2): The model of conflict-handling intentions**

**Source:** (Robbins & Judge, 2014: 453)

These two dimensions result in five conflict-handling intentions: Competing, collaborating, avoiding, accommodating, and compromising, as is evident in figure (2), according to (Robbins & Judge, 2014: 453), and Harem, (2009: 185). And it will be mentioned in details in the part of dimensions of organizational conflict management strategies.

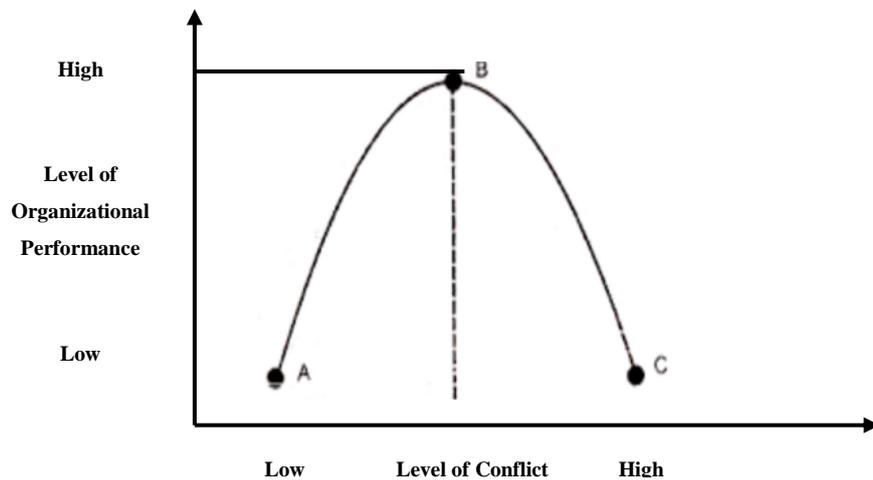
## **Stage IV: Behavior**

In stage IV the conflicts become visible and the behavior in this stage includes the statements, actions, and reactions made by the conflicting parties. Some times this stage is described as a dynamic process of interaction, where the parties of conflict are going through different stages of conflict (from low to high) and the conflict will manage by resolution and stimulation techniques to achieve the optimal level of conflict (Purohit, 2014).

## **Stage V: Outcomes**

In the final stage, the action reaction interplay between the parties of conflict results in consequences. In addition, many researchers confirm that conflict affects on the level of performance in an organization, where at a certain level of conflict improves the performance of the organization in terms of creativity and innovation, but on the other hand, the conflict may adversely affect performance and reduce the production of the organization (Zhu et al., 2016).

According to (Robbins & Judge, 2014: 454-455) and Harem, (2009: 183) have explained the outcomes or the relation between the organizational conflict and the level of performance in workplace as shown as figure (3), these outcomes may be **functional**, if the conflict improves the employee's performance, or **dysfunctional**, if obstructs it performance.



**Figure (3): The relation between conflict and organizational performance.**

**Source:** (Robbins & Judge, 2014).

The **functional** outcomes from conflict are represented in figure (3) at point (B) as following:

1. Increase of improvement of employees' (team members) execution through support of inventiveness and development.
2. Encouragement of curiosity and interest, furthermore arrangement of a mediums for critical thinking.
3. Creation of a domain for self-assessment and change at organization.
4. Improved nature of decisions.

And some times the managers creating functional conflict by reward dissent and punish conflict avoiders.

The **dysfunctional** outcomes from conflict are represented in figure (3) at point (A), (C) as following:

1. Retarded correspondence and improvement of discontent among employees.
2. Reduced cohesiveness and viability of employees (team members).
3. Infighting among employees (team members) overcomes employees' (team members) objectives.

## 2.2.6 Sources of Organizational Conflict

Robbins & Judge, (2014: 451) have mentioned to causes or sources to appearance of organizational conflict they are:

1. **Communication:** it is include the different of word connotations, jargon, insufficient exchange of information and noise in the communication channel that are barriers to communication and potential conditions to conflict. In addition some previous study has concluded the potential for conflict increases when either too little or too much communication in work place.
2. **Structure:** there are some variables such as size of the group, degree of specialization in the tasks assigned to group members, jurisdictional clarity, member goal compatibility, leadership styles, reward systems, and the degree of dependence between groups in organization that effect to appearance the conflict.
3. **Personal Variables:** some times the personal variables such as personality, emotions, and values that lead to appearance the conflict.

Further, in 1987, the researchers Katz & Kahn have been classified the organizational conflict causes to rational and irrational causes as stated Al-Aomyan (2013:365-366):

### 1. Rational Reasons:

1.1 **Job conflict:** which it occurs in different positions (production, funding...etc) in the organization.

1.2 **Mutual reliability:** which it occurs between sub-systems and the organization on each other in performance.

1.3 **Structural conflict:** which it occurs among different interest groups (stakeholders) on a system of rewards, positions and incentives in the organization.

## **2.Irrational Reasons:**

Results appear of personal and social factors, as reasons stemming from aggressive behavior and distort information and other.

Whereas, Rahim (2011:1) sees the relationships among conflict parties may become incompatible because the following:

**1. Scarcity of Resources:** is one of reasons to occur the conflict, when two or more of conflict parties desire a similar resource/s that is in short supply in organization.

**2. Differentiation:** in this section the conflict it occurs when conflict parties have partially exclusive behavioral preferences regarding their joint action in organization.

**3. Different Culture:** the conflict it occurs when the conflict parties have different values, attitudes, beliefs and skills in organization.

Moreover, Pinto (2016: 226-227) has mentioning the most important causes of conflict in environment of project as follows:

**1. Organizational Reasons of Conflict:** the causes conflict about the organization's resources are :

**1.1 Rewards system,** it is including compensation and incentive.

**1.2 Scarce resources,** and how to capacity to get it.

**1.3 Uncertainty or doubt,** of future objectives, outcomes and opposes roles within organization.

**1.4 Differentiation** that is usually occurs between counselors and managers within inside various departments in the organization.

**2. Interpersonal Reasons of Conflict:** the causes conflict about the interpersonal are:

**2.1 Faulty attributions:** it is a consequence of misguided judgment from another's practices of individuals, possibly having the diverse qualities, values among themselves. Moreover, when individuals see that their advantages have been ruined by another individual or gathering then the flawed attributions will be show up.

**2.2 Faulty communication,** it is a very common interpersonal reason of conflict among employees such as the communicating in ways that are ambiguous among managers and different employees. Additionally the absence of lucidity in messages by the sender or it's hindered by recipient or different elements.

**2.3 Personal grudges and prejudices** are other common or main reasons of interpersonal conflict.

From the standpoint of the researcher most conflicts result from uncertainty or doubt in the success and achievement of the organization's interests, or/and reasons of personal such as (prejudice and underlying hatreds) or/and the poor of use (communication, social) skills, that result poor in understanding of behaviors.

### 2.2.7 The Classification of Conflict

Scholars and researchers differed about the classification of conflict, according to Rahim (2011: 18-23) has been classified the conflict as:

1. The first classified as "**Sources/Antecedent Conditions**" it include substantive clash, full of feeling of clash, different types of substantive - emotional clash, it include (transforming, masquerading) conflict, handle strife, objective clash, strife of significant worth, basic or standardized clash, sensible versus nonrealistic struggle, retributive clash, misattributed strife, and dislodged strife.
2. The second classified as "**Organizational levels**" (individual, group, etc) it has been classified as: interpersonal conflict, intrapersonal conflict, intergroup conflict, and intragroup conflict (Qadri & Khan, 2016).

Further, Al-Tarawneh et al., (2012: 313-315) have classified the organizational conflict into three types depending on the diversity of positions and the parties to the relationship:

1. **Personal Conflict:** this type on the same individual which this occurs between the individual and himself. The individuals' attitudes, ideas and

tendencies have a major role to play in this type of conflict. And examples of this type of conflict are (the conflict of choice between two alternatives, the conflict of rejection of the two alternatives, and the conflict of acceptance or rejection of something).

2. **The Conflict among Individuals:** this type is not limited to a single individual but includes other parties as it is not hidden but visible, and the outcomes of this type of conflict it will appear through behavior or set of behaviors in organization.
3. **The Conflict among Groups:** this type is most comprehensive and the scope of its occurrence broader than the other conflicts mentioned. Its results are more widespread within the organization, and may arise among different units of work or among divisions within the organization due to differing views on some of the policies and objectives of the organization

On the other hand, Al- Aomyan (2013:375) has been classified the conflict as:

1. **Formal conflict:** it is the planned conflict, which is used to express actions that require social solidarity (group), where official negotiations are used to resolve the conflict, and while negotiations fail to achieve the goals may be resort to collective sanctions such as (strike), and an example of this type of conflict, is a labor unions conflict with organization.
2. **Informal conflict:** it is also called automatic conflict, in which individuals are used to express it through complaint, resentment, delay, absence from work, or leave work.

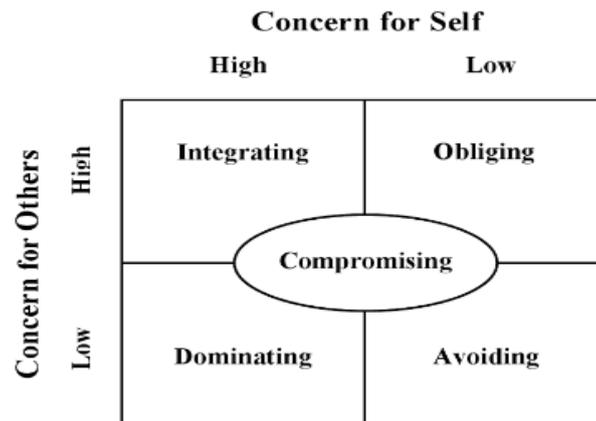
The overview of organizational conflict either has varied administrative schools in the classification of conflict as it contained in Pinto, (2016: 225):

1. The first view of conflict is the "**Classic (Traditional) Schools**", which classified the conflict as a something harmful and must be suppressed. In addition the organization should not allow the conflict to happen.
2. The second view of conflict is the "**Behavioral or Contemporary Schools**", which considered the conflict as a something inevitable and natural in organization. In addition, it vital and useful in change processes in organization and the organization must be managing the conflict effectively.
3. The third view of conflict is the "**Integrationist View**", it sees conflict as something inevitable and cannot be excluded from the organization and it has two sides (harmful and beneficial). Where, the organization should be providing some controls to manage the harmful conflict. In another time, the organization encourages the conflict to develop, which results from it innovation, creativity and higher productivity of organization.

