



# The Impact Of Emotional Intelligence On Conflict Management At Ghardaia University From Responsible Views

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## ABSTRACT

This study aims at knowing the effect of the emotional intelligence on the conflict management at the University of Ghardaia from the perspective of its executives. In so doing, we used the descriptive method and the questionnaire for data collection. The sample covered the executives of the University of Ghardaia. After administering the questionnaires, only 56 were recovered. Then, we processed data with SPSS 21 and Smart-PLS. findings show an effect for the emotional intelligence with its dimensions (empathy, self-organization, and self-motivation) on the conflict management at the University of Ghardaia.

**Keywords:** intelligence; emotional intelligence; conflict management; University of Ghardaia; empathy.

## 1. Introduction

Recently, the world has been witnessing a revolution in the artificial intelligence that resulted from the human experience and intelligence. It is a big turning point that aims at providing sophisticated programs and information for the humans. Besides, the emotional intelligence is a focal point in psychology, as it helps determine and evaluate the success of individuals and contributes to solving diverse environmental events. Thus, the individual feels calm and relaxed, and can take the right decisions and solve the issues he faces. In this regard, the personal and administrative relations witness struggles and conflicts due to many reasons. Therefore, the executives must have experience and patience in dealing with them to limit their repercussions, by adopting conflict management to predict and solve these conflicts.

### Problematic:

Amid the recurrent conflicts and the big challenges faced by the University of Ghardaia, the latter must adopt conflict management to predict and deal with the administrative conflicts between the employees. In this regard, not all the conflicts are negative, as there are positive ones. They result from anger, pressures, and feeling of threat, which negatively affect the performance inside the organization. Hence, the decision makers must have emotional intelligence to manage the feelings and emotions of the employees and achieve the organization goals. Based on this, we raise the following problematic, "what is the role of the emotional intelligence in managing the conflict in the organizations?"

To answer this question, we raise the following sub-questions:

- What is the degree of the emotional intelligence of the employees of the University of Ghardaia?
- When is the conflict management employed at the University of Ghardaia?
- What is the effect of the emotional intelligence on the conflict management at the University of Ghardaia?

### Hypotheses of the study:

We hypothesize that:

- There is a statistically positive and significant effect for the empathy on the conflict management (avoidance and collaboration) at significance level 0.05 for the executives of the University of Ghardaia.
- There is a statistically positive and significant effect for the self-management on the conflict management (avoidance and collaboration) at significance level 0.05 for the executives of the University of Ghardaia.

- There is a statistically positive and significant effect for the self-motivation on the conflict management (avoidance and collaboration) at significance level 0.05 for the executives of the University of Ghardaia.

### **Aims of the study:**

The study aims at:

- Knowing the reality of the emotional intelligence at the University of Ghardaia.
- Knowing the level of conflict management at the University of Ghardaia from the perspective of its executives.
- Testing the relation and effect of the emotional intelligence on the organizational conflict management at the University of Ghardaia.
- Reaching findings and recommendations that help the scholars and executives of the University of Ghardaia.

### **Importance of the study:**

The study draws its importance from the concept of the conflict management because it is an important point with its avoidance and collaboration dimensions inside the university. Besides, the study sheds light on the concept of the emotional intelligence and studies its components through the dimensions of self-organization, self-motivation, and empathy. In addition, it shows its role in managing the conflicts at the University of Ghardaia. Furthermore, the study provides suggestions for the decision makers to manage the conflicts using the emotional intelligence.

### **Limitations of the study:**

**a. The objective limitations:** The study discusses the role of the emotional intelligence with its dimensions (self-organizations, self-motivation, and empathy) in managing the conflict with its dimensions (collaboration and avoidance).

**b. The human limitations:** We tested the hypotheses using a questionnaire administered to the executives of the university faculties.

**c. The temporal and spatial limitations:** The study took place at the University of Ghardaia from June to July 2023.

### **The emotional intelligence:**

**Concept of the emotional intelligence:** It is defined as the ability to understand the characters of the others, read their thoughts, manage the emotions and the relation with them, affect their emotions, and establish successful relations with them (Chine, 2016).

It is the ability of the individual to control his and the others' emotions to adapt with the life requirements and pressures.

Goleman defines it as a set of emotional and social skills for the individual to succeed in the professional life (Goleman, 2000).

Abraham defines it as the ability to use the emotional knowledge to solve the problems through positive reactions. Besides, it is a set of skills that include the exact estimation and correction of the self-emotions, discovery of the others' emotions, and their use for the motivation and achievement in life (Abraham, 2000).

