

IMPACT OF SOCIAL INTELLIGENCE IN ORGANIZATIONAL CONFLICT MANAGEMENT STRATEGIES

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ABSTRACT

The aim of this research is to measure the impact of social intelligence in determining organizational conflict management strategies. The research was carried out on a sample of companies of Ministry of Construction and Housing and Public Municipalities in Iraq represented by companies (Roads and Bridges Company, Housing Department, General Works and Maintenance Department, Engineering Construction Company, Buildings Department, National Center for Construction Laboratories, National Center for Engineering Consultancy. A sample of (147) individuals were selected (general manager, assistant general manager, head of department and director of division) to respond to the paragraphs of the questionnaire that were prepared for this purpose. They are (40) paragraphs. The data were processed using statistical software (Amos v.20, spss v.20) through means of measurement consisting of a set of descriptive and analytical statistical instruments (arithmetic mean, standard deviation, percentages, coefficient of variation, simple linear correlation coefficient, (Kruskal-wallis test) .A set of conclusions were reached, the most significant of which was that social intelligence in its studied dimensions has a role in determining the conflict management strategies in the surveyed companies .

Keywords: Social Intelligence, Artificial intelligence, and conflict management strategies.

INTRODUCTION

Today, organizations work in challenging and competitive work environments in the context of global openness and expansion, in the context of contemporary concepts that did not exist previously, which have put pressure on the organizations and have become obliged to adapt to them ,on the one hand .On the other hand , they innovate and create in order to achieve excellence. Attention to social intelligence is a factor in the success of organizations that seek building certain social structures that are capable of achieving internal and external adaptation and harmony, and to avoid conflict factors that arise internally or externally. Therefore, this research discusses this significant issue, which has direct If a set of hypotheses can be reached, certain conclusions and recommendations can be reached for the researched companies through these hypotheses; accordingly the research was divided into three chapters (the Chapter one is the research methodology and theses. Chapter two deals with the theoretical aspect of the

research variables The Third chapter tackled the practical side, and finally there are the conclusions and recommendations.

Research Methodology: It includes the following:

Research problem: The search problem can be determined through the following questions:

- What is the level of social intelligence in the surveyed companies?
- What is the nature of conflict management strategies in the surveyed companies?
- Does social intelligence influence the identification of organizational conflict management strategies?
- Are there significant differences between the surveyed companies in the research variables?

Significance of the research: It can be presented through the following points:

- By the reached results, the research serves the surveyed companies.

- Sensitize the managers and employees in the companies about the research topics of social intelligence and conflict management strategies
- The research is an applied scientific contribution that can work to solve some of the problems related to research topics in the surveyed companies.

Research objectives: The research aims at achieving a set of goals such as:

Research plan outline:

- Determining the levels of social intelligence.
- Determining the organizational conflict management strategies.
- Measuring the impact of social intelligence the managing organizational conflict strategies.
- Determining whether there are significant differences between the surveyed companies by the research variables.