### **2.2.8 Dimensions of Organizational Conflict Management Strategies**

Rahim (2011: 27-28) has explained the model of patterns dealing with conflicts among interpersonal through two main dimensions as show as figure (4):

1. **Concern for self-interest:** refers to the orientation of the individual towards his interests and satisfy him.
2. **Concern for others:** refers to the tendency of the individual to interest in the interests and satisfaction of others.



**Figure (4): The Dual Concern Model of the Styles of Handling Interpersonal Conflict**  
 Source: (Rahim, 2011: 27)

These two dimensions result in five organizational conflict management strategies according of many researchers such as Rahim (2002), Harem (2009: 185), Ann & Yang (2012), Serrat (2011), Robbins & Judge (2014: 446), Salem (2013), Al-Jarrah & Asleh (2016), Madi (2014), Qadri & Khan (2016) as follows:

- 1. Integrating:** this strategy refers to a great deal of self-interest and to others. It represents mutual cooperation between parties to the conflict, openness in exchanging information, understanding differences, confronting conflict with open communication, and clarifying misunderstandings among them.
- 2. Obliging:** this strategy refers to low self-interest and great interest to others. Also this strategy can be used when one party is willing to give up something in the hope of getting something else in return from the other.
- 3. Dominating:** this strategy refers to the high interest in self and low attention to others, where the administrator uses the method of power to achieve personal gains and objectives, while neglecting the needs of other individuals and trying to subject them, and this strategy is one of the methods that limit the creativity in the work.

**4. Avoiding:** this strategy refers to a little attention to self and others, and this method is linked to withdrawal and evasion of responsibility, and avoids the person avoids satisfying his personal needs as well as the needs of the other party, and this method is useful when the subject of conflict is simple.

**5. Compromising:** this strategy seeks to focus on the average self and others, and is associated with the principle of "giving and taking". In this strategy, both sides are abandoned on something in order to reach a mutually acceptable decision.

## 2.3 Previous Studies

In this section, the study provides an overview of the previous studies were concerning with the two major variables (social intelligence and organizational conflict management strategies).

Kobe, et al., (2001) in their study, **self-reported leadership experiences in relation to inventoried social and emotional intelligence, attempted** to examine the power of both emotional and social intelligence to account for variance in self-reported leadership experiences. The data were collected from 192 students of university. The findings showed that both social intelligence and emotional intelligence accounted for variance in leadership experiences. Although emotional intelligence was found to account for variance in leadership, it did not add unique variance beyond social intelligence. Social intelligence appears to play a principal role in leadership.

Hooda et al., (2009) in their study, **social intelligence as a predictor of positive psychological health**, attempted to investigate the relationship between positive psychological health and social intelligence. The data were collected from

(300) workers (170 male and 130 female) they were selected from Chandigarh, Delhi and various cities of Haryana (Rohtak, Bhaiwani, Faridabad and Hesar). And the social intelligence was measured through six factors (patience, spirit of cooperation and trust recognition of social environment, tact, humor, memory). The results of the study showed a positive relationship between the two components of positive mental health (satisfaction with life and happiness) and factors of social intelligence (spirit of cooperation, sensitivity, patience, confidence, tact, sense of humor).

Salami's, (2010) study, **conflict resolution strategies and organizational citizenship behavior: the moderating role of trait emotional intelligence**, attempted to examine the relationship between conflict resolution strategies and organizational citizenship behavior and the moderating role of trait emotional Intelligence. The data were collected from 320 public servants (180 male and 140 female) randomly selected from 5 states in southwestern Nigeria. The findings showed that forcing (dominating) and withdrawing (avoiding) strategies negatively and significantly predicted organizational citizenship behavior. Confronting, compromising, and smoothing (obliging) strategies significantly predicted organizational citizenship behavior. Trait emotional Intelligence moderated the relationship between organizational citizenship behavior and forcing and withdrawing strategies. And the employees with high trait emotional intelligence were able to comprehend their superiors and coworkers' feelings and were able to shift from negative to positive moods. The researcher was recommended that counseling and organizational psychologists should design trait emotional Intelligence education and training in conflict resolution for both subordinates and superiors in work organizations.

Dijkstra et al., (2011) in their study, **reducing conflict-related employee strain: the benefits of an internal locus of control and a problem-solving conflict management strategy**. The study aimed to examine the moderating roles of an individual's internal locus of control and a problem-solving conflict management strategy. The data collected 774 health care workers in the Netherlands. The findings showed people with a more internal locus of control use a problem-solving conflict management strategy more often and, as a result, experience less psychological strain in cases of workplace conflict. The study recommended to establish whether conflict culture does indeed have reliable associations with conflict management strategies and experienced psychological strain.

Ann & Yang (2012) in their study, **the moderating role of personality traits on emotional intelligence and conflict management styles**, attempted to investigate the moderating role of personality traits on emotional intelligence and conflict management style (integrating, obliging, avoiding, dominating, and compromising). The data were obtained from 442 part-time MBA and undergraduate students. The study concluded there was a relationship among the emotional intelligence and integrating and dominating styles of conflict management were moderated by extraversion. While, there were agreeability moderated the relationships among the emotional intelligence and compromising and dominating styles.

Kaitelidou, et al., (2012) in their study, **conflict management and job satisfaction in paediatric hospitals in Greece**, aimed to assess the major causes of conflict and to identify choices of strategy in handling conflicts. The data were collected from 286 participants (37% physicians and 63% nurses and nursing assistants). The findings showed that avoidance was found to be the most frequent mode chosen while accommodation was the least frequent mode. Although the

organizational problems were the main issue creating conflicts since 52% of nurses and 45% of physicians agreed that receiving direction from more than one manager may lead to conflicts.

Al-Sultani's (2012) study, **the study of relation between the strategies of conflict management and organized success criteria on a sample of workers in electrical industries company**, aimed to recognize the relation between the strategies of conflict management and organized success criteria on a sample of workers in Electrical Industries Company through identify the type of strategy used in conflict management to achieve the success in its organized performance in different levels in organization. The data were collected from (80) employees, they have been chosen randomly from those who work of implementation company levels, and the researcher depended on a questionnaire to collect data and also the researcher used the descriptive and analytical methods by depending on Likert five scale to respond the study questions and to test the hypotheses. The findings showed the highest average in conflict management strategies was the use of power and the authority of the position to resolve the conflict, then after that the strategy of integration among employees, while the lowest average returns to the strategy of avoidance.

Salem's (2013) study, **organizational conflict management strategies and its relation with the level of emotional intelligence to the heads of academic departments in Palestinian universities**, attempted to investigate the degree practicing by the heads of academic departments to organizational conflict management strategies in Palestinian universities in Gaza governorates, and its relation to the level of emotional intelligence from their point of view. The sample was all the heads of academic departments in Palestinian universities in Gaza governorates (Islamic university, Al-Azhar University, and Al-Aqsa University)

whose number reached (76). The findings showed the positive correlation between the level of emotional intelligence to the heads of academic departments at Palestinian universities and (integrating) strategy practice, and there was a negative correlation between the level of emotional intelligence and the degree of practicing (avoiding and forcing) strategies. While, there were no correlation between the level of emotional intelligence and the degree of practicing (accommodating and compromising) strategies.

Alok et al., (2014) in their study, **conflict management strategies used by Indian software companies: a summative content analysis**, aimed to provide a comprehensive overview of past and current conflict management study, and to design an effective conflict management using behavioral approach. The data were collected from 390 employees whose work experience is more than three years in software companies in India. Conflict management process has been discussed using five different parameters such as: attitude, facilitating, skills, source, and responses to conflict. The findings showed that it is importance to have active listening skill, empathizing, and communication skill and anger management in resolving the conflict. The researcher recommended the manager should provide right facilitating conditions for effective conflict management by training in order to understand the attitude, perceptions and beliefs of the employees.

Alhassan et al., (2014) in their study, **role of organizational culture, organizational communication and temperament in the choice of conflict management styles among plant turnaround maintenance employees in PETRONAS petro-chemical companies in Malaysia: a conceptual framework**, aimed to investigate the relationships among organizational culture, organizational communication, and conflict management styles, with moderating effects of

temperament in plant turnaround maintenance employees on petro-chemical companies of PETRONAS in Malaysia. This study used a cross-sectional survey approach that utilizes both quantitative and qualitative methods. So, this would help to have a broad view of the survey design as well as the depth of qualitative such as interviews and discussions. The data were collected from TAM in-house and contract employees in PETRONAS petrochemical companies in east and west Malaysia. The findings showed that there were only a few studies in the social dimension and they investigated the influence of organizational culture, organizational communication and temperament on the choice of conflict management styles. The researcher explained that culture of employees and individual differences influence the way a person perceives and use the methods of conflict. The researcher recommended writing more about the idea of awareness on the concept of organizational conflict management styles with social and culture dimensions.

Rahim's (2014) study, **a structural equations model of leaders' social intelligence and creative performance**, aimed to test the relationship between business leaders' social intelligence and their creative performance in US. The data were collected using questionnaires from two different samples. The samples includes of 395 students of undergraduate, 250 students of MBA and 143 managers of organizations. According to the data in each sample, the findings showed that supervisors with greater social intelligence (social skills, empathy, situational awareness, and situational response) contributed more to creative performance.

Madi's (2014) study, **the study of relationship between emotional intelligence of managers and management of organizational conflict through its application to local government organizations in Kafr El-Sheikh governorate**, aimed to test the relationship between the emotional intelligence of managers and the

conflict management through its application to governmental organizations in Kafr El-Sheikh governorate. The sample of the study was applied to (410) managers at various administrative levels in the institutions of Kafr El-Sheikh governorate. The researcher prepared a questionnaire and used the SPSS program in his study. The researcher concluded that the emotional intelligence is found to be directly related to choose the integrating strategy and compromising strategy. Managers and leaders with low emotional intelligence prefer a strategy of avoidance. He also recommended strengthening the emotional intelligence capabilities of all administrative leaders and potential leaders, the establishment of an administrative unit specializing in the psychological and emotional aspects of the staff.

