The Relationship between Intelligence Types and Negotiation Styles

Abdollah Ateae, Mohammad Ali Nikbakhsh, Mohammad Safari Dashtaki

Faculty Member, Islamic Azad University, Deylam Branch, Deylam, Iran

PhD Candidate of Public Administration, Islamic Azad University, Kerman Branch, Kerman, Iran

ABSTRACT

Objective: In this research the relationship between triple intelligences (emotional, spiritual and cultural intelligence) and negotiation styles (factual, intuitive, analytic and normative) is studied among all managers and assistants of training centers and branches of Islamic Azad University in district 16. Research Method: The research method is descriptive-correlational. Required data to test hypotheses were collected by emotional, spiritual and cultural intelligences questionnaires which were designed by the researcher and negotiation skills questionnaire including factual, intuitive, analytic and normative styles. Each questionnaire had validity and its reliability based on Cronbach's alpha coefficient was estimated to be 0.93 for emotional intelligence, 0.88 for spiritual intelligence, 0.82 for cultural intelligence and 0.92 for negotiation skills. The obtained data were analyzed by Spearman and Kendall's tau-b correlation coefficients. Results: The results indicated that there was a significant relationship between emotional intelligence and intuitive and normative styles; between spiritual intelligence and intuitive and normative styles, between cultural intelligence and intuitive and factual styles and the relationship was positive; and there was a significant relationship between cultural intelligence and analytic style and between emotional intelligence and analytic style and the relationship was negative; and there was not a significant relationship between emotional intelligence and factual style, between spiritual intelligence and analytic and factual styles and between cultural intelligence and intuitive style.

INTRODUCTION

Negotiation is the most common and important means for communicating between people. According to Mintzberg, negotiating is one of the manager’s roles [24]. Today using negotiation styles and choosing suitable tactics during negotiation is an essential need that all organizations are encountered with and intelligence plays an important role in realization of these needs. Intelligence as the most important hypothetical structures is among capabilities and competencies that managers must have it. Intelligence has always the same meaning in life, relations, negotiations, policy, management, and discussion: the power of adaptability. It means to know your own ‘possessions and beings’ and to see well ‘playground and its borders’ and finally to achieve your demands through a more complete cognition from inside and a closer look to outside, by least financial, emotional and time cost [4].

In the past scholars regarded intelligence quotient (IQ) based on linguistic abilities, logical analysis and mathematical intelligence as the most important factor of managers’ success but new studies show that IQ is only a small part of management and leadership. In response to this question why a lot of people with high cognitive intelligence deal with problems on their way? Researchers soon realized that non-cognitive aspects such as social and emotional factors are also important. Leadership theories have highly emphasized the importance of emotional, social and spiritual intelligences for leaders and managers because flexibility and behavioral and cognitive complexity are among important features of worthy leaders. Mayer and Salovey (quoted from Golman, 1995), described emotional intelligence concept as an umbrella that widely covers personal and interpersonal skills and capabilities which are usually known as soft skills. Simson and Scott (1999) in their study concluded that emotional intelligence has a positive impact on outcomes of organizational work, teamwork and proper communication between employees. Ciarrochi, Forgas and Mayer (2001) found that emotional intelligence is positively related to problem-solving strategies.
Goleman (1995) believes although emotional intelligence is necessary to understand and control one's emotions and be sensitive towards emotions and feelings of others, great success does not guarantee leadership. Certainly leaders need another ability and intelligence. Zohar and Marshall (2000) suggested an intelligence through which the issues related to meaning and values are solved, the intelligence that puts our activities and our lives in a broader, richer, and meaningful context, the intelligence which helps us to understand which actions or direction is meaningful than another. Biberman and Whitty (1997) claim that a new management paradigm which involves spirituality is emerging. People who live in the spiritual paradigm, pay more attention to insight and emotion in decision makings and use win-win cooperation strategies in conflict situations, as a result it is easier for these people to trust each other, share their work and information and coordinate with their colleagues and members of their group to achieve their mutual goals. According to George (2006) Spiritual Intelligence helps increase individuals’ stability and self-confidence and deal with work issues easier, and helps to improve communication and understanding others in the workplace.

Cultural intelligence is another fundamental feature of managers. Early and Ang (quoted from Harris and Lyons, 2004) define cultural intelligence as the individual capability to adapt effectively to new cultural frames and believe cultural intelligence structure is pertinent to other kinds of intelligence including social and emotional intelligences. The perception of cultural similarities and differences teaches managers how and where to take what measure. A lot of people, having high IQ and appropriate social skills, fail in their interactions due to their low cultural intelligence.

Enjoying intelligence component in organization, researchers have been trying to find out the connection between this component and important and effective organizational factors including negotiation skills. In this study, determining intelligence and negotiation style of managers and assistants, is examined the relationship between negotiation styles and triple intelligences of managers and assistants of branches and training centers of Islamic Azad University in district 16.