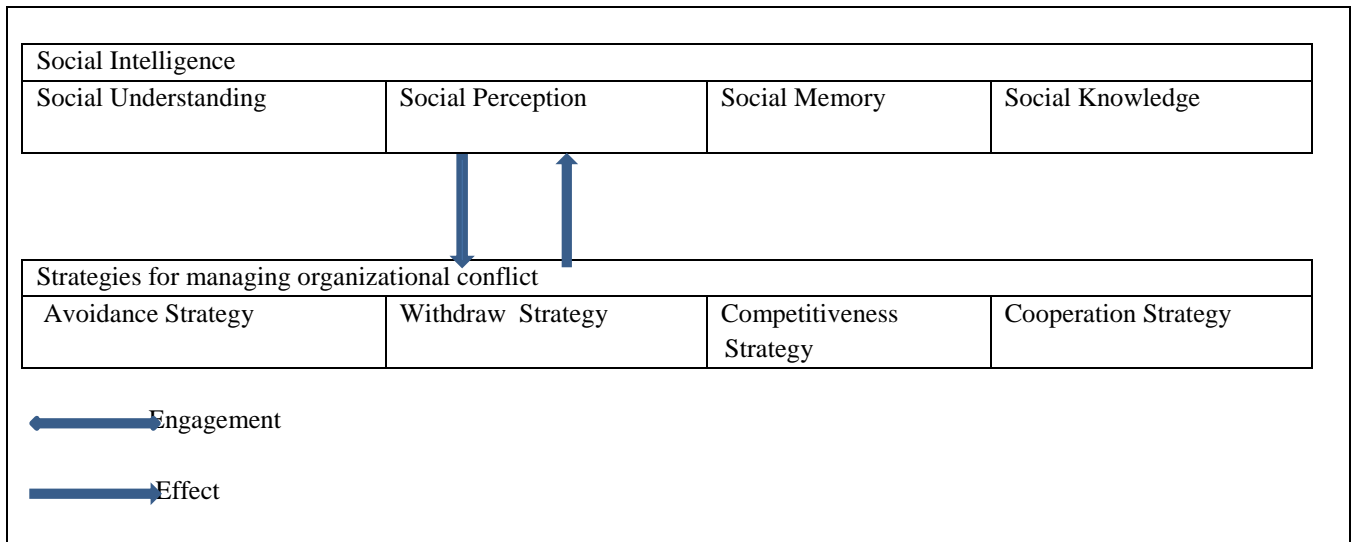


Figure 1 Descriptive search scheme

Research hypothesis:

First main hypothesis, which states:

(There is no significant effect of social intelligence in the strategies of organizational conflict) and has four sub-hypotheses:

- There is no significant effect of social understanding on organizational conflict management strategies.
- There is no significant impact of social perception on the strategies of organizational conflict management.
- There is no significant effect of social memory on organizational conflict management strategies.
- There is no significant effect of social knowledge in organizational conflict management strategies.

B - Second hypothesis, which states: (There are no significant differences between the surveyed companies by research variables).

Research Limits:

The research Limits can be clarified as follows:

- Scientific limits: they include research variables (social intelligence and strategies to manage organizational conflict).
- Spatial boundaries: they include Ministry of Construction and Housing and Public Municipalities (Roads and Bridges Company, Housing Department, General Works and Maintenance Department, Engineering Construction Company, Building Department, National Center for Construction Laboratories, National Center for Engineering Consultancy, Iraqi Housing Fund).
- Time limits: The research in its practical side and field procedures for took a period of (4 months).
- Human limits: (General Manager, Assistant General Manager, Head of Section, Division Manager) were selected.

Research Tools:

For the purpose of achieving the objectives of the research, data has been collected to be analyzed by relying mainly on the questionnaire that was prepared for this research, as well as on some of the data obtained through interviews and field visits .It is worth mentioning that the questionnaire

has been presented to (17) specialized arbitrators to ensure the apparent validity and sincerity of the measuring instrument. The arbitrators made certain amendments to some items in terms of drafting and the ability of the items to measure. The questionnaire was adopted by the researchers.

As for the theoretical aspect of the research, there has been heavy reliance on books, theses, letters and the Internet in the employment of the theoretical side.

Statistical means and methods used in data analysis

A set of statistical methods (descriptive and analytical) were used, as follows:

1 - Percentages: The purpose of which is to describe the answers of the respondents of the study sample and give an idea of their views and an indication of their agreement or not.

2 - Arithmetic mean: It is one of the most significant measures of central tendency. It is applied to determine the level of answers of the questionnaire items

3 - Standard deviation: It is applied to determine the level of dispersion of the responses concerning the Arithmetic mean. The lower its value is, the greater the concentration of answers about the mean.

4 - Pearson correlation coefficient: It is applied to determine the relationship between two variables.

5- Simple regression: It is applied to determine the effect of one independent variable in one supported variable.

6 - Kruskal - Wallis test: It measures the extent of differences between more than two independent samples.

7 - Difference Coefficient: It is one of the measures of dispersion as it is applied to compare the scattering degrees of two or more sets of values from their arithmetic media, and is extracted by calculating the percentage of the product of the standard deviation divided by the Arithmetic mean.

8 - Using the above mentioned statistical methods by computer via the use of program (spss-V19) for data processing as well as (Amos V.19 statistical program).

Theoretical Aspect:

Chapter Two reviews the theoretical framework related to the research variables (social intelligence and organizational conflict management strategies).

FIRST: SOCIAL INTELLIGENCE

Concept of social intelligence:

Social intelligence is one of the significant topics discussed at the level of academic social studies as well as in organizations, as it is related to the ability of an individual to deal with others, and to form successful social relations, thus, this concept has received the attention of many scientists and theorists such as [1] who is considered one of the earliest theorists of the concept of social intelligence in its explicit sense. He emphasized the existence of three types of intelligence: abstract, mechanical, and social. Social intelligence is defined as "the ability to understand and interact with others, through the success of social relations" [2].