Moeller & Kwantes, (2015) in their study, **too much of a good thing? emotional intelligence and interpersonal conflict behaviors**, aimed to exam the relationship between conflict management preferences and conflict management behaviors and test how emotional intelligence shapes this preference behavior relationship. The data were collected from (109) young adults enrolled at a Canadian university and the sample consisted of (23) males and (86) females with different origins. The findings showed that emotional intelligence has two sides positive and negative. If the individual has not inclined toward anti-social behaviors, then the likelihood of those anti-social behaviors is reduced, and the individual has a high degree in emotional intelligence. But, if the individual is leaning toward dysfunctional behaviors, that is mean the emotional intelligence will be increasing to the likelihood of those behaviors. In addition the emotional intelligence amplifies individuals' tendencies towards to select specific conflict management strategies. And in the absence of social constraints, the conflict management's styles will predict actual conflict behaviors even if those behaviors are generally considered less desirable.

Al-Qhaiwi's (2015) study, **the impact of the conflict patterns on the organization empowerment of the employees in the Jordanian phosphate company**, aimed to identify the conflict patterns, the organization empowerment of the employees, and measuring the effect of the conflict patterns on the organization empowerment of the employees in the Jordanian phosphate company. The data were collected from the answers of 160 managers in the (top and middle) management. The sample included 80 managers who were chosen in a random stratified manner. The findings showed there was statistically significant impact for the conflict patterns (competition, courtesy, cooperation and compromise). On the other hand, there was no statistically significant impact for the conflict pattern (avoidance). The researcher recommended further studies about the idea of awareness on the concept of organizational conflict and patterns.

Rahim, (2016) in his study, **reducing job burnout through effective Conflict management strategy**, attempted to investigate the relationships of effective conflict management strategy (integrating, obliging, avoiding, dominating, and compromising) to the components of job burnout. The data were obtained from 869 employed MBA and undergraduate students. The findings showed that who used effective conflict management strategy reported lower job burnout than those who used less effective conflict management strategy.

Qadri & Khan, (2016) in their study, **linking personality and emotional labor: the mediating role of relationship conflict and conflict management styles**, aimed to test the mediating role of relationship conflict and conflict management styles on the relationship of personality and emotional labor. The data were collected from the answers of 450 managers workers in bank, and the data were selected randomly. The findings showed that emotional labor can be controlled and reduced by

using appropriate conflict management style and by verifying the pivotal role of personality in relation to emotional labor, relationship conflict and the choice of conflict management style.

Al-Jarrah & Asleh, (2016) in their study, **social intelligence and conflict management strategies among high intact students and those with problematic behavior in secondary stage**, aimed to investigate the social intelligence and conflict management strategies among high intact students, and those with problematic behavior in the secondary stage. The data were collected from the answers of (439) male and female students of secondary stage students of Al-Galilee district in Palestine who are randomly selected. The results showed that the level of social intelligence among intact students and those with problematic behavior was high, where the integrating strategy was mostly used among them, and the avoiding one was less used . In addition, the results revealed that there were statistically significant differences between males and females in integrating, emotional expressions, and avoiding strategies, and between intact students and those with problematic in dominating, and avoiding strategies.

## **2.4 Difference between Current Study and Previous Studies**

After reviewing the previous studies, hopefully this study will add value to all the previous literatures as follows:

- 1. Social Intelligence:** The study expects that it is increasing awareness and attention about the social intelligence in using the organizational conflict management strategies. And what makes this work significant is that there is no previous study dealt with the variables of social intelligence

(organizational awareness, social skills, empathy, situational awareness, and situational response) all together.

- 2. Purpose:** This work is the first study in Jordan that examined the impact the social intelligence on organizational conflict management strategies, in particular in the field of telecommunication companies in Jordan.
- 3. Environment:** This study will give a great benefit, especially to the Jordanian telecommunication sector which is one of the most important sectors of our time. In addition, the results can generalize to other sectors and to other countries that have the same sector.
- 4. Industry:** There was no previous study investigated social intelligence in telecommunication sector. Whereas the current study is conducting to Jordanian telecommunication companies (Orange and Umniah).
- 5. Methodology:** Many previous studies were based on case studies of different organizations and industries but the current study is based on a field work study.
- 6. Population:** Most of the previous studies considered public or/and private organizations, whereas the current study covered the private organizations, but also public organizations in other sectors can get benefit from the results of this study.
- 7. Comparison:** This study will include a comparison between the results of the current study and the results of the other previous studies mentioned above to identify similarities and differences that might be there.

## **Chapter Three**

### **Methodology (Method and Procedures)**

#### **3.1 Introduction**

This study is considered as a causal study, where we will use the descriptive analytical approach to study the impact of social intelligent on organizational conflict management strategies. The researcher described the method and procedures used to achieve the objectives of the study. It included a description the population and sample of the study, the study tool and methods of verifying its validity and reliability of the study variables. Moreover, the researcher used statistical treatments used in analyzing the study data in order to answer the study hypotheses. Finally, the researcher discussed the statistical treating that used in the analysis of the collected data.

#### **3.2 Study Design**

This study is considered as a causal study, which has been use the descriptive analytical approach to investigate the impact of social intelligence on organizational conflict management strategies in Jordanian telecommunication companies. The questionnaire was the main tool to collect the data, which has been built based on literature review and previous studies to improve the currently used measurement model. Then, developed through a panel of judges, that which included many academicians, as seen as appendix (1) to ensure that the items in the questionnaire will be suitable for this study. Then data have been collected from

employees who are working at Jordanian telecommunication companies. Then the data have been verified and coded on SPSS (version 21), after confirming the questionnaire validity and reliability. Finally, the results have been achieved through carried out the statistical analysis, correlation and regressions.

### **3.3 Study Population**

The field of the current study is two private companies (Orange and Umniah) were selected in the Hashemite Kingdom. The two companies provide services to more nine and a half million subscribers (Jordanian and non-Jordanian) in the Hashemite Kingdom according (Department of Statistics, 2017). The study population consists of all employees (2320) in these companies in the Hashemite Kingdom of Jordan from researcher's interviews.

### **3.4 Study Sample**

The sample of this study consist of (350) employees were pulled chosen through simple random, who are working at Jordanian telecommunication companies. The sample size was deemed adequate as it represents the total community according to (Sekaran & Bougie, 2013: 268).

The questionnaire was sent to a contact point within the Jordanian telecommunication companies (Orange, Umniah) who assigned by employee, and 377 questionnaires were handed in to the contact point. Only (357) responded to the questionnaire. Out of the returned questionnaires, (7) responses were excluded due to

missing values and multiple answers to questions. Accordingly, only (350) responses were valid for data analysis marking 93% of response rate. The distribution of the sample depending on the personal and functional variables of this study sample as show as in the table (1).

**Table (1): Demographic Analysis**

<b>Variable</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	200	57%
	Female	150	43%
	<b>Total</b>	<b>350</b>	<b>100.0</b>
<b>Age</b>	Less than 30 years old.	130	37%
	30-39 years old.	120	34%
	40-49 years old.	75	22%
	More than 50 years old.	25	7%
	<b>Total</b>	<b>350</b>	<b>100.0</b>
<b>Educational Qualification</b>	Diploma or lower	56	16%
	Bachelor's Degree.	158	45%
	Higher diploma	48	14%
	Master's Degree.	81	23%
	PHD Degree.	7	2%
	<b>Total</b>	<b>350</b>	<b>100.0</b>
<b>Management Level</b>	Top Management	81	23%
	Middle Management	159	45%
	Operational Management	110	31%
	<b>Total</b>	<b>350</b>	<b>100.0</b>
<b>Experience</b>	Less than 5 years.	60	18%
	5-10 years.	125	36%
	11-15 years.	110	29%
	More than 16 years.	55	17%
	<b>Total</b>	<b>350</b>	<b>100.0</b>
<b>Job position</b>	Chief executive officer	11	3%
	Vice president	70	20%
	Department manage	74	21%
	Division manager	85	24%
	Employee	110	32%
	<b>Total</b>	<b>350</b>	<b>100%</b>

1. Gender variance: the highest category (male) with frequency (200) percentage (57%), but the lowest category (female) with frequency (150) percentage (43%).
2. Age variable: the highest category (less than 30 years old) with frequency (130) percentage (37%), but the lowest category (more than 50 years old) with frequency (25) percentage (7%).
3. Educational qualification variable: the highest category (Bachelor's degree) with frequency (158) percentage (45%), but the lowest category (PHD degree.) with frequency (7) percentage (2%).
4. Management level variable: the highest category (middle management) by frequency (159) percentage (45%), but the lowest category (top management) with frequency (81) percentage (23%).
5. Experience variable: the highest category (5-10 years.) with frequency (125) percentage (63%), but the lowest category (more than 16 years.) with frequency (55) percentage (17%).
6. Job position variable: the highest category (employee) with frequency (110) percentage (32%), but the lowest category (chief executive officer with frequency (11) percentage (3%).

### **3.5 Study Data Collection Tools**

The data of the current study were collected to achieve the purposes of the study from two sources (primary and secondary) data:

**Secondary data** were collected from different sources such as journals, annual reports, researches, thesis, articles, working papers and internet.

**Primary data** were collected from expert interviews and the survey (questionnaire), which was prepared based on literature review and developed based on a panel of judges.

### 3.5.1 Tool of Collecting Data

To implement this study, the questionnaire was used, which included 50 questions. As shown in appendix (3), (5).

### 3.5.2 Questionnaire Variables

The questionnaire was included three parts, as the following:

1. Demographic characteristics, including (gender, age, education, experience, management level, job position).
2. Independent variable (Social Intelligence). Each dimension was measured by 5 items from item 1 to item 25.

The following table (2) shows the distribution of items of independent variable (social intelligence):

**Table (2): Distribution of Items of Independent Variable**

<b>Dimension</b>	<b>Social intelligence</b>				
<b>Organizational awareness</b>	<b>1</b>	<b>6</b>	<b>11</b>	<b>16</b>	<b>21</b>
<b>Social skills</b>	<b>2</b>	<b>7</b>	<b>12</b>	<b>17</b>	<b>22</b>
<b>Empathy</b>	<b>3</b>	<b>8</b>	<b>13</b>	<b>18</b>	<b>23</b>
<b>Situational awareness</b>	<b>4</b>	<b>9</b>	<b>14</b>	<b>19</b>	<b>24</b>
<b>Situational response</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>

3. Dependent variable (organizational conflict management strategies). Each dimension was measured by 5 items from item 26 to item 50.