Concerning the relationship between the above variables, the following conceptual model has been presented.

**Methodology and data collection:**

- The research method is descriptive-correlative and it is an applied study.
- In terms of time dimension, this research is classified as a cross-sectional study.
- In terms of data collection, it is considered as a documentary and field study research.

Required data were collected using questionnaire to test the hypotheses. In this respect to recognize triple intelligences, with consideration to available questionnaires, emotional intelligence, spiritual intelligence and cultural intelligence questionnaires were designed by the researcher. Moghimi’s negotiation skills test (2009) was used to specify negotiation skills. This questionnaire consists of four styles of factual, intuitive, normative, and analytic that based on data in relevant table has been scored and the results were interpreted with respect to provided materials. Each questionnaire had validity and its reliability based on Cronbach's alpha coefficient was estimated to be 0.93 for emotional intelligence, 0.88 for spiritual intelligence, 0.82 for cultural intelligence, and 0.95 for negotiation styles.

**Statistical population:**

- The research’s population are all managers and assistants of branches and training centers of Islamic Azad University in district 16.

**Examination of the relationship between variables:**

In this study, to examine the relationship between emotional intelligence and negotiation styles variables, the descriptive and inferential statistics, Spearman and Kendall's tau correlation test and SPSS have been used.
First hypothesis:
There is a significant relationship between emotional intelligence and intuitive style:
Spearman and Kendall’s tau-b correlation tests:
(there is not a significant relationship between emotional intelligence and intuitive style) $H_0; \rho \geq 0$
(there is a significant relationship between emotional intelligence and intuitive style) $H_1; \rho < 0$

The relationship between emotional intelligence and intuitive style has been obtained through Spearman and Kendall’s tau-b correlation tests. Because the $-\rho$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$), therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between emotional intelligence and intuitive style, and it is positive. (Table 1)

<table>
<thead>
<tr>
<th>Table 1: Correlation test statistics between emotional intelligence and intuitive style.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Variable</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>Intuitive Style</td>
</tr>
</tbody>
</table>

Second hypothesis:
There is a significant relationship between emotional intelligence and normative style:
Spearman and Kendall’s tau-b correlation tests:
(there is not a significant relationship between emotional intelligence and normative style) $H_0; \rho \geq 0$
(there is a significant relationship between emotional intelligence and normative style) $H_1; \rho < 0$

The relationship between emotional intelligence and normative style has been obtained through Spearman and Kendall’s tau-b correlation tests. Because the $-\rho$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$). Therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between emotional intelligence and normative style and it is positive. (Table 2)

<table>
<thead>
<tr>
<th>Table 2: Correlation test statistics between emotional intelligence and normative style.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Variable</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>Normative Style</td>
</tr>
</tbody>
</table>

Third hypothesis:
There is a significant relationship between emotional intelligence and analytic style:
Spearman and Kendall’s tau-b correlation tests:
(there is not a significant relationship between emotional intelligence and analytic style) $H_0; \rho \geq 0$
(there is a significant relationship between emotional intelligence and analytic style) $H_1; \rho < 0$

The relationship between emotional intelligence and analytic style has been obtained through Spearman and Kendall’s tau-b correlation tests. Because the $-\rho$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$). Therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between emotional intelligence and analytic style and it is negative. (Table 3)

<table>
<thead>
<tr>
<th>Table 3: Correlation test statistics between emotional intelligence and analytical style.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Variable</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
</tr>
</tbody>
</table>

Fourth hypothesis:
There is a significant relationship between emotional intelligence and factual style:
Spearman and Kendall’s tau-b correlation tests:
(there is not a significant relationship between emotional intelligence and factual style) $H_0; \rho \geq 0$
(there is a significant relationship between emotional intelligence and factual style) $H_1; \rho < 0$

The relationship between emotional intelligence and normative style has been obtained through Spearman and Kendall’s tau-b correlation tests. Because the $-\rho$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$). Therefore at this level of error (5%), the assumption of $H_1$ is rejected and this means that there is not a significant relationship between emotional intelligence and factual style. (Table 4)
Fifth hypothesis:  
There is a significant relationship between spiritual intelligence and intuitive style:  
Spearman and Kendall's tau-b correlation tests:  
(there is not a significant relationship between spiritual intelligence and intuitive style) $H_0: \rho \geq 0$  
(there is a significant relationship between spiritual intelligence and intuitive style) $H_1: \rho < 0$  
The relationship between spiritual intelligence and intuitive style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the $-p$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$), therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between spiritual intelligence and intuitive style and it is positive. (Table 5)

Sixth hypothesis:  
There is a significant relationship between spiritual intelligence and normative style:  
Spearman and Kendall's tau-b correlation tests:  
(there is not a significant relationship between spiritual intelligence and normative style) $H_0: \rho \geq 0$  
(there is a significant relationship between spiritual intelligence and normative style) $H_1: \rho < 0$  
The relationship between spiritual intelligence and normative style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the $-p$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$), therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between spiritual intelligence and normative style and it is positive. (Table 6)

