THE RELATIONSHIP BETWEEN CULTURAL INTELLIGENCE AND CONFLICT MANAGEMENT STRATEGIES IN SCHOOLS OF GOLESTAN PROVINCE, IRAN

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Abstract: The aim of this study was to investigate the relationship between intelligence and cultural dimensions of conflict management strategies in the schools of the Golestan province, Iran. This study was descriptive and correlation type. The numbers of 384 individuals were assigned randomly in this study. Data was collected using cultural intelligence questionnaires of Ang et. al. (2004) and Putnam conflict management strategies questionnaire of Wilson. Statistical data were collected using the Pearson correlation coefficient and multiple regressions. The results revealed a positive correlation and showed a significant between intelligence and culture with all aspects of conflict management strategies. It can be said that education authorities deciding need to optimize the management of conflicts that exist in the schools to strengthen the cultural intelligence and after the motivational and behavioral dimensions.

Keywords: Conflict management, Cultural intelligence, Education.

1. INTRODUCTION

Work place needs to be familiar with different cultures and they establish good relationship with people of other cultures. The education department also needs a pleasant and effective education for students with mental and physical, cultural intelligence is essential as an important feature due to the teachers who faced with students with different cultures for suitable behaviors. Today, human skills are very important for working in a multicultural environment because; on the one hand the effectiveness of the performance of organizational Effective and on the other. The business environment is becoming increasingly multi-cultural side of progressing (Rahim Nia and Mortazavi, 2010). At this point, it is clear that the

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importance of cultural intelligence and cultural intelligence is one of the most effective tools to carry out effective works in environments with heterogeneous diversity of the work force. This type of intelligence is the ability and special skills that will allow person to the multi-cultural situations to be able to effectively carry out to pay his duty. In various work environments present century, it is necessary to stress the cultural shocks and disturbances and consequences of cultural conflicts run to the desired (Habibi Nejad, 2012).

More challenging the culture, hidden beliefs, values, expectations, attitudes and assumptions, elements are part of culture that cannot be seen, but the behavior of individuals and sometimes the conflicts and contradictions of work is effective. For this purpose, the adaptation and mitigation of cultures is needed (Black, 1990). Cultural intelligence is the ability to use skills and abilities define in different environments. In different cultures and even in subcultures within a national culture, there is a wide range of emotions. Somehow can be difference in language, ethnicity, politics and many other properties. As a source emerge of potential conflict in the absence of understanding the emergence and development of good working relationships it makes it difficult. The effects of cultures are different and diversity management of these complex categories (Poursoltani and *et. al..*, 2013).

This research showed that the differences between different cultures as one of the determinants of behavior (Ghaffari and Khani, 1392). People are able to understand foreign cultures and act in accordance with them not the same. Some people leave when a few feet beyond own local and national cultures, and they are with sadness, uncertainty and inconsistency. In contrast, some still behave as if they have been accustomed for many years to foreign culture. Idiosyncrasies and personality have been influenced as well as the creation of cooperation and harmony with others who, including the challenges is facing many organizations (Beik Khanian and *et. al..* 2009). Conflict management, the manager can contrast in terms of the organization and between the organization and its members to best manage the balance (Parhizkari, 2010). Conflicts at different levels raised in the organization, such as conflict, conflict between groups, conflict between members of the group, the conflict between the individual and his conflict. Conflict is common in organizations and managers for effective management must recognize two categories of conflict: Structural factors originate of the nature of the organization and how to organize work; human factors arise of individual differences. Structural causes of conflict in organizations including: Specialization, ties together, shared resources, different goals, hierarchy of authority, the big difference between the prestige of our businesses and confusion over accountability is to our customers and clients (Saleh vaziri, 2010). Causes conflicts arise that of individual differences agency staff including: skills, abilities, different personalities,

perceptions, values, do's and don'ts, feelings, communication barriers and cultural differences given that the good performance of education on all aspects of social, cultural and family are effective and leading to the creation of a healthy and developed society. Conversely, poor performance and non-professional will be leads many social and cultural ills and failures.

Managers should recognize the conflict and its causes choose appropriate strategies to deal with conflict. In the meantime, diagnosis of choosing one of five strategies for conflict management (cooperation, compromise, tolerance, avoidance of competition) by managers is that managers depend on cultural intelligence. Thus, this study was seeks to answer these questions that do cultural intelligence with conflict management strategies there is a significant relationship between education schools in Golestan province, Iran.