The following table (3) shows the distribution of items of dependent variable (organizational conflict management strategies):

**Table (3): Distribution of Items of Dependent Variable**

<b>Dimension</b>	<b>Organizational conflict management strategies</b>				
<b>Integrating</b>	<b>26</b>	<b>31</b>	<b>36</b>	<b>41</b>	<b>46</b>
<b>Obliging</b>	<b>27</b>	<b>32</b>	<b>37</b>	<b>42</b>	<b>47</b>
<b>Dominating</b>	<b>28</b>	<b>33</b>	<b>38</b>	<b>43</b>	<b>48</b>
<b>Avoiding</b>	<b>29</b>	<b>34</b>	<b>39</b>	<b>44</b>	<b>49</b>
<b>Compromising</b>	<b>30</b>	<b>35</b>	<b>40</b>	<b>45</b>	<b>50</b>

4. The measurement items for social intelligence processes were adopted from (Goleman & Boyatzis, 2008), (Rahim, 2014), while organizational conflict management strategies were adopted from (Clercq et al., 2013), (Ohbuchi & Suzuki, 2003), (Rahim & Magner, 1995).

### **3.6 Statistical Variable Analysis of the Study**

In this section, the researcher relied mainly on the descriptive analysis to get the mean and the standard deviations for the study constructs along with their items. The items were measured using a Likert-type scale and the degree to which they correspond, as follows:

<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Rarely</b>	<b>Never</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

Based on the above mentioned details, the means of the study's constructs were dealt with according to the following formula.

Interval length = (highest value – lowest value) / number of levels

Interval length =  $(5-1) / 3 = 4/3 = 1.33$  and thus;

- **Low level** =  $1+1.33 = 2.33$  and less.

- **Medium level** =  $2.34+1.33 = 3.67$  so this level range is from 2.34 to 3.67

- **High level** = 3.68 and above.

### 3.7 Validity and Reliability of Study

#### 3.7.1 Validity

**Content validity:** Multiple sources of data were used to confirm the questionnaire validity such as (Previous studies, expert interviews), and content validity were used to develop and refine the model and measures. In addition, the panel of judges was carried out to modify the questionnaire to be suitable for this study (Sekaran & Bougie, 2013).

**Face validity:** The tool was presented in its preliminary form to (13) professors of arbitrators specialized in Business Department and Psychological Counseling Department, from different Jordanian universities as seen in (Appendix 1), asked them to express their opinions on the degree of clarity of the clauses of the tool constructively, the degree of validity of each paragraph in measuring what was set for measurement, And the degree of accuracy and integrity of the language, as well as any changes to the wording, integration, deletion or addition of paragraphs of

the instrument. In the light of the amendments and observations of the arbitrators, amendments and corrections were made to the language of some paragraphs.

### 3.7.2 Reliability and Construct validity

In order to examine the study model and to conduct the results of the study hypotheses, the researcher used the exploratory factor analysis by using test – re test method correlation coefficients between each item and domain, and between each domain and study tool was extracted. The researcher used the Cronbach Alpha test to examine the internal consistency and the stability of the questionnaire and the value must be more than 60% to be valid (Sekaran & Bougie, 2013). Table (4) and table (5) show that for each variable.

In table (4) shows the result of reliability (Cronbach' Alpha), and Person correlation for social intelligence variables.

**Table (4): Reliability Test (Cronbach' Alpha), and Person Correlation for Social Intelligence Variables.**

No.	Variables	No of items	Cronbach's alpha	Person correlation
1	<b>Organizational Awareness</b>	<b>5</b>	0.88	0.72
2	<b>Social Skills</b>	<b>5</b>	0.87	0.77
3	<b>Empathy</b>	<b>5</b>	0.89	0.74
4	<b>Situational Awareness</b>	<b>5</b>	0.93	0.70
5	<b>Situational Response</b>	<b>5</b>	0.88	0.71

Table (4) shows that: The Cronbach' alpha value range between (0.88-0.93) and the correlation person value range between (0.44-0.67).

Further, in table (5) shows the result of reliability (Cronbach' Alpha), and Person correlation for organizational conflict management strategies variables.

**Table (5): Reliability Test (Cronbach' Alpha), and Person Correlation for Organizational Conflict Management Strategies Variables.**

No.	Variables	No of Items	Cronbach's alpha	Person correlation
1	<b>Integrating</b>	<b>5</b>	0.78	0.71
2	<b>Obliging</b>	<b>5</b>	0.84	0.79
3	<b>Dominating</b>	<b>5</b>	0.80	0.80
4	<b>Avoiding</b>	<b>5</b>	0.78	0.75
5	<b>Compromising</b>	<b>5</b>	0.83	0.74

Table (5) shows the Cronbach' alpha value range between (0.78-0.83) and the correlation person value range between (0.71-0.80).

### 3.7.3 The normal distribution of the variables of the study

(Kolmogorov– Smirnov Z) test was applied to dependent and independent variables to reveal normality. (Z) Value for each variable less than 1.96 and Sig value more than (0.05), this indicates to normality distribution for variable data, table (6) shows that.

**Table (6): The Normal Distribution of the Variables of the Study**

No	Variables	Kolmogorov-Smirnov Z	Sig
1	<b>Organizational Awareness</b>	0.541	0.562
2	<b>Social Skills</b>	0.626	0.821
3	<b>Empathy</b>	0.690	0.567

4	<b>Situational Awareness</b>	0.687	0.551
5	<b>Situational Response</b>	0.920	0.067
6	<b>Integrating</b>	1.120	0.342
7	<b>Obliging</b>	0.853	0.061
8	<b>Dominating</b>	0.687	0.651
9	<b>Avoiding</b>	0.721	0.071
10	<b>Compromising</b>	0.737	0.091

### 3.7.4 Study Statistical Techniques

The researcher used the suitable statistical methods that consisted of:

1. Percentage and frequencies.
2. Cronbach's alpha reliability ( $\alpha$ ) to measure strength of the correlation and coherence between questionnaire items.
3. Arithmetic mean to identify the level of response of study sample individuals to the study variables.
4. Standard deviation to measure the responses spacing degree about arithmetic mean.
5. Simple and multiple regression analysis to measure the impact of study variables on testing hypothesis.

## Chapter Four

### Results and Hypotheses Testing

#### 4.1 Introduction

In this chapter will be shows the results from statistical analysis that are mentioned in the study methodology of chapter three. In addition, the findings of the study, this aims to investigate the impact of social intelligence on organizational conflict management strategies in Jordanian telecommunication companies. And the results show the hypotheses testing.

#### 4.2 Descriptive Statistics Analysis for the Study Variables

The researcher has calculated the mean and the standard deviations for the study constructs along with the items based on the answers of the employees, that were collected from the study's samples shows as the following:

- Table (1) below shows the mean and standard deviation for "**Organizational Awareness**" items.

**Table (1): Mean and standard Deviation for "Organizational Awareness" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager appreciates employees' values in the organization.	3.96	0.98	1	High
2	The manager appreciates employees' customs and traditions.	3.72	0.91	4	High

3	The manager tries to understand employees' attitudes in the organization.	3.75	0.93	3	High
4	The manager appreciates employees' beliefs in the organization.	3.76	1.01	2	High
5	The manager tries to understand unspoken norms such as (the way employees welcome each other) in the organization.	3.71	0.97	5	High
<b>Mean of the means</b>		<b>3.78</b>			<b>High</b>

Table (1) shows that the highest mean reached is (3.96) out of (5) for item (1), "The manager appreciates employees' values in the organization", with high agreement degree. Then, the mean for item (4), "The manager appreciates employees' beliefs in the organization", is (3.76) with high agreement degree. On the other hand, the lowest mean is (3.71) for item (5) "The manager tries to understand unspoken norms such as (the way employees welcome each other) in the organization" with high agreement degree.

**The total means for degree of "Organizational Awareness" reaches (3.78) with high agreement degree.**

- Table (2) below shows the mean and standard deviation for "**Social Skills**" items.

**Table (2): Mean and Standard Deviation for "Social Skills" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager does not face difficulty to open a dialogue with employees.	3.83	0.88	4	High
2	The manager respects employees' opinions whatever their opinions are.	4.00	0.90	1	High
3	The manager has the ability to negotiate employees effectively in	3.85	0.86	3	High

	work.				
4	The manager has the ability to interact with different employees.	3.80	0.91	5	High
5	The manager gives hand to employees in the organization.	3.89	0.93	2	High
<b>Mean of the means</b>		<b>3.87</b>			<b>High</b>

Table (2) shows that the highest mean reached is (4.00) out of (5) for item (2), "The manager respects employees' opinions whatever their opinions are", with high agreement degree. Then, for item (5), "The manager gives hand to employees in the organization", the mean is (3.89) with high agreement degree. The lowest mean is (3.80) for item (4), "The manager has the ability to interact with different employees", with high agreement degree.

**The total means for "Social Skills" reaches (3.87) with high agreement degree.**

- Table (3) below shows the mean and standard deviation for "**Empathy**" items.

**Table (3): Mean and Standard Deviation for "Empathy" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager has the ability to understand the moods of employees through their body language messages.	3.78	0.91	3	High
2	The manager has the ability to know employees' feelings, even if they try to hide them.	3.72	0.93	5	High
3	The manager shares with employees their feelings in the organization.	3.88	0.93	2	High
4	The manager appreciates employees' feelings and "s/he puts her/himself in their shoes".	3.78	0.95	3	High
5	The manager gives hand to employees in the organization.	3.93	1.00	1	High
<b>Mean of the means</b>		<b>3.82</b>			<b>High</b>

Table (3) shows that the highest mean reached is (3.93) out of (5) for item (5), "The manager gives hand to employees in the organization", with high agreement degree. Then, for item (3), "The manager shares with employees their feelings in the organization", the mean is (3.88) with high agreement degree. The lowest mean is (3.72) for item (2), "The manager has the ability to know employees' feelings, even if they try to hide them", with high agreement degree.

**The total means for "Empathy" reaches (3.82) with high agreement degree.**

- Table (4) below shows the mean and standard deviation for "**Situational Awareness**" items.

**Table (4): Mean and Standard Deviation for "Situational Awareness" Items**

<b>No</b>	<b>Items</b>	<b>Mean</b>	<b>Standard. Deviation</b>	<b>Rank</b>	<b>Agreement Degree</b>
1	The manager has the ability to understand conflict issues quickly.	3.94	0.93	4	High
2	The manager has the ability to determine the underlying reasons of any problem.	3.92	0.92	5	High
3	The manager has the ability to analyze conflict issues precisely to find a solution.	3.96	0.98	3	High
4	The manager has the ability to evaluate conflict issues correctly.	4.04	0.95	1	High
5	The manager has the ability to point out the risks and gains of various situations.	4.01	0.94	2	High
<b>Mean of the means</b>		<b>3.97</b>			<b>High</b>

Table (4) shows that the highest mean reached is (4.04) out of (5) for item (4), "The manager has the ability to evaluate conflict issues correctly", with high agreement degree. Then, for item (5), "The manager has the ability to point out the risks and gains of various situations", the mean is (4.01) with high agreement degree.