This concept represents the starting point for theorists to engage in the concept of social intelligence [3] studied the social experiences of individuals, and measured by the concepts of morality, customs, and traditions prevailing in society, sports and system of governance. Subsequent studies have confirmed the future knowledge, on functional characteristics of social intelligence by reviewing the appropriate techniques to measure it. The concept of intelligence was expanded and developed through advertising to include the ability of an individual to harmonize with other individuals in general and to know the social matters, sensitivity to stimuli, and insight into implicit moods. [4] There is no doubt that intelligence has a major relationship to the extent of the success of an individual in his social life, because he does not live in a vacuum, but in a society that he interacts with, influences and influenced by, therefore some scientists tend to identify the concept of intelligence through this social aspect [5]. The orientations of researchers in modern management thought to draw a connotation of the concept of social intelligence according to the context shown in table (1) that expresses the significant concepts, such as the concept of social intelligence, put forward by researchers and writers who specialized in the field of administrative and human sciences.

Table 1 The concept of social intelligence

	Author		The concept of social intelligence
1	[1]		The ability to understand men, women and boys, and to deal with them wisely in human relationships.

2	[4]		The ability to interact and harmonize with others, awareness of social issues, Accept the influences of others, and perceive temporary mood of the unwanted.
3	[6]		The process of conceptual transformation of an individual into the thinking, feeling and behavior of another individual
4	[7]		Ability to understand thoughts, feelings, goals and psychological state of others
5	[8]		Practice understanding feelings, thoughts, and behavioral actions of others and acting Correctly depending on it .It is to have the problem solving skills , Social communication, and formation of useful social products .It is synonymous for(social adequacy).
6	[9]		The process of compatibility with social situations and use of available social information for positive identification in these situations.
7	[10]		The cognitive structure of a person from the social world.
8	[11]		An individual's ability to analyze and use social situations and situations In making decisions.

Reviewing the researchers to the most prominent concepts that dealt with social intelligence, the researcher notes the emphasis of most concepts of social intelligence on the ability of an individual to deal properly and good behavior with others by understanding their feelings, ideas and purposes, as it indirectly emphasized the significance of social intelligence in achieving social compatibility of the individual with others. The interest of Arab researchers and theorists of social intelligence is almost new when it is compared to the one of the foreign researchers and theorists, with the researcher (the ability of the individual to analyze attitudes and social situations and the use of this analysis in decision-making).

B- Dimensions of Social Intelligence

A. Social Understanding

Social understanding includes the ability to deal properly with other cultures and environments, and the ability to develop and harmonize with individuals [12]. Social understanding refers to processes that guide behavior and relationships, nature of social roles, and the work of teams and social phenomena. It is a key factor in the growth at all times at the level of social knowledge. It also contributes to social efficiency and self-awareness, enabling individuals to communicate with individuals and groups in a complex social environment [13].

B. Social Cognition

“The process of integrating and interpreting information about others to achieve a more accurate understanding of their behavior” [14]. Wong & et al, 1995 used social cognition but separate this ability from the capabilities of social understanding. The concept of social cognition is sometimes synonymous with the concept of social comprehension in terms of understanding individuals, intentions, and beliefs. Social cognition processes have been thoroughly researched to draw conclusions about the attitudes and intentions of others [15].

C. Social Memory

Social memory has recently gained increasing attention in the social and administrative sciences because of its role in decision-making processes [16], defined by [17] as "objectively storing and retrieving social information which It can change in complexity. " For example, the memory of faces and names is a subset of social information, while memory is a series of interactions that represent a more complex entity.

D. Social knowledge

Social knowledge is of great importance to the behavior of individuals in organizations [18]. They have a role in decision-making in emergency situations facing

organizations [19], and social knowledge is the result of interaction in social situations [20]. Social knowledge depends on the cultural environment of each social entity (i.e., the leader and individuals working in the organization) which has its own social criteria, and the test of social knowledge requires an extensive definition of the social entity in terms of what knowledge should be identified and possible classification of social attitudes within the entity, and what can be judged by knowledge in terms of being true or false, social knowledge is defined as knowledge about the social world (i.e. social rules, social issues, etc.).