These definitions show that the emotional intelligence is those acts resulting from problems, and their use in the correct way.

**Importance of the emotional intelligence:** It is a main factor in solving conflicts, as it helps determine the emotions of the individual and the others, and simplify the situations through the emotional balance. Moreover, it facilitates the teamwork because it is positively linked to the team planning and the feeling of belonging.

It is one of the pillars of solving many issues.

It helps innovations, responsibility, and interest in the others to redress their behaviors towards the goals.

It helps achieve communication between the individuals inside the organization by understating their feelings and emotions.

It helps the executives take the right decisions thanks to the good conduct.

It helps face the rapid and complex environmental changes.

### **We can say that the importance of the emotional intelligence lies within the following points:**

- It helps the executives recruit the good people in the suitable positions.
- It provides the executives with many solutions to the issues.
- It helps direct the employees to serve the organization and achieve the goal.
- It helps knowing the weaknesses of the employees, and their remedy.
- It helps avoid the administrative conflicts.

- It strengthens the relations inside the organization.
- It helps feel the others and care about them.
- It supports collaboration.
- It is a strength for the executives to orient the feelings.

**Dimensions of the emotional intelligence:** Studies show various dimensions (Mohameed Abd al Hadi, 2003).

- **Self-consciousness:** awareness about the self-emotions and feelings is the basis for the self-confidence and for decision making in the daily life.
- **Handling the existentialist aspects:** It is one of the 05 dimensions of the emotional intelligence. It focuses on how the individual deals with the feelings that may disturb him, and on the ability of dealing with them correctly.
- **The motivation:** It is the pursuit of the motives and the hopes to achieve the dreams and aspirations with determination.
- **The mental empathy:** It means the understanding. It focuses on the relation with the others and on reading and knowing their feelings through their voices, faces, and expressions.
- **The social skills:** It is about the management of the individual's relations and friendships with the others, how to deal with the society skillfully, and how to solve the conflicts and negotiate. Mayer & Salovey see that the emotional intelligence has 04 branches, namely (Ilyes, 2015).
- **Perceiving the emotions:** It means the ability of the individual to recognize the emotional content of the expressions and behaviors. This includes perceiving, evaluating, and expressing the emotions and thoughts correctly.
- **Understanding emotions:** It means perceiving the validity behind a given emotion, and distinguishing the similar and simultaneous emotions.
- **Managing emotions:** It means the ability to calm down and alleviate the others' anger after strong emotions.
- **Facilitating thought using emotions:** It means employing the emotions in thinking to improve them by paving the way for the emotions to guide our attention. Their employment in a given goal is necessary for the selective attention and the self-motivation.
- **The models that explain the emotional intelligence:** Many theoretical models attempted to interpret the emotional intelligence, determine its dimensions, and set the suitable scales to measure it. These models are the ability model and mixed models, according to Mayer & Crusoe:
- **The ability models:** According to this model, the emotional intelligence works on the emotional effect and includes the ability of the individual to recognize the skills and to make abstract reasoning. It includes a set of cognitive skills, including the focus on perceiving and organizing the emotions and thoughts (Sali, 2007).
- **The mixed models:** They differ than the mental models, as they are a mixture of the personal features and the mixed inclinations and motives. These models include:
  - Daniel Goleman model: According to this, the emotional intelligence model includes four dimensions:
    - The self-awareness: knowing the self-emotions.
    - The self-regulation: getting rid of the negative emotions.
    - The self-motivation: delaying the satisfaction and feeling the others' emotions.

**Communication with them:** showing social skills (Ala , 2009).

- **Bar On model 1998:** This model widened the concept of the emotional intelligence. It linked it to the emotional, personal, and social components of the individual. The mixed model identified 05 main dimensions, under which we find 10 skills and abilities, as follows (Rezq Allah, 2006):

**Self-awareness:** it means the ability to know the feelings and beliefs.

**Assertiveness:** it means the ability to express the feelings and beliefs.

**The self-regard:** it means the ability to esteem the self properly.

**The self-achievement:** it means the ability to perceive the potentials and the ability to employ them.

**The social skills:** this is about the relations of the individuals and their abilities to establish relations and interact with the others. They include the empathy and relations between the individuals.

**The adaptive skills:** they include testing the reality, the social responsibility, the flexibility, and the problem solving (Fetehi Abdurrahman, 2012).