The lowest mean is (3.92) for item (2), "The manager has the ability to determine the underlying reasons of any problem", with high agreement degree.

**The total means for "Situational Awareness" reaches (3.97) with high agreement degree.**

- Table (5) below shows the mean and standard deviation for "**Situational Responses**" items.

**Table (5): Mean and Standard Deviation for "Situational Response" Items**

<b>No</b>	<b>Items</b>	<b>Mean</b>	<b>Standard. Deviation</b>	<b>Rank</b>	<b>Agreement Degree</b>
1	The manager has the ability to adapt to new and different situations.	4.09	0.94	1	High
2	The manager has the ability to adapt to new work environment.	3.92	0.91	4	High
3	The manager can responds to all routine conflict issues in a good way.	3.11	0.92	5	Medium
4	The manager has the ability to make the best decision quickly.	3.93	1.01	3	High
5	The manager has the ability to choose an appropriate response to suit the employee's reaction in the organization.	4.01	1.05	2	High
<b>Mean of the means</b>		<b>3.81</b>			<b>High</b>

Table (5) shows that the highest mean reached is (4.09) out of (5) for item (1), "The manager has the ability to adapt to new and different situations", with high agreement degree. Then, for item (5), "The manager has the ability to choose an appropriate response to suit the employees reaction in the organization", the mean is (4.01) with high agreement degree. The lowest mean is (3.11) for item (3), "The manager can responds to all routine conflict issues in a good way", with medium

agreement degree. **The total means for "Situational Response" reaches (3.81) with high agreement degree.**

- Table (6) below shows the mean and standard deviation for "**Integrating**" items.

**Table (6): Mean and Standard Deviation for "Integrating" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager tries to understand unspoken norms such as (the way employees welcome each other) in the organization.	4.03	0.90	1	High
2	The manager tries to balance between gains and losses for all conflict parties.	3.95	0.91	2	High
3	The manager tries to understand the root reasons of the problems among employees.	3.93	0.85	5	High
4	The manager aims at aligning views between the conflict parties.	3.86	0.92	3	High
5	The manager motivates the employees to work together.	3.87	0.93	4	High
<b>Mean of the means</b>		<b>3.93</b>			<b>High</b>

Table (6) shows that the highest mean reached is (4.03) out of (5) for item (1), "The manager tries to understand unspoken norms such as (the way employees welcome each other) in the organization", with high agreement degree. Then, for item (2), "The manager tries to balance between gains and losses for all conflict parties", the mean is (3.95) with high agreement degree. The lowest mean is (3.86) for item (4), " The manager aims at aligning views between the conflict parties" with high agreement degree. **The total means for "Integrating" reached (3.93) with high agreement degree.**

- Table (7) below shows the mean and standard deviation for "**Obliging**" items.

**Table (7): Mean and Standard Deviation for "Obliging" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager understands employees' needs in the organization.	4.15	0.94	1	High
2	The manager understands employees' desires in the organization.	4.01	0.99	4	High
3	The manager concentrates on the similarities rather than differences among the conflict parties.	4.06	1.02	3	High
4	The manager tries to control the negative feelings among the conflict parties.	3.52	1.12	5	Medium
5	The manager uses friendly words with conflict parties in the organization.	4.12	0.91	2	High
<b>Mean of the means</b>		<b>3.97</b>			<b>High</b>

Table (7) shows that the highest mean reached is (4.15) out of (5) for item (1), "The manager understands employees' needs in the organization", with high agreement degree. Then, for item (5), "The manager uses friendly words with conflict parties in the organization", the mean is (4.12) with high agreement degree. The lowest mean is (3.52) for item (4), "The manager tries to control the negative feelings among the conflict parties", with medium agreement degree. **The total means for "Obliging" reaches (3.97) with high agreement degree.**

- Table (8) below shows the mean and standard deviation for "**Dominating**" items.

**Table (8): Mean and Standard Deviation for "Dominating" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager use punishment as a tool for conflict management.	3.70	0.56	1	High
2	The manager manages conflicts by using my own administration authority.	4.56	0.55	3	High
3	The manager refuses making concessions to the conflict parties.	3.80	0.62	2	High
4	The manager uses threatening and warning styles in conflict management.	3.34	0.76	4	Medium
5	The manager forces the conflict parties to accept s/he suitable decision.	3.12	1.06	5	Medium
<b>Mean of the means</b>		<b>3.70</b>			<b>High</b>

Table (8) shows that the highest mean reached is (4.56) out of (5) for item (2), "The manager manages conflicts by using my own administration authority", with high agreement degree. Then, for item (3), "The manager refuses making concessions to the conflict parties", the mean is (3.80) with high agreement degree. The lowest mean is (3.12) for item (5), "The manager forces the conflict parties to accept s/he suitable decision", with medium agreement degree. **The total means for "Dominating" reaches (3.70) with high agreement degree.**

- Table (9) shows that the mean and standard deviation for "Avoiding" items.

**Table (9): Mean and Standard Deviation for "Avoiding" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager avoids open discussion among conflict parties.	3.90	0.87	2	High

2	The manager does not face conflict parties; s/he leaves them to solve their own problems.	3.73	0.66	1	High
3	The manager tries to avoid opposing points of view.	3.56	1.05	5	Medium
4	The manager postpones dialogue with conflict parties to another time.	3.99	1.10	3	High
5	The manager is completely neutral in conflicts among employees in the organization.	3.59	1.01	4	Medium
<b>Mean of the means</b>		<b>3.75</b>			<b>High</b>

Table (9) shows that the highest mean reached is (3.99) out of (5) for item (4), "The manager postpones dialogue with conflict parties to another time", with high agreement degree. Then, for item (1), "The manager avoids open discussion among conflict parties", the mean is (3.90) with high agreement degree. The lowest mean is (3.56) for item (3), "The manager tries to avoid opposing points of view", with medium agreement degree. **The total means for "Avoiding" reached (3.75) with high agreement degree.**

- Table (10) below shows the means and standard deviation for "Compromising" items.

**Table (10): Mean and Standard Deviation for "Compromising" Items**

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The manager tries to balance between gains and losses for all conflict parties.	3.78	1.10	4	High
2	The manager encourages employees to use "give and take" policy in conflicts.	3.88	0.94	3	High
3	The manager aims at aligning views between the conflict parties.	3.90	1.08	2	High
4	The manager lets all conflict parties feel that they are right.	4.10	1.13	1	High

5	The manager suggests mutual solutions to manage the conflict.	3.06	1.11	5	Medium
<b>Mean of the means</b>		<b>3.74</b>			<b>High</b>

Table (10) shows that the highest mean reached is (4.10) out of (5) for item (4), "The manager lets all conflict parties feel that they are right" with high agreement degree. Then, for item (3), "The manager aims at aligning views between the conflict parties", the mean is (3.90) with high agreement degree. The lowest mean is (3.06) for item (5), "The manager suggests mutual solutions to manage the conflict", with medium agreement degree. **The total means for "Compromising" reaches (3.74) with high agreement degree.**

### 4.3 Hypotheses Testing

Before applying regression analysis to test the hypotheses of the study, the researcher conducted some tests to ensure that the data fit the regression analysis assumptions as follows:

Multi-collinearity by using Variance Inflation Factory (VIF) and the Tolerance test for each of the study variables, taking into consideration that the VIF value is less than 10 , Tolerance value is more than 0.2, and normal distribution is also calculated by calculating the skewness coefficient, observing that the data follow the normal distribution if the torsion value is less than (1). Table (11) shows the results of these tests.

Table (11): Multi-collinearity, VIF, Tolerance test and Skewness coefficient.

<b>Variables</b>	<b>VIF</b>	<b>Tolerance</b>	<b>Skewness</b>
<b>Organizational Awareness</b>	1.875	0.871	-0.643
<b>Social Skills</b>	1.812	0.821	- 0.612
<b>Empathy</b>	1.908	0.671	-0.331
<b>Situational Awareness</b>	1.651	0.606	-0.425
<b>Situational Response</b>	1.673	0.551	-0.512

It is evident from the above table that the Variance of Inflation (VIF) values for all variables are less than (10) and range from (1.651 - 1.908), and tolerance values ranged from (0.551 - 0.871), which is high than 0.2. The data were confirmed by normal distribution by calculating the skewness coefficient, where the values were less than (1), and the validity of the model was determined for each hypothesis separately.

To test the hypotheses multiple regressions analysis is used to analyze the impact of the social intelligence on organizational conflict management strategies. To be able to use multiple regressions the following assumptions should be fulfilled: normality, validity, reliability, and correlation. F that shows the fitness of the model, whereas,  $R^2$  indicates to the variance value between independent and dependent variables for the model (Sekaran & Bougie 2013).

**The main hypothesis (Ho):** There is no significant impact of social intelligence (organizational awareness, social skills, empathy, situational awareness,

situational response) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

To test this hypothesis, and to detect the impact of social intelligence (organizational awareness, social skills, empathy, situational awareness, situational response) on organizational conflict management strategies of Jordanian telecommunication companies, the multiple regression analysis was used, shows as table (12).

**Table (12): Multiple Regression Analysis**

Independent variables	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
	0.981	0.962	0.901	2318.05	0.00			
<b>Organizational Awareness</b>						30.013	0.00	0.274
<b>Social Skills</b>						46.918	0.00	0.429
<b>Empathy</b>						30.064	0.00	0.275
<b>Situational Awareness</b>						46.223	0.00	0.431
<b>Situational Response</b>						62.000	0.00	0.577

**\*Depended variable: organizational conflict management strategies**

Table (12) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (organizational awareness, social skills, empathy, situational awareness, situational response) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.981); indicates that there is a positive correlation between social intelligence and organizational conflict management strategies, (R<sup>2</sup>) value reached

(0.962); which means that the value of 96% of changes in the organizational conflict management strategies, from changes in the social intelligence processes at all variable.

Furthermore, the table shows that the value of adjusted  $R^2$  is very close to the value of  $R^2$ . If the adjusted  $R^2$  is excluded from  $R^2$   $(0.962 - 0.901) = 0.061$ . This little shrinking (0.061) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.061.