SECOND : STRATEGIES FOR ORGANIZATIONAL CONFLICT MANAGEMENT

A - Cooperation Strategy: It is called the strategy of solidarity, persuasion or problem solving. It is meant to seek the parties to the conflict to cooperate with each other to find a solution that meets the needs of both parties and highlights their concerns and calls them (I win and others win because there is no assumption that there are He loses to win the other) [21].

B - The strategy of avoidance: - The process of withdrawing from or condoning the conflict temporarily [22], neglecting the conflict or shifting attention to other areas or situations and placing barriers and barriers to the conflicting parties [23] this strategy is characterized by subjectivity and low-level cooperation. This strategy is linked to withdrawal and escape from confronting the conflict and the interests of the parties of this type of strategies are neglected, through which the individual withdraws or escapes or avoids entering and confronting conflicts and solving problems, and such the strategy is appropriate if the subject of conflict is not worth mentioning.

C. Competition strategy: This strategy is characterized by high self-interest and at the expense of the interests of others [24], which is known to be characterized by intense competition and direct or indirect confrontations through

the attempt of each party to win or achieve victory over The other party or the loser, the interests here are at the top of the contradiction and reach the case of each party to destroy or even eliminate the second party and overcome it, and this strategy can be negative and harmful to the organizations and their individuals, especially if no party relinquishes or if there is no convergence And the harmonization of views between the conflicting parties [1], and Competition is based on a sense of a negative relationship between the parties and their goals. Therefore, there is a winner and a loser within this strategy, preferably used in emergency, vital and critical conditions for organizations as well. If one of the parties is certain of its decisions, this strategy creates a spirit of competition and innovation, but in turn destroys the spirit of teamwork [25].

D. Settlement Strategy: It means trying to reach a compromise that satisfies all the conflicting parties in a way that would enable them to achieve even partial gains [23], which is useful in the case that the objectives of the parties to the conflict are of mutual interest. The two sides have a neutral power in administrative work, but do not work if one of the parties to the conflict is stronger than the other or the problem is complex and needs a radical approach to solve it [24], or if the goals are very important and require Quick solutions [23], this strategy tries to gain time to calm the soul and ease the conflict between the conflicting parties.

PRACTICAL ASPECT

The practical side includes the following channels:

First: Description and diagnosis of the sample about research variables.

This item describes and characterizes the opinions of the sample on the variables studied and determines the levels of their response based on the Likert List (agree completely, agree, not sure, do not agree, do not agree completely). By determining the direction of the response, the levels identified were classified as follows:

Table 2 Categories and Level of Response to Questionnaires

Category	Answer level
1-1.80	Weak
1.80 -2.6	Pass
2.61 - 3.40	Average
3.41 -4.20	Good
4.21 -5	Very Good

A- Description and diagnosis of sample opinions about the variable of social intelligence

Table (3) presents a summary of the responses of the research sample and their views on the variable of social intelligence in its four dimensions (social understanding, social cognition, social memory, social knowledge).

Table 3

Order of significance by the coefficient of dimensions of social intelligence difference					
No.	Dimensions of social intelligence	Arithmetic mean	Standard deviation	C.V Coefficient of variation	order of variables
1	Social Understanding	3.512	0.941	26.713	3
2	Social Cognition	3.395	0.940	27.703	4
3	Social Memory	3.552	0.846	23.807	2
4	Social Knowledge	3.429	0.774	22.561	1

Table (3) demonstrates that all dimensions of social intelligence have achieved a higher arithmetic media than the hypothetical mean according to the questionnaire; It is (3) and the standard deviations below one. Social knowledge was in the order of the importance of dimensions of social intelligence first dimension among them and this is clear By value and the coefficient of difference of (22.561) which is the lowest value between the other dimensions of intelligence and this means that there is a high harmony (little dispersion) in the responses of the respondents when compared with the other dimensions of social intelligence.

B) Description and diagnosis of sample views on the variable of conflict management strategies.

Table (4) presents a summary of the sample opinions based on the arithmetic media, standard deviation, and coefficient of variation, as follows

Table (4) the order of significance by adopting coefficient of difference to the dimensions of organizational conflict management strategies					
No.	Dimensions of organizational conflict management strategies	Arithmetic mean	Standard deviation	C.V Coefficient of variation	order of variables
1	Cooperation strategy	3.297	0.892	27.061	3
2	Competition strategy	3.305	0.876	26.515	2
3	Settlement strategy	3.376	0.808	23.931	1
4	Avoidance strategy	3.214	0.875	27.232	4