**The model of Cooper & Sawaf:** it interprets the components of the emotional intelligence needed in the work, mainly:

**Self-awareness:** the ability of the individual to determine and estimate the emotions and the speeches that go with the self-consciousness of Goleman.

**The self-motivation:** the ability of the individual to work efficiently in stress, and to show initiative and activity.

**The personal pattern:** it is the ability of the individual to work under pressures and take responsibility (Ammour, 2018).

**The strategies of developing the emotional intelligence:** We shall present some strategies that increase the emotional intelligence:

**Using stories.**

**The dialogue and discussion.**

**The problem solving:** It includes real and planned problems (Suleiman Abd al Wahed).

**The imagination:** it refers to generating creative ideas.

**The discovery:** it means the organized steps of classification in the light of the basic features to reach the value (Souad Heber, 2008).

**Definition of the conflict:**

According to Smith, it is the situation where the circumstances, the practices, and the goals contradict. It is a negative phenomenon that is not accepted by the administration because it hinders the good functioning of the organization.

Thus, it is the direct or indirect confrontation in an issue that concerns two parties (Dehimi, 2027).

**Definition of the organizational conflict:** It is the disagreement between members or groups inside one organization. It results because of a reciprocal adoption of the work, or due to different positions, goals, values, or perceptions (Stoner & Freeman, 1989). Hence, it is a conflict inside an organization and revolves around the organization's work.

**The organizational conflict management:** the concept was widespread in the last decades and substituted the conflict resolution, as a reflection of the increasing interest of the organization in the organizational conflicts due to their effect on the individuals, groups, and the overall performance of the organization.

**Definition of organizational conflict resolution:** it is the method or strategy followed by the director to solve the conflict between him and the employees, or among the employees to direct the conflict towards the change and the creative development to increase the efficiency of the organization (Aouad, 2008).

- It is among the necessary skills in the administrative employee or leader to create collaboration among individuals and groups and achieve the goals (Rashed Lotfi, 1997).

Thus, it is finding the suitable solutions that satisfy the conflicting sides and serve the organization goals.

**The importance of the organizational conflict:** its existence and discovery by the administration makes it necessary to face it to create balance, survive, and grow. There is an increasing interest in the conflict because it leads to the edge if not correctly handled in due time. It may be negative or positive. Therefore, the organization must take advantage of it and serve its goals. Besides, it releases the subdued points that may be expressed in weak performance that negatively affects the organizations. Hence, the conflict obliges the organization to find new solutions that serve every party.

We can say that the importance of the conflict management lies within the following points:

- Taking advantage of the conflict to serve the organization.
- Discovering the weaknesses of the organization.
- Making partial or complete change through good conduct.
- Helping the employees express the hidden feelings.
- Helping the managers discover the wrong decisions that led to the conflict.

**Strategies of the organizational conflict:** they are various. We shall mention some regardless the different causes, sizes, and parties.

**The avoidance:** it is based on ignoring the conflict and completely refusing (Abd al Raouf & Ali, 2018).

**Calming down:** it aims at gaining time while the conflicting sides calm down. The conflict is solved by external parties (Khamisa & Omar, 2018). It depends on two methods:

**Alleviation:** the conflict is alleviated by the administration, which focuses on the adjustment and the compromise that includes concessions from both sides, with no loser or winner (Saud, 1994).

**The use of power:** it is about issuing orders by the administration to end the dispute (Abd al Raouf & Ali, 2018). It achieves the goals and is used in minor cases.

**Confrontation:** it is used when there is an explicit confession of an organizational conflict by a party of the organization. Here, the focus is on treating the cause of the conflict through analyzing the reality and meeting the conflicting sides face to face to discuss the causes, with participation of the director to find the suitable solutions (Saud, 1994).

**The compromise:** this means interest in the self and the others in an equivalent manner. It needs reconciliation and negotiation to calm each other. Each party must give up something to reach a compromise (Aouad, 2008).

**The waiver:** the director behaves as if the conflict shall pass with time. He calls the parties to collaborate to reduce the tension and hide the emotions. Its efficiency is low in dealing with the issues. It can be used if the conflict is resulting from the personal traits of the conflicting sides (Khamisa & Omar, 2018).

- **The field study at the University of Ghardaia: this chapter presents the study findings, analysis, and discussion based on the raised questions and hypotheses.**

**- Population and sample of the study:**

Identifying the suitable size of the sample is important. We can use many statistical methods to have exact sample. Our population includes executives from the University of Ghardaia who meet the conditions. Besides, the sample is 56, out of 67 executives.