Also, the table above shows the probability of F-value reached (2318.05) by statistically significant (0.00), and which indicates that social intelligence (organizational awareness, social skills, empathy, situational awareness, situational response) has a significant impact on organizational conflict management strategies of Jordanian telecommunication companies. So the main hypothesis ( $H_0$ ) was rejecting and accepts the alternative hypothesis to read as follows:

**There is significant impact of social intelligence (organizational awareness, social skills, empathy, situational awareness, situational response) on organizational conflict management strategies of Jordanian telecommunication companies, at  $(\alpha \leq 0.05)$ .**

**The first hypothesis ( $H_{01}$ ):** There is no impact of social intelligence (organizational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at  $(\alpha \leq 0.05)$ .

To test this hypothesis, and to detect the impact of social intelligence (organizational awareness) on organizational conflict management strategies of

Jordanian telecommunication companies, the simple linear regression analysis was used, shows as table (13).

**Table (13): Simple Linear Regression Analysis for Organizational Awareness**

Independent variable	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
		0.451	0.203	0.198	188.70	0.00		
<b>Organizational Awareness</b>						13.74	0.00	0.461

**\*Depended variable: organizational conflict management strategies**

Table (13) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (organizational awareness) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.451); indicates that there is a positive correlation between organizational awareness and organizational conflict management strategies, (R<sup>2</sup>) value reached (0.203); which means that the value of 45% of changes in the organizational conflict management strategies, from changes in the organizational awareness.

Furthermore, the table shows that the value of adjusted R<sup>2</sup> is very close to the value of R<sup>2</sup>. If the adjusted R<sup>2</sup> is excluded from R<sup>2</sup> (0.451-0.203) = 0.248. This little shrinking (0.248) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.248.

Also, the table above shows the probability of F-value reached (188.70) by statistically significant (0.00), and which indicates that social intelligence (organizational awareness) has a significant impact on organizational conflict

management strategies of Jordanian telecommunication companies. So the first hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

**There is the impact of social intelligence (organizational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).**

**The second hypothesis (Ho<sub>2</sub>):** There is no impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, and to detect the impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies, the simple linear regression analysis was used, shows as table (14) shows.

**Table (14): Simple Linear Regression Analysis for Social Skills**

Independent variable	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
		0.299	0.089	0.084	70.98	0.00		
<b>Social Skills</b>						8.425	0.00	0.391

**\*Depended variable: organizational conflict management strategies**

Table (14) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.299); indicates that there is a positive correlation between social skills and

organizational conflict management strategies, ( $R^2$ ) value reached (0.089); which means that the value of 8.9% of changes in the organizational conflict management strategies, from changes in the social skills.

Furthermore, the table shows that the value of adjusted  $R^2$  is very close to the value of  $R^2$ . If the adjusted  $R^2$  is excluded from  $R^2$  ( $0.089-0.084$ ) = 0.005. This little shrinking (0.005) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.005.

Also, the table above shows the probability of F-value reached (70.98) by statistically significant (0.00), and which indicates that social intelligence (social skills) has a significant impact on organizational conflict management strategies of Jordanian telecommunication companies. So the second hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

**There is impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).**

**The third hypothesis ( $H_03$ ):** There is no impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

To test this hypothesis, and to detect the impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies, at ( $\alpha \leq 0.05$ ), the simple linear regression analysis was used shows as table (15).

**Table (15): Simple Linear Regression Analysis for Empathy**

Independent variable	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
	0.442	0.195	0.190	367.96	0.00			
<b>Empathy</b>						19.182	0.00	0.442

\*Depended variable: organizational conflict management strategies

Table (15) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.442); indicates that there is a positive correlation between empathy and organizational conflict management strategies, (R<sup>2</sup>) value reached (0.195); which means that the value of 19.5% of changes in the organizational conflict management strategies, from changes in the empathy.

Furthermore, the table shows that the value of adjusted R<sup>2</sup> is very close to the value of R<sup>2</sup>. If the adjusted R<sup>2</sup> is excluded from R<sup>2</sup> (0.195-0.190) = 0.005. This little shrinking (0.005) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.005.

Also, the table above shows the probability of F-value reached (367.96) by statistically significant (0.00), and which indicates that social intelligence (empathy) has a significant impact on organizational conflict management strategies of Jordanian telecommunication companies. So the third hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

**There is impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).**

**The fourth hypothesis (H<sub>04</sub>):** There is no impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

To test this hypothesis, and to detect the impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies, the simple linear regression analysis was used, shows as table (16).

**Table (16): Simple Linear Regression Analysis for Situational Awareness**

Independent variable	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
	0.399	0.159	0.154	101.90	0.00			
<b>Situational Awareness</b>						10.095	0.00	0.289

**\*Depended variable: organizational conflict management strategies**

Table (16) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.399); indicates that there is a positive correlation between situational awareness and organizational conflict management strategies, (R<sup>2</sup>) value reached (0.159); which means that the value of 15.9% of changes in the

organizational conflict management strategies, from changes in the situational awareness.

Furthermore, the table shows that the value of adjusted  $R^2$  is very close to the value of  $R^2$ . If the adjusted  $R^2$  is excluded from  $R^2$   $(0.159-0.154) = 0.005$ . This little shrinking (0.005) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.005.

Also, the table above shows the probability of F-value reached (101.90) by statistically significant (0.00), and which indicates that social intelligence (situational awareness) has a significant impact on organizational conflict management strategies of Jordanian telecommunication companies. So the fourth hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

**There is impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).**

**The fifth hypothesis ( $H_{05}$ ):** There is no impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, and to detect the impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies, the simple linear regression analysis was used, shows as table (17).

Table (17): Simple Linear Regression Analysis for Situational Response

Independent variable	Model summary			ANOVA		Coefficients		Unstandardized coefficients
	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig	T	Sig	Beta
	0.192	0.370	0.154	39.670	0.00			
<b>Situational Response</b>						6.298	0.00	.0294

\*Depended variable: organizational conflict management strategies

Table (17) shows that a statistically a significant impact at a significant level ( $\alpha \leq 0.05$ ) of the impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies, where (R) value reached (0.192); indicates that there is a positive correlation between situational response and organizational conflict management strategies, (R<sup>2</sup>) value reached (0.370); which means that the value of 37% of changes in the organizational conflict management strategies, from changes in the situational response.

Furthermore, the table shows that the value of adjusted R<sup>2</sup> is very close to the value of R<sup>2</sup>. If the adjusted R<sup>2</sup> is excluded from R<sup>2</sup> (0.370-0.154) = 0.216. This little shrinking (0.216) means that if the model has been fitted when the whole population participates in the study, the higher variance in the outcome will be 0.216.

Also, the table above shows the probability of F-value reached (39.670) by statistically significant (0.00), and which indicates that social intelligence (situational response) has a significant impact on organizational conflict management strategies of Jordanian telecommunication companies. So the fifth hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

**There is impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).**

#### **4.4 Summary of Results**

Based on the data analysis and hypotheses testing, the main results of the study generated from this piece of work can be summarized as follows:

- There's high agreement degree of "Organizational Awareness", "Social Skills", "Empathy", "Situational Awareness", "Situational Responses", "Integrating", "Obliging", "Dominating", "Avoiding", and "Compromising" from perspective among sample of study.

The result indicate the impact of social intelligence on organizational conflict management strategies of Jordanian telecommunication companies, firstly empathy have high impact with 44% of changes in the organizational conflict management strategies, the second related to organizational awareness with impact 41% of changes in the organizational conflict management strategies, thirdly 37% of changes in the organizational conflict management strategies, related to situational response, then 28% of changes in the organizational conflict management strategies, related to situational awareness, and the lower variable 21% for social skills in impact on organizational conflict management strategies. The higher the social intelligence and its variables, the greater the ability of employees to control themselves, improve their relations with others, reduce their competitiveness, and the struggle for positions and business, and social skills and empathy, based on a relationship of respect with others,

and therefore there is no negative attitudes recorded by employees on each other, and thus create an atmosphere of coordination and respect among employees.

Therefore, the summary of hypotheses testing that appearing acceptance the all hypotheses, as show as table (18).

**Table(18): Summary of Hypotheses Testing**

Number	Results	Acceptance the Hypotheses
<b>H<sub>0</sub></b>	Rejected	There is impact of social intelligence on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).
<b>H<sub>01</sub></b>	Rejected	There is impact of social intelligence (organizational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).
<b>H<sub>02</sub></b>	Rejected	There is impact of social intelligence (social skills) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).
<b>H<sub>03</sub></b>	Rejected	There is impact of social intelligence (empathy) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).
<b>H<sub>04</sub></b>	Rejected	There is impact of social intelligence (situational awareness) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).
<b>H<sub>05</sub></b>	Rejected	There is impact of social intelligence (situational response) on organizational conflict management strategies of Jordanian telecommunication companies at ( $\alpha \leq 0.05$ ).

## Chapter Five

### Results discussion, Conclusion and Recommendation

#### 5.1 Results Discussion

The whole result indicate to:

There's high agreement degree of "Organizational Awareness", from perspective among sample of study, is the ability to read the ideas and feelings and facts among employees by respect and understand their culture, so that the employee understands the causality of positions and what can be behind them without being sentenced to negative attitudes, this result agree with Kobe, et al., (2001), Dijkstra et al.,(2011) and Alhassan et al., (2014).

There's high agreement degree of "Social Skills", from perspective among sample of study, which consider the ability of employees to interact with others in the work environment in multiple ways is acceptable, frank and mutually beneficial, and these skills develop by learning and practice to reach a high degree of proficiency, speed and good behavior. And this result agree with Kobe, et al., (2001), Hooda et al., (2009), Alok et al., (2014), Alhassan et al., (2014), and Rahim, (2014).

There's high agreement degree of "Empathy", from perspective among sample of study, this practice makes it easier to deal with others by "I put myself in his shoes" and dealing with them with affection, respect and compromise, when the employees making mistakes and therefore this practice will reducing the conflict among them. And this result agree with Hooda et al., (2009), Rahim, (2014), Moeller & Kwantes, (2015), and Qadri & Khan, (2016).

There's high agreement degree of " Situational Awareness", from perspective among sample of study, which is a good quick behavior to read the situation at the moment, which contributes to the accumulation of positive experiences among employees and the result agree with Rahim, (2014).

There's high agreement degree of " Situational Responses", from perspective among sample of study, good attitude response also has an impact on sustaining positive relationships among employees, but it produces a response that mitigates and reduces the reaction of colleague, and response should be includes respect and affection and the result agree with Rahim, (2014).