Table (4) shows that research sample confirmed that the companies adopt a clear settlement strategy, as well as the strategy of competition, when they are compared with other strategies. There is more agreement and harmony in the responses of the sample on these two strategies, the same is evident through the values of the coefficient of difference, which were values of (23.931) and (26.515), note that all the answers about the strategies of conflict management achieved a higher arithmetic mean than the hypothetical mean of (3) as it is shown in Table (4)

SECOND: TESTING THE RESEARCH HYPOTHESES:

Before tackling the hypothesis test the effect between the research variables, the researchers present the correlation matrix between the search variables and their dimensions for the purpose of knowing the strength of the research model and its variables, dimensions and paragraphs, as it is indicated by Table (5), since there is a strong and significant correlation between the research variables and dimensions.

Table 5

Table (5) matrix of correlation between the dimensions of social intelligence and dimensions of organizational conflict management strategies						
Dimensions of the dependent variable	Correlation value and significance level	Organizational Conflict Management Strategies	Avoidance Strategy	Settlement Strategy	Competition Strategy	Cooperation Strategy
Dimensions of Independent variable						
Social understanding	Correlation Value	0.523**	0.370**	0.393**	0.472**	0.560**
	sig	0.0000	0.0000	0.0000	0.0000	0.0000
Social Cognition	Correlation Value	0.550**	0.311**	0.513**	0.642**	0.607**
	sig	0.0000	0.0000	0.0000	0.0000	0.0000
Social Memory	Correlation Value	0.591**	0.439**	0.587**	0.438**	0.576**
	sig	0.0000	0.0000	0.0000	0.0000	0.0000
Social knowledge	Correlation Value	0.628**	0.512**	0.558**	0.469**	0.623**
	sig	0.0000	0.0000	0.0000	0.0000	0.0000
Social intelligence	Correlation Value	0.671**	0.473**	0.599**	0.542**	0.695**
	sig	0.0000	0.0000	0.0000	0.0000	0.0000
Number of accepted hypothesis		5	5	5	5	5
Percentage		100%	100%	100%	100%	100%
** Correlation is significant at the 0.01 level (2-tailed)						

A- Testing the first hypothesis:

The first hypothesis states that (there is no significant effect of social intelligence in the strategies of organizational conflict management) Table (6) shows testing the hypothesis according to the simple linear regression model.

1. The calculated value (F) of the effect of social intelligence in the strategies of organizational conflict management (118.509). It is greater than the tabular value (F) of (3.94) at the level of significance of (0.05) and therefore reject the null hypothesis and accept the alternative hypothesis which states (there is a significant significance of social intelligence in the strategies of organizational conflict management) at the level of significance (5%) A confidence level of (95%). This shows that social intelligence has a powerful influence on organizational conflict management strategies. This means that the social intelligence that exists in senior management will contribute to the management of conflict management strategies successfully.
- 2- The value of the coefficient of determination (R^2) of (0.450) proves that it is clear that social intelligence explains its percentage (45%) of the variables that occur in the strategies of organizational conflict management, while the remaining percentage of (55%) is due to other variables not included in the model. search.
3. The value of the marginal slope coefficient (β_0) of (0.670) shows that it is obvious that increasing social intelligence by one unit will increase the strategies of organizational conflict management by (67%).
4. The value of constant (a) in equation is (0.971), i.e., when the social intelligence is zero, the strategies of organizational conflict management will not be less than this value.

Moreover, Table (6) shows the effect of social dimensional variables on the strategies of organizational conflict, where they were all significant and thus reject the four hypotheses of zero and accept the alternative hypotheses.

B. Testing the second hypothesis:

Testing the second hypothesis which states (there are no significant differences between the companies researched in the research variables):

1- Moral differences in the social intelligence variable.

Table 6 Refers to the statistical indicators of the social intelligence variable among the companies

Table 6 refers to the statistical indicators of the social intelligence variable among the companies						
Sig F	Test F	standard deviation	Arithmetic Means	Frequency	Surveyed companies	Field
0.014	2.629	.59056		20	Roads & Bridges Co.	Social intelligence
		.90189		10	National Center for Construction Laboratories	
		.81278		19	National Engineering Consulting Center	
		.71787		20	Engineering Construction Company	
		.91869		17	Housing Company	
		.601869		17	Company buildings	
		.55875		17	Works & Maintenance Co	
		.48564		18	Housing Fund	
		.74366		147	Total	

The value of F calculated (2.629), which is greater than the value of tabular value of (2.10) at the level of significance (0.014), which is smaller than the level of significance of (0.05) Therefore , we accept the alternative hypothesis and reject the hypothesis of nothing, i.e. (there are significant differences to variable of social intelligence between the companies of the research sample (at a level of significance of (5%) or a degree of confidence of (95%), it should be noted here that the analysis used in this case is a one-way variance analysis which studies one type of factors or treatments to see if these factors effects differ significantly from each other and here are the factors (the companies under research and the eight Companies).