Seventh hypothesis:  
There is a significant relationship between spiritual intelligence and analytic style:  
Spearman and Kendall's tau-b correlation tests:  
(there is not a significant relationship between spiritual intelligence and analytic style) $H_0: \rho \geq 0$  
(there is a significant relationship between spiritual intelligence and analytic style) $H_1: \rho < 0$  
The relationship between spiritual intelligence and analytic style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the $-p$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$), therefore at this level of error (5%), the assumption of $H_1$ is rejected and this means that there is not a significant relationship between spiritual intelligence and analytic style. (Table 7)

Eighth hypothesis:  
There is a significant relationship between spiritual intelligence and factual style:  
Spearman and Kendall's tau-b correlation tests:  
(there is not a significant relationship between spiritual intelligence and factual style) $H_0: \rho \geq 0$  
(there is a significant relationship between spiritual intelligence and factual style) $H_1: \rho < 0$  
The relationship between spiritual intelligence and factual style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the $-p$ value has been calculated in both tests less than 5% at significance level ($\alpha=0.05$), therefore at this level of error (5%), the assumption of $H_0$ is rejected and this means that there is a significant relationship between spiritual intelligence and factual style and it is positive. (Table 8)
level (α=0.05), therefore at this level of error (5%), the assumption of H₀ is rejected and this means that there is not a significant relationship between spiritual intelligence and factual style. (Table 8)

**Table 8: Correlation test statistics between spiritual intelligence and factual style.**

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>Kendall's tau-b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
<td>-p value</td>
</tr>
<tr>
<td>Spiritual Intelligence</td>
<td>0.082</td>
<td>0.636</td>
</tr>
</tbody>
</table>

**Ninth hypothesis:**
There is a significant relationship between cultural intelligence and intuitive style:
Spearman and Kendall's tau-b correlation tests:
(there is not a significant relationship between cultural intelligence and intuitive style) H₀: ρ ≥ 0
(there is a significant relationship between cultural intelligence and intuitive style) H₁: ρ < 0

The relationship between cultural intelligence and intuitive style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the -p value has been calculated in both tests less than 5% at significance level (α=0.05), therefore at this level of error (5%), the assumption of H₁ is rejected and this means that there is not a significant relationship between cultural intelligence and intuitive style. (Table 9)

**Table 9: Correlation test statistics between cultural intelligence and intuitive style.**

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>Kendall's tau-b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
<td>-p value</td>
</tr>
<tr>
<td>Cultural Intelligence</td>
<td>0.109</td>
<td>0.522</td>
</tr>
</tbody>
</table>

**Tenth hypothesis:**
There is a significant relationship between cultural intelligence and normative style:
Spearman and Kendall's tau-b correlation tests:
(there is not a significant relationship between cultural intelligence and normative style) H₀: ρ ≥ 0
(there is a significant relationship between cultural intelligence and normative style) H₁: ρ < 0

The relationship between cultural intelligence and normative style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the -p value has been calculated in both tests less than 5% at significance level (α=0.05), therefore at this level of error (5%), the assumption of H₁ is rejected and this means that there is a significant relationship between cultural intelligence and normative style and it is positive. (Table 10)

**Table 10: Correlation test statistics between cultural intelligence and normative style.**

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>Kendall's tau-b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
<td>-p value</td>
</tr>
<tr>
<td>Cultural Intelligence</td>
<td>0.100</td>
<td>0.013</td>
</tr>
</tbody>
</table>

**Eleventh hypothesis:**
There is a significant relationship between cultural intelligence and analytical style:
Spearman and Kendall's tau-b correlation tests:
(there is not a significant relationship between cultural intelligence and analytical style) H₀: ρ ≥ 0
(there is a significant relationship between cultural intelligence and analytical style) H₁: ρ < 0

The relationship between cultural intelligence and analytical style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the -p value has been calculated in both tests less than 5% at significance level (α=0.05), therefore at this level of error (5%), the assumption of H₁ is rejected and this means that there is a significant relationship between cultural intelligence and normative style and it is negative. (Table 11)

**Table 11: Correlation test statistics between cultural intelligence and analytical style.**

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>Kendall's tau-b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
<td>-p value</td>
</tr>
<tr>
<td>Cultural Intelligence</td>
<td>-0.088</td>
<td>0.023</td>
</tr>
</tbody>
</table>

**Twelfth hypothesis:**
There is a significant relationship between cultural intelligence and factual style:
Spearman and Kendall's tau-b correlation tests:
(there is not a significant relationship between cultural intelligence and factual style) H₀: ρ ≥ 0
(there is a significant relationship between cultural intelligence and factual style) H₁: ρ < 0
The relationship between cultural intelligence and factual style has been obtained through Spearman and Kendall's tau-b correlation tests. Since the -p value has been calculated in both tests less than 5% at significance level (\