There's high agreement degree of "Integrating", from perspective among sample of study, It is possible to reduce the intensity of the conflict of integration and participation in the work, to bring peace and peace to the workers through the distribution of tasks, and to participate in business, reducing the competitiveness among them, the result agree with Salem, (2013) showed (integrating) strategy is more efficiency. And the results agree with Al-Sultani, (2012), Madi, (2014) and Al-Jarrah & Asleh, (2016) studies, where the integrating strategy was mostly used.

There's high agreement degree of "Obliging", from perspective among sample of study, This strategy works on low attention for self and give attention to others, with attempts to reduce the differences to satisfy the other party/ies of conflict, that is, charity and kindness and compliance with the requirements of the other party, thus the process of conflict management and treatment. This result agrees with Salami, (2010) and Al-Qhaiwi, (2015) studies, which indicate there was significant impact of obliging strategy. And the result disagree with Kaitelidou, et al., (2012) study that indicate this strategy was the least used in conflict.

There's high agreement degree of "Dominating", from perspective among sample of study, In this strategy, give high attention for self and low attention to others. The responsible manager uses the method of force and coercion to achieve his personal goals and interests while neglecting the needs of others, Salami, (2010) which indicate that dominating strategy negatively effect. And agree with Ann & Yang (2012) dominating style is the best in conflict management.

There's high agreement degree of "Avoiding", from perspective among sample of study, the result agree with Rahim, (2016), and Kaitelidou, et al., (2012) study which indicate the avoiding strategy was the most used in conflict. Beside, result disagree with Salami (2010) and Al-Qhaiwi, (2015) study which indicate that no statistical significant for avoiding strategy. Also Al- Sultani, (2012) and Al-Jarrah & Asleh, (2016) studies which indicate this strategy was the least used in conflict.

There's high agreement degree of "Compromising", from perspective among sample of study, which means the attention was moderate for self and also to others. It is based on the principle of "give and take" and the two sides are involved in reaching an acceptable solution to manage the issue of conflict. This result agree with Salami (2010), Ann & Yang (2012), Madi (2014), Al-Qhaiwi (2015), and Qadri & Khan (2016). And the result disagree with Salem (2013) study, which indicate there were no correlation between emotional intelligence and compromising strategy.

Therefore, we can be summarized the discussion result as follows:

The results disagree with Salami, (2010) which indicate that dominating and avoiding strategies negatively and significantly predicted organizational citizenship behavior. Confronting, compromising, and agree with obliging strategies significantly predicted organizational citizenship behavior.

The result agree with Dijkstra et al., (2011) that people have social skills and spirit can decrease the conflict; Ann & Yang (2012) concluded there was a relationships between emotional intelligence and the integrating style and between emotional intelligence and dominating style of conflict management were moderated by extraversion; Al-Sultani (2012) showed the highest average in conflict management strategies was the use of power and the authority of the position to resolve the conflict, Salem (2013) showed the positive correlation between the level of emotional intelligence to the heads of academic departments at Palestinian universities and (integrating) strategy practice. And the result agree with empathizing skills the highest effect, as Alok et al., (2014) The findings showed that importance having active listening skill, empathizing, and communication skill in resolving the conflict. Alhassan, (2014) recommended to increase awareness on the concept of organizational conflict management styles with social and culture dimensions. Qadri & Khan, (2016) showed that emotional labor can be controlled and reduced by using appropriate conflict management style and by verifying the pivotal role of personality in relation to emotional labor, relationship conflict and the choice of conflict management style.

The result disagree with Ann & Yang (2012) a moderated effect on compromising style and dominating style. And the result differs with Salem, (2013) there was a no correlation between emotional intelligence and the degree of practicing, (accommodating and compromising) strategies and negative correlation with (avoiding and forcing) strategies.

## 5.2 Conclusion

After results discussion, this study conclude the following:

1. The level of organizational conflict management strategies in organizations was high; this indicates that these companies have the ability to deal with any happen.
2. The level of social intelligence in organizations was high; this indicates that the managers having a high practices of social intelligence; and this means that works to motivate them to choose a perfect strategy with parties of conflict within organization.
3. These companies have ability of dealing with conflict by diversity in the use of organizational conflict management strategies; this is an indicator that they are trying to create a positive conflict and also dealing with a negative conflict within organization.
4. The mangers of these companies constantly used multi strategies in organizational conflict management ; this is an indicator that they are capable of maintain an acceptable level of conflict.
5. The results show that social intelligence has an impact on organizational conflict management strategies; this means that by adopting new practices of social intelligence, the organization has to increase its social intelligence practices within organization in order to succeed.

## 5.3 Recommendations

This study recommends the organizations in Jordanian telecommunication companies (Orange and Umniah) as follows:

1. To work on raising awareness of all employees and raising their level in social intelligence through training the skills of dealing with colleagues, solving problems, and controlling the management of conflict within the organization.
2. To encourage employees to exchange experiences with their colleagues in the work and with the administration; this will reduce the conflict among themselves.
3. To establish a system of incentives and rewards to encourage employees to communicate positively with each other.
4. To work on allocation time to understand the others culture in the organization.
5. To Work on activating the communication channels between managers and employees to understand the feelings of the them.
6. To Work on providing different vacations and rest times during the work to reduce the intensity of negative conflict.
- 7.To Work on recruiting employees of PhD holders and\or motivating staff to study the PhD.

Also, this study recommends other researcher for future studies as follows:

8. To study the social intelligence for the scarcity of studies around it in business organizations.
9. To study the organizational conflict management strategies from other psychological entrances such as personality.

10. To study the impact of environmental and cultural factors on organizational conflict management strategies.

11. To study the social intelligence in different environments and organizations.

12. Expanding the study of the impact of social intelligence on organizational conflict strategies by adding demographic characteristics as an intermediate variable.

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## Appendix

### Appendix (1) List of Academics have Arbitrated the Questionnaire

Prof.Dr. Abbas Alsharifi	Middle East University
Prof.Dr. Abdul jabbar Albaiati	Middle East University
Prof.Dr. Marwa Ahmad	Philadelphia University
Associate Prof. Dr. Ahmad Ali Salih	Middle East University
Associate Prof. Dr. Asmahan Altaher	Middle East University
Associate Prof. Dr. Emad Masoud	Middle East University
Associate Prof. Dr. Hebah Nasereddin	Middle East University
Associate Prof. Dr. Samer Dahiyat	Jordan University
Associate Prof. Dr. Mohammad Almaaitah	Middle East University
Assistant Prof. Dr. Atef Alraoush	Philadelphia University
Assistant Prof. Dr. Anas Alhadid	Applied Science University
Assistant Prof. Dr. Sameer Aljabaly	Philadelphia University
Assistant Prof. Dr. Sanaa Alkhaldeh	Middle East University

## Appendix (2) Participants Questionnaire (English Version)



Middle East University

Business Faculty

Department of Business Administration

Dear Participant,

The main objective of this thesis is to measure "**The Impact of Social Intelligence on Organizational Conflict Management Strategies: A Field Study on Jordanian Telecommunication Companies**" This thesis submitted to obtain a Degree of Master in Business Administration.

Please answer all the questions in this questionnaire as you see suitable through your experience and this survey is anonymous; please take your time to answer accurately and objectively on the questionnaire paragraphs. Your participation is voluntary, and the information collected will be dealt with confidentially for scientific purpose only.

Gratefully thank you for your time and cooperation

Prepared by:

**Rima Salem Serrieh**

Supervised by:

**Dr. Nidal Amin Al-Salhi**

April, 2017

### Appendix (3): Thesis Questionnaire (English Version)

<b>Questionnaire</b>						
<b>Part I: Demographic Characteristics</b>						
<b>1- Gender:</b>	<input type="checkbox"/> Male			<input type="checkbox"/> Female		
<b>2- Age:</b>	<input type="checkbox"/> Less than 30	<input type="checkbox"/> 30- 39 years		<input type="checkbox"/> 40- 49 years	<input type="checkbox"/> 50-and More	
<b>3- Education:</b>	<input type="checkbox"/> Diploma or lower	<input type="checkbox"/> Bachelor	<input type="checkbox"/> Higher diploma	<input type="checkbox"/> Master	<input type="checkbox"/> Doctorate	
<b>4-Experience:</b>	<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5-10 years		<input type="checkbox"/> 11-15 years	<input type="checkbox"/> 16 and More	
<b>5-Management Level:</b>	<input type="checkbox"/> Top Management	<input type="checkbox"/> Middle Management		<input type="checkbox"/> Operational Management		
<b>6-Job position:</b>	<input type="checkbox"/> Chief executive officer	<input type="checkbox"/> Vice president	<input type="checkbox"/> Department manage	<input type="checkbox"/> Division manager	<input type="checkbox"/> Employee	
<b>Part II: Questionnaire Items</b>						
Please make sure answering every questions, and encircle the correct question based on your opinion based on the reality not the optimum situation of each item as follows: (1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5= Always)						
No.	Item	Never	Rarely	Sometimes	Often	Always
		1	2	3	4	5
<b>Social Intelligence</b>						
1.	The manager appreciates employees' values in the organization.	1	2	3	4	5
2.	The manager does not face difficulty to open a dialogue with employees.	1	2	3	4	5
3.	The manager has the ability to understand the moods of employees through their body language messages.	1	2	3	4	5
4.	The manager has the ability to understand conflict issues quickly.	1	2	3	4	5
5.	The manager has the ability to adapt to new and different situations.	1	2	3	4	5
6.	The manager appreciates employees' customs and traditions.	1	2	3	4	5

7.	The manager respects employees' opinions whatever their opinions are.	1	2	3	4	5
8.	The manager has the ability to know employees' feelings, even if they try to hide them.	1	2	3	4	5
9.	The manager has the ability to determine the underlying reasons of any problem.	1	2	3	4	5
10.	The manager has the ability to adapt to new work environment.	1	2	3	4	5
11.	The manager tries to understand employees' attitudes in the organization.	1	2	3	4	5
12.	The manager has the ability to negotiate employees effectively in work.	1	2	3	4	5
13.	The manager shares with employees their feelings in the organization.	1	2	3	4	5
14.	The manager has the ability to analyze conflict issues precisely to find a solution.	1	2	3	4	5
15.	The manager can responds to all routine conflict issues in a good way.	1	2	3	4	5
16.	The manager appreciates employees' beliefs in the organization.	1	2	3	4	5
17.	The manager has the ability to interact with different employees.	1	2	3	4	5
18.	The manager appreciates employees' feelings and "s/he puts her/himself in their shoes".	1	2	3	4	5
19.	The manager has the ability to evaluate conflict issues correctly.	1	2	3	4	5
20.	The manager has the ability to make the best decision quickly.	1	2	3	4	5
21.	The manager tries to understand unspoken norms such as (the way employees welcome each other) in the organization.	1	2	3	4	5
22.	The manager is known for having good relations with employees.	1	2	3	4	5
23.	The manager gives hand to employees in the organization.	1	2	3	4	5
24.	The manager has the ability to point out the risks and gains of various situations.	1	2	3	4	5
25.	The manager has the ability to choose an appropriate response to suit the employee's reaction in the organization.	1	2	3	4	5
<b>Organizational Conflict Management Strategies</b>						
26.	The manager tries to investigate the problem to find an agreeable solution to all.	1	2	3	4	5
27.	The manager understands employees' needs in the organization.	1	2	3	4	5
28.	The manager use punishment as a tool for conflict management.	1	2	3	4	5
29.	The manager avoids open discussion among conflict parties.	1	2	3	4	5