**The study tool:**

We relied on the questionnaire for data collection. It was divided into two parts. The first is about the personal information while the second is divided into two axes; the first axis is about the dimensions of empathy, self-organization, and self-motivation while the second is about avoidance and collaboration.

**Table 01: The arithmetic means and significance level of the study variables:**

Study variables	Arithmetic mean	Standard deviation	Correspondence degree
Conflict management	3.020	0,70 3	Average
Collaboration	3.095	0,84 2	Average
Avoidance	2.946	0,81 0	Average
Emotional intelligence	2.951	0,757	Average
Empathy	2.839	0,86 6	Average
Self-organization	2.928	0,94 6	Average
Self-motivation	3.053	0,837	Average

**Source:** by the author based on the outputs of SPSS 21

The table shows the arithmetic means and standard deviations of the informants' views regarding the emotional intelligence at the University of Ghardaia. In this regard, the arithmetic mean of the independent variable is 2.839, with an average degree. Besides, the dimensions of the empathy, the self-organization, and the self-motivation reached arithmetic means of 2.839, 2.928, and 3.053 respectively. As for the conflict management at the University of Ghardaia, the arithmetic mean of the dependent variable is 3.020, with an average degree. Besides, the avoidance reached 2.946 and the collaboration reached 3.095, with an average degree.

**Table 02: Convergent validity of the indices:**

Composite reliability (rho_c)	Average variance extracted (AVE)	Cronbach's alpha	
0.830	0.712	0.612	avoidance
0.899	0.817	0.779	empathy
0.847	0.649	0.729	Collaboration
0.830	0.619	0.695	Self-organization
0.845	0.576	0.763	Self-motivation

**Source:** by the author based on the outputs of Smart-PLS 03.

Table 02 summarizes the convergent validity and internal consistency results. The outer loadings (figure 01) are higher than 0.70, except the self-organization, which was 0.59. Besides, AVE in table 02 is higher than 0.69, which shows that all the indices explain the latent variables. As for the internal consistency, table 02 shows that the consistency values in the composite reliability and Cronbach's Alpha are all good and exceeded 0.70, except the avoidance and self-organization, which were 0.61 and 0.69, respectively.

**The discriminate validity:**

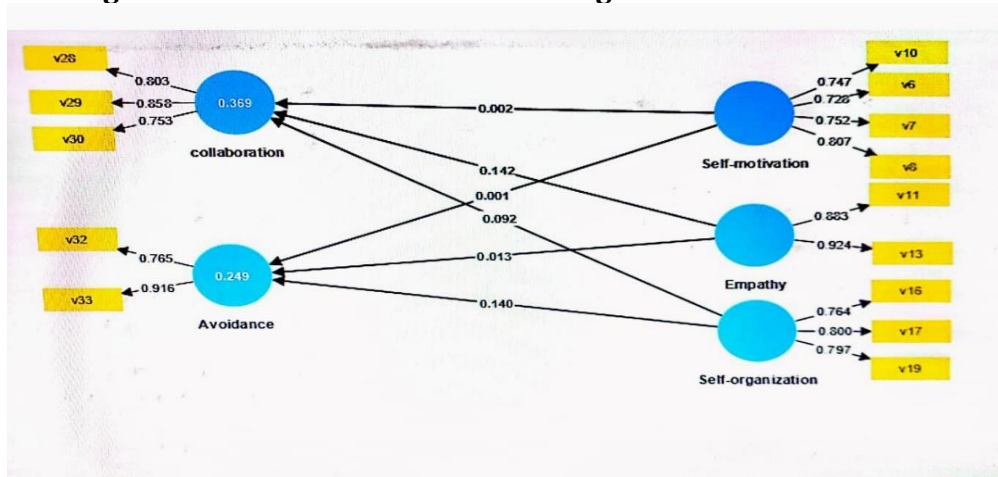
**Table 03: The correlation between the latent variables:**

	Avoidance	Empathy	Collaboration	Self-organization	Self-motivation
Avoidance	0.844				
empathy	0.352	0.904			
Collaboration	0.543	0.551	0.806		
Self-organization	0.489	0.556	0.517	0.787	
Self-motivation	0.336	0.647	0.422	0.653	0.759

**Source:** by the author based on the outputs of Smart-PLS 03.

The table shows that the values of the discriminate validity of all the variables show discriminate variables and that each variable represents itself. These findings of the measurement model evaluation show that we can rely on them for evaluating the structural model.