2- Moral differences in the strategies of organizational conflict management.

Table 7 Refers to the statistical indicators of the organizational conflict management strategies variable among the companies.

Sig Levene	Levene Statistics	Sig F	Test F	Standard Deviation	Arithmetic Mean	Frequency	Surveyed Companies	Field
				.52397	3.0925	20	Roads & Bridges Co.	Organizational conflict manage

0.228	0.017	0.1330	0.545	.85020	3.6184	19	National Center for Construction Laboratories
				.87494	2.8553	19	National Engineering Consulting Center
				.70589	3.5725	20	Engineering Construction Company
				.93621	3.3353	17	Housing Company
				.62050	3.3794	17	Company buildings
				.59155	3.4353	17	Works & Maintenance Co
				.49286	3.1056	18	Housing Fund
				.74271	3.2976	147	Total

The calculated value of F of (2.545) is greater than the value of F tabular of (2.10) at the level of significance of (0.017), which is smaller than the level of significance of (0.05), Therefore, we accept the alternative hypothesis and reject the hypothesis of nothing, which means (there are significant differences to the variable management strategies Organizational Conflict between the companies of the research sample) at the level of significance of (5%) or confidence of (95%).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

The reality of social understanding has emerged in the companies of Ministry of Construction, Housing and Public Municipalities that have sufficient capabilities to understand the personality of their members, and the ideas they embrace, which give them the right direction for their management. Wherever social understanding by managers there is, the more successful the administration in its work is.

1. A social awareness by the companies of Ministry of Construction and Housing and Municipalities is realized in terms of understanding the nature of work within them,

and the impact of the workers, while noting their interest in the internal environment and limited interest in the external environment and the general impact of the workers.

2. Companies of Ministry of Construction, Housing and Public Municipalities have a social memory, which helps them to manage their activities successfully, as they remember the faces, names or social attitudes that give them the appropriate way in dealing with future situations they face in the near and long term.

3. Companies of Ministry of Construction and Housing and Municipalities have a suitable social intelligence, granting them the ability to manage their business properly and successfully, while noticing a marked decline in the dimensions of social intelligence, especially after social memory.

4. Of reconstruction companies and housing and municipalities show limited adoption of public conflict strategies, especially the strategy of cooperation in resolving existing conflicts in the light of cooperation between their management, especially in the use of common sense and objectivity in the resolution of conflicts.

5. The companies of Ministry of Construction and Housing and Public Municipalities shall use conflict management strategies in their activities to a limited

extent, especially the strategy of competing in ending the conflicts within them, in light of the distinction between the winning party and the losing party.

6. Ministry of Construction and Housing and Public Municipalities companies proved their adoption of the avoidance and settlement strategies, although the administration does not stand by but intervene when necessary.

7. The companies of Ministry of Construction and Housing and Public Municipalities expresses their limited reliance on a clear and specific strategy in solving the existing conflicts, as they adopt a combination of strategies, which is positive multi-strategies and the tendency to adopt a single strategy that is valid in all situations and times, but determined in the light of the situation and time and type of conflict.

Recommendations:

1. Activating social intelligence among the directors of the companies of Ministry of Construction and Housing and Municipalities through:

2. Address most important variables of social intelligence in management, through openness to universities, colleges and research centers, to reach a level

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of social intelligence does its ability to improve its internal and external environment.

3. Develop strategic plans that contribute to activate the direction of social intelligence of companies to increase understanding among their members and reach a state of harmony and dealing in various topics.

4. It is necessary to activate the strategies of conflict management in the companies of Ministry of Construction and Housing and Municipalities through:

5. Activate the strategy of cooperation between companies, departments, units ,and individuals in order to obtain synergies in providing the required services.

6. Pay more attention to the strategy of competitiveness in order to provide value-added services and goods to the surveyed companies.

7. Activating the strategy of withdrawal and avoidance in some situations to preserve the unity of companies, as a phased strategy through which avoid fragmentation and fragmentation in the formal and informal relations between its members.

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