30.	The manager tries to balance between gains and losses for all conflict parties.	1	2	3	4	5
31.	The manager cooperates with employees to find out the best solution in to the open.	1	2	3	4	5
32.	The manager understands employees' desires in the organization.	1	2	3	4	5
33.	The manager manages conflicts by using my own administration authority.	1	2	3	4	5
34.	The manager does not face conflict parties; s/he leaves them to solve their own problems.	1	2	3	4	5
35.	The manager encourages employees to use "give and take" policy in conflicts.	1	2	3	4	5
36.	The manager tries to understand the root reasons of the problems among employees.	1	2	3	4	5
37.	The manager concentrates on the similarities rather than differences among the conflict parties.	1	2	3	4	5
38.	The manager refuses making concessions to the conflict parties.	1	2	3	4	5
39.	The manager tries to avoid opposing points of view.	1	2	3	4	5
40.	The manager aims at aligning views between the conflict parties.	1	2	3	4	5
41.	The manager encourages the employees to talk about the problems before we get the solutions.	1	2	3	4	5
42.	The manager tries to control the negative feelings among the conflict parties.	1	2	3	4	5
43.	The manager uses threatening and warning styles in conflict management.	1	2	3	4	5
44.	The manager postpones dialogue with conflict parties to another time.	1	2	3	4	5
45.	The manager lets all conflict parties feel that they are right.	1	2	3	4	5
46.	The manager motivates the employees to work together.	1	2	3	4	5
47.	The manager uses friendly words with conflict parties in the organization.	1	2	3	4	5
48.	The manager forces the conflict parties to accept s/he suitable decision.	1	2	3	4	5
49.	The manager is completely neutral in conflicts among employees in the organization.	1	2	3	4	5
50.	The manager suggests mutual solutions to manage the conflict.	1	2	3	4	5

## Appendix (4): Participants Questionnaire (Arabic version)



### استبانه لأغراض البحث العلمي

عزيزي المشارك:

تحية طيبة وبعد،،،

تهدف هذه الدراسة إلى قياس "أثر الذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي: دراسة ميدانية في شركات الاتصالات الأردنية"، حيث تعد هذه الأطروحة المقدمة للحصول على درجة الماجستير في إدارة الأعمال.

الرجاء التكرم بالإجابة على جميع الأسئلة الواردة في هذه الاستبيان كما ترونه مناسباً من خلال تجاربكم والخبرة التي تتمتعون بها. وأنا نعدكم بأنه سيتم التعامل بسرية تامة مع هذه البيانات لأغراض البحث العلمي فقط.

شكراً جزيلاً لكم ولحسن تعاونكم

الباحثة:

ريما سالم سرية

المشرف:

د. نضال امين الصالحي

نيسان، 2017

## Appendix (5): Thesis Questionnaire (Arabic Version)

استبانة لقياس "أثر الذكاء الاجتماعي في استراتيجيات إدارة الصراع التنظيمي: دراسة ميدانية في شركات الاتصالات الأردنية".

القسم الأول: الخصائص الديموغرافية

<b>1- الجنس</b>			
<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى		
<b>2- العمر</b>			
<input type="checkbox"/> أقل من 30 سنة	<input type="checkbox"/> 30-39 سنة	<input type="checkbox"/> 40-49 سنة	<input type="checkbox"/> 50 سنة وأكثر
<b>3- المؤهل العلمي</b>			
<input type="checkbox"/> دبلوم أو أقل	<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> دبلوم عالي	<input type="checkbox"/> ماجستير
<input type="checkbox"/> دكتوراه			
<b>4- الخبرة</b>			
<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5-10 سنوات	<input type="checkbox"/> 11-15 سنة	<input type="checkbox"/> 16 سنة وأكثر
<b>5- المستوى الإداري</b>			
<input type="checkbox"/> إدارة عليا	<input type="checkbox"/> إدارة وسطى	<input type="checkbox"/> إدارة دنيا	
<b>6- طبيعة العمل</b>			
<input type="checkbox"/> مدير عام	<input type="checkbox"/> نائب مدير عام	<input type="checkbox"/> مدير إدارة	<input type="checkbox"/> رئيس قسم
<input type="checkbox"/> موظف			

## القسم الثاني: أسئلة الاستبانة

الرجاء التأكد من إجابة كل سؤال ووضع دائرة حول الإجابة الصحيحة استناداً إلى الواقع

وليس للوضع الأمثل لكل بند على النحو التالي: (1 = أبداً، 2 = نادراً، 3 = في بعض الأحيان، 4 =

= في كثير من الأحيان، 5 = دائماً)

رقم	العبارات				
	أبداً	نادراً	في بعض الأحيان	في كثير من الأحيان	دائماً
	1	2	3	4	5
<b>الدكاء الاجتماعي</b>					
1.	1	2	3	4	5
	يُقدر مديرك قيم الموظفين في المنظمة.				
2.	1	2	3	4	5
	لا يواجه مديرك صعوبة في فتح حوار مع الموظفين.				
3.	1	2	3	4	5
	لدى مديرك القدرة على فهم مزاج الموظفين من خلال لغة الجسد.				
4.	1	2	3	4	5
	لدى مديرك القدرة على فهم قضايا الصراع بسرعة.				
5.	1	2	3	4	5
	لدى مديرك القدرة على التكيف مع المواقف الجديدة ومختلفة.				
6.	1	2	3	4	5
	يُقدر المدير عادات وتقاليد الموظفين.				
7.	1	2	3	4	5
	يحترم مديرك آراء الموظفين مهما كانت آرائهم.				
8.	1	2	3	4	5
	لدى مديرك القدرة على معرفة مشاعر الموظفين، حتى لو كانوا يحاولون إخفاءها.				
9.	1	2	3	4	5
	لدى مديرك القدرة على تحديد الأسباب الكامنة وراء أي مشكلة.				
10.	1	2	3	4	5
	لدى مديرك القدرة على التكيف مع بيئة عمل جديدة.				
11.	1	2	3	4	5
	يحاول مديرك فهم اتجاهات الموظفين في المنظمة.				
12.	1	2	3	4	5
	لدى مديرك القدرة على التفاوض مع الموظفين بشكل فعال في العمل.				
13.	1	2	3	4	5
	يشارك مديرك مشاعر الموظفين في المنظمة.				
14.	1	2	3	4	5
	لدى مديرك القدرة على تحليل قضايا الصراع لإيجاد حل.				
15.	1	2	3	4	5
	يستطيع مديرك الرد على جميع قضايا الصراع الروتينية بطريقة جيدة.				
16.	1	2	3	4	5
	يُقدر المدير اعتقادات الموظفين في المنظمة.				
17.	1	2	3	4	5
	لدى مديرك القدرة على التفاعل مع مختلف الموظفين.				
18.	1	2	3	4	5
	يقدر مديرك مشاعر الموظفين و "يضع نفسه في مكانهم".				
19.	1	2	3	4	5
	لدى مديرك القدرة على تقييم قضايا الصراع بشكل صحيح.				
20.	1	2	3	4	5
	لدى مديرك القدرة على اتخاذ أفضل قرار بسرعة.				
21.	1	2	3	4	5
	يحاول مديرك فهم الأعراف بين الموظفين مثل (طريقة ترحيب الموظفين بعضهم البعض) في المنظمة.				
22.	1	2	3	4	5
	مديرك معروف ببناء علاقات جيدة مع الموظفين.				
23.	1	2	3	4	5
	يقدم مديرك يد العون للموظفين في المنظمة.				
24.	1	2	3	4	5
	لدى مديرك القدرة للإشارة إلى المخاطر والمكاسب في مختلف المواقف.				
25.	1	2	3	4	5
	لدى مديرك القدرة على اختيار استجابة مناسبة بحيث أنها تناسب رد فعل الموظفين في المنظمة.				
<b>استراتيجيات إدارة الصراع التنظيمي</b>					
26.	1	2	3	4	5
	يحاول مديرك التحقيق في المشكلة لإيجاد حل مقبول للجميع.				
27.	1	2	3	4	5
	يفهم مديرك احتياجات الموظفين في المنظمة.				

رقم	العبارات				
	أبداً	نادراً	في بعض الأحيان	في كثير من الأحيان	دائماً
28.	1	2	3	4	5
	1	2	3	4	5
29.	1	2	3	4	5
	1	2	3	4	5
30.	1	2	3	4	5
	1	2	3	4	5
31.	1	2	3	4	5
	1	2	3	4	5
32.	1	2	3	4	5
	1	2	3	4	5
33.	1	2	3	4	5
	1	2	3	4	5
34.	1	2	3	4	5
	1	2	3	4	5
35.	1	2	3	4	5
	1	2	3	4	5
36.	1	2	3	4	5
	1	2	3	4	5
37.	1	2	3	4	5
	1	2	3	4	5
38.	1	2	3	4	5
	1	2	3	4	5
39.	1	2	3	4	5
	1	2	3	4	5
40.	1	2	3	4	5
	1	2	3	4	5
41.	1	2	3	4	5
	1	2	3	4	5
42.	1	2	3	4	5
	1	2	3	4	5
43.	1	2	3	4	5
	1	2	3	4	5
44.	1	2	3	4	5
	1	2	3	4	5
45.	1	2	3	4	5
	1	2	3	4	5
46.	1	2	3	4	5
	1	2	3	4	5
47.	1	2	3	4	5
	1	2	3	4	5
48.	1	2	3	4	5
	1	2	3	4	5
49.	1	2	3	4	5
	1	2	3	4	5
50.	1	2	3	4	5