**Figure 01: The model of factors loadings on each latent variable**



**Source:** by the author based on the outputs of Smart-PLS 03.

**Evaluating the structural model:**

First, we confirm the hypotheses through evaluating the paths and the significance at less than 5%. Second, we identify to what extent the independent variables interpret the dependent variable through the correlation coefficient. Third, we determine the effect coefficient that represents the strength of each independent variable through the effect coefficient  $f^2$ . Fourth, we measure the ability of the independent variables to predict the dependent variable through the measure  $Q^2$ . In the end, we measure the reliance on the structural model through Goodness of Fit GoF. Before evaluating the structural model paths, we examine the collinearity of the variables inside the structural model, as shown in table 05:

**Table 04:** examining the variables collinearity

	Avoidance	Empathy	Collaboration	Self-organization	Self-motivation
Avoidance					
Empathy	<b>1.818</b>		<b>1.818</b>		
Collaboration					
Self-organization	<b>1.841</b>		<b>1.841</b>		
Self-motivation	<b>2.187</b>		<b>2.187</b>		

**Source:** by the author based on the outputs of Smart-PLS 03

Table 04 shows that the collinearity values are less than 05.

**- Evaluating the statistical significance of the path coefficients of the relations inside the structural model to examine the hypotheses:**

To estimate the significance of the path coefficients of the structural model relations to examine the hypotheses, we can rely on T values and compare them with the critical value at 0.05, or the wrong probability value and compare it with 0.5.

**Table 05:** evaluating the statistical significance of the path coefficients of the relations inside the model

Decision	P values	T statistics ( O/STDEV )	Standard deviation (STDEV)	Sample mean (M)	Original sample (O)	
Refused	0.237	0.716	0.183	0.109	0.131	<b>Empathy -&gt; avoidance</b>
Accepted	0.008	2.404	0.168	0.380	0.403	<b>Empathy collaboration -&gt;</b>
Accepted	0.022	2.009	0.219	0.444	0.440	<b>Self-organization avoidance -&gt;</b>
Accepted	0.038	1.777	0.184	0.348	0.327	<b>Self-organization collaboration -&gt;</b>
Refused	0.442	0.146	0.243	0.003	-0.035	<b>Self-motivation-&gt; avoidance</b>
Refused	0.378	0.312	0.168	-0.031	-0.052	<b>Self-motivation collaboration -&gt;</b>

**Source:** by the author based on the outputs of Smart-PLS 03

- For the statistical significance of the path coefficient (B= 0.131) between the empathy and the avoidance, we find that calculated T= 0.716 is less than the table value at significance level. Besides, the P value is 0.237 and

is more than the significance level. This means that the relation between the two variables is not statistically significant. Thus, we accept the null hypothesis and refuse the alternative one. Consequently, there is no positive significant effect at significance level 0.05 for the empathy on the avoidance for the executives of the University of Ghardaia.

- For the statistical significance of the path coefficient (B= 0.403) between the empathy and the collaboration, we find that calculated T= 2.404 is more than the table value at significance level. Besides, the P value is 0.008 and is less than the significance level. This means that the relation between the two variables is statistically significant. Thus, we accept the alternative hypothesis and refuse the null one. Consequently, there is a positive significant effect at significance level 0.05 for the empathy on the collaboration for the executives of the University of Ghardaia.

- For the statistical significance of the path coefficient (B= 0.440) between the self-organization and the avoidance, we find that calculated T= 2.009 is more than the table value at significance level. Besides, the P value is 0.022 and is less than the significance level. This means that the relation between the two variables is statistically significant. Thus, we accept the alternative hypothesis and refuse the null one. Consequently, there is a positive significant effect at significance level 0.05 for the self-organization on the avoidance for the executives of the University of Ghardaia.

- For the statistical significance of the path coefficient (B= 0.327) between the self-organization and collaboration, we find that calculated T= 1.777 is more than the table value at significance level. Besides, the P value is 0.038 and is less than the significance level. This means that the relation between the two variables is statistically significant. Thus, we accept the alternative hypothesis and refuse the null one. Consequently, there is a positive significant effect at significance level 0.05 for the self-organization on the collaboration for the executives of the University of Ghardaia.