2. METHODOLOGY

Research methodology was descriptive and co relation type. The population of this study was investigation of all elementary school principals, middle and high schools were Golestan province using Morgan table and 384 individuals were selected randomly. Before changing the cultural intelligence and conflict management the criterion variable were used. The study performed on stage after presenting introductory remarks and the gauges and the purpose of the test were explained in detail about how to test the response of the participants. They were assured about the ethical considerations after obtaining the consent of the people and the necessary knowledge, that information received will be used only in the research and be protected from any abuse. Questionnaires were used to measure research variables as follows: Cultural Intelligence Questionnaire Ang *et. al.* (2004): This questionnaire has 19 questions using Likert five scale of alternative cultural intelligence measures capabilities on four cognitive factors (FAQ 1,2,3,4), cognitive (Questions 5, 6, 7, 8, 9), motivation (questions 10,11,12,13,14) and behavioral (15,16,17,18 questions, 19). Cronbach's alpha coefficients have been reported for Meta factor 0.76, 0.84 cognitive factors, motivational factors 0.76, %83 behavioral factors (Taslimi 2009, Habibi Nejad 2012).

The highest in the questionnaire was 95 and 19 the lowest score. Points 50 to 95 represent was the capacity of cultural intelligence and a score below 50 indicates was the lowest capacity cultural intelligence. This questionnaire has been used in several studies in Iran. Validity and reliability of the questionnaire of cultural intelligence has been approved by Taslimi (2009) and Habibi Nejad (2012). Conflict management strategies questionnaire Putnam Wilson: Conflict management strategies questionnaire Putnam Wilson (1996), the five ways of managing conflict (competition, tolerance, reconciliation, cooperation and avoidance) was assessed

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in the form of 30 items. Scoring this questionnaire is based on the Likert 5scale (always 5, often, sometimes 3, rarely 2 never1) (Saleh-waziri, 201). Research conceptual model was shown in Kolmogorov-Smirnov test for data analysis was used Pearson correlation coefficient, multiple regressions.

3. RESULTS

The mean and standard deviation of the variables Research are presented in Table 1.

Table 1
Description of Statistical Variables Research

Variables	Conflict Management	Cultural Intelligence	Strategic Factors/ meta	Knowledge Factors/ under-standing	Motivational factor	Behavioral factor
Average	18.58	61.54	14.43	15.31	17.12	16.35
Standard deviation	1.82	12.5	2.74	3.52	3.77	3.75

Smirnov-Kolmogorov test result showed the normal distribution of data ($p > 0.05$). The relationship between cultural intelligence and conflict management were examined using Pearson's correlation (table 2). The results showed the significant positive relationship between cultural intelligence and conflict management ($r = 0.46$, $p = 000$) in the other words, if cultural intelligence is much more school administrators; it will be more and more effective conflict management. Also, there was a significant positive relationship, among the factors leading cultural intelligence and conflict management ($r = 0.34$, $p = 000$) in the other words, whatever most managers are strategic factors of cultural intelligence, they will be more conflict management. Moreover, there were cognitive factors of cultural intelligence and conflict management and a significant positive relationship ($r =$
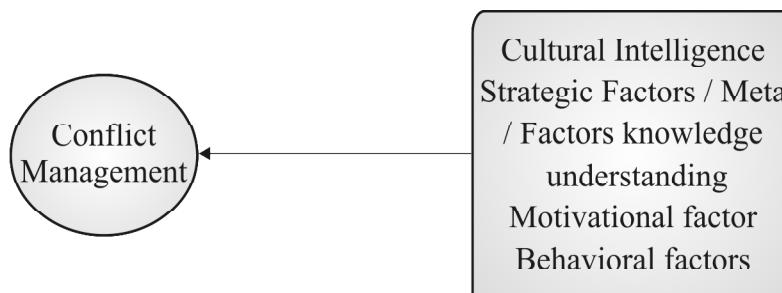
Figure 1: Conceptual Model of the Relationship between Variables

0.37, p = 000) in the other words, whatever cultural intelligence is greater cognitive factors managers, it will be more conflict management strategies. Also, among the factors leading cultural intelligence and conflict management and there is a significant positive relationship (r = 0.43, p = 000). In the other words, whatever Cultural intelligence is more motivational factor, conflict management will be more.