- For the statistical significance of the path coefficient (B= 0.035) between the self-motivation and avoidance, we find that calculated T= 0.146 is less than the table value at significance level. Besides, the P value is 0.442 and is more than the significance level. This means that the relation between the two variables is not statistically significant. Thus, we accept the null hypothesis and refuse the alternative one. Consequently, there is a no positive significant effect at significance level 0.05 for the self-motivation on the avoidance for the executives of the University of Ghardaia.

- For the statistical significance of the path coefficient (B= 0.052) between the self-motivation and collaboration, we find that calculated T= 0.312 is more than the table value at significance level. Besides, the P value is 0.378 and is more than the significance level. This means that the relation between the two variables is not statistically significant. Thus, we accept the alternative hypothesis and refuse the null one. Consequently, there is a positive significant effect at significance level 0.05 for the self-motivation on the collaboration for the executives of the University of Ghardaia.

**- Coefficient of determination R<sup>2</sup>:**

**Table 06:** Coefficient of determination R<sup>2</sup>

	R <sup>2</sup>	Effect size
Avoidance	0.249	Average
Collaboration	0.369	Average

**Source:** by the author based on the outputs of Smart-PLS 04

The determination coefficient represents the change in the variance of the dependent variable because of the independent variable, i.e., the ability of the independent variable to explain the dependent one. Table 06 shows that R<sup>2</sup> of the avoidance is 25% and of the collaboration is 37%.

**Table 07:** The effect size coefficient f<sup>2</sup>

	F <sup>2</sup>	Effect size
/Empathy/ collaboration	0.142	Weak
Self-organization/avoidance	0.140	Weak
Self-organization/ collaboration	0.092	Weak

**Source:** by the author based on the outputs Smart-PLS 03

F<sup>2</sup> represents the effect of the independent variables on the dependent variable. Table 07 shows that the value of f<sup>2</sup> for the effect of the empathy on the collaboration, the effect of the self-organization on the avoidance, and the effect of the self-organization on the collaboration are less than 15 %. Thus, there is a weak effect for the independent variable in each relation on the dependent variable.

**Table 08 the predictive relevance of the model Q<sup>2</sup>**

	O	E	Q <sup>2</sup> (=1-SS)
Avoidance	0	5	0.100
empathy	0	0	
Collaboration	0	6	0.180

Self-organization	o	o	
Self-motivation	o	o	

**Source:** by the author based on the outputs of Smart-PLS 03

Q2 represents the ability of the independent variables to predict the dependent one. Table 08 shows that the empathy, self-organization, and the self-motivation have the ability to interpret, and that the value of the residuals is more than 00. Thus, the independent variables can predict the dependent variables of the study model.

#### **GoF:**

It measures the reliability of the structural model. The equation of the square root of the  $R^2$  means multiplied by the mean of the AVE shows that GoF is 0.425. It is a good scale according to Tenenhaus et al, who found that if GoF is more than 0.36, the value is fit.

**Analysis of the results:** Findings show that:

- The level of the emotional intelligence at the University of Ghardaia is average according to the perspective of its executives due to the absence of training and experiences. Besides, the empathy has an average degree, as it is instinctive and does not require training. Moreover, the self-organization is average, while it must be high because it is about the individual per se. This implies that the executive cannot manage his behaviors most of the time. In addition, the self-motivation is average due to the difficulty of adaptation with the hard situations, the absence of initiatives, and the prevalence of the routine.
- The level of conflict management at the University of Ghardaia is average and confirms the real existence of the conflict management at the University.
- The effect of the emotional intelligence dimensions on the conflict management at the University of Ghardaia is as follows:
  - The empathy has an insignificant effect on the avoidance, and a significant effect on the collaboration because of the feeling of others and sharing their vicissitudes.
  - The self-organization has a positive significant effect on the avoidance and collaboration.
  - The self-motivation has a negative and insignificant effect on the avoidance and collaboration due to the inability of the executives to take decisions and the fear of the future, which push them to avoid creative and new ideas.

#### **Conclusion:**

The emotional intelligence and the conflict management at the University of Ghardaia still do not get much attention. In this context, the conflict management relies on many points. Our findings lead to a set of recommendations about the emotional intelligence and the conflict management, namely that:

- It is necessary to focus on the application of the emotional intelligence at the university to solve the conflicts and achieve the goals.
- The intelligence must be considered when managing the conflicts.
- it is necessary to devote a budget to set a training program on the emotional intelligence.
- It is necessary to seek the experience of others in the emotional intelligence and to train the executives on dealing with the problems that face the conflict management at the university.

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