Table 2
The Results of the Pearson Correlation Coefficient between Cultural
Intelligence and Conflict Management

Variables	Conflict management	
	R	Sig.
Cultural intelligence	**0.46	0.000
Strategic Factors / meta	**0.34	0.000
Knowledge factors / understanding	**0.37	0.000
Motivational factor	**0.43	0.000
Behavioral factors	**0.32	0.000

The correlation coefficient is significant at 0.01**

To investigate the predictive capability of conflict management strategies and measures on cultural was used intelligence from multiple regression. Analysis of the results revealed that Cultural intelligence predict conflict management with r = 0.46 significantly. ($F(188, 1)$ = 58.45, P = 000) 0.21 adjusted coefficient that determines 0.21 of the variance explained by the model of conflict management.

Table 3
Summarizes the Regression at the Same Time Cultural Intelligence and
Conflict Management

The criterion variable	Expected variable	B	SEB	b
Conflict management	Cultural Intelligence	0.42	0.055	0.46
Fixed amount = 46.9, R = 0.46, $R2$ = 0.21, $F(1/188)$ = 58.45, $P > 0.01$ *$p > 0.005$, **$p > 0.01$				

Multiple regression results shows in Table 4 to determine the multiple correlation between intelligence and cultural dimensions of conflict management that the combination of cultural intelligence to predict conflict management R = 0.50 significantly ($F(4,185)$ = 16.14, P = 0.000). The 0.24 adjusted coefficients determine that 0.24 of the variance explained by the model of conflict management.

Table 5 shows the standardized beta coefficients that the correlation coefficient was interpretation very similar. Therefore, the analysis of motivational factors, (t = 4.45, p = 0.000) and behavioral factors, (t = 2.27, p = 0.24) were the only variable that when the two variables are considered simultaneously, significantly add any

information to predict. It is necessary to note that when calculating the values of all variables are considered together. Therefore, if you remove one of the predictive variables, Even if it is not statistically significant variables can affect the levels of other variables is significant.

Table 4
Summarizes the Regression at the Same Time Cultural Intelligence and Conflict Management

Criterion variable	Expected variable	B	SEB	b
Conflict management	Strategic Factors/meta	0.91	0.240	0.30
	knowledge Factors/understanding	0.318	0.194	0.127
	Motivational factor	0.794	0.178	0.134
	Behavioral factors	0.939	0.173	0.160

Fixed amount = 47.32, R = 0.50, R2 = 0.2, $F(4/185)$ = 16.14, $P > 0.001 > * p > 0.005$, $**p > 0.01$

4. CONCLUSION

The aim of this study was to investigate the relationship between cultural intelligence and conflict management in Golestan Province. The results research showed a significant positive relationship between cultural intelligence and conflict management and all aspects of the province a. It can be concluded whatever cultural intelligence is much more managers, they will be more conflict management strategies. Also, whatever Strategic factors, cognitive, motivational and behavioral cultural intelligence is school administrators; the management will be more conflict. The result agrees of the research results Poursoltani *et. al.* (2013), Ghaffari and Khani (2013), Hadizadeh *et. al.* (2007) and Ramirez (2010). The ability to resolve conflict, known as the most appropriate strategy is defined conflict resolution in any situation. That's mean that There is no strategic advantage to others and the location and culture, its optimum strategy demands and determines the strategy of strong, is chosen by most people involved in the conflict(ramirz,2010). It is recommended that education authorities need to develop cultural intelligence and its dimensions were managers because the higher cultural intelligence will be more effective conflict management. As, Early and Ang (2003) believe that the development and promotion of cultural intelligence to improve performance leads to success. Other results showed that cultural intelligence and its dimensions significantly predicted the conflict management. As well as the motivation and behavior of the aspects of cultural intelligence are predictive power stronger than the other dimensions.

Education is one of the organizations that in all societies of special sensitivity. This is because more sensitivity that it was very broad and their outputs (specialists) have a significant impact can have on the progress of any society. Therefore, this

has necessitated the need for effective education. One of factor which has a considerable impact appointing managers is the good function. As, the research results show that it can be used of people have a high cultural intelligence. These people can be faced with conflict in situations that the manager must have acceptable yield. Therefore, managers and executives need deciding to achieve more effective conflict management to strengthen cultural intelligence and its dimensions, especially after motivation and behavior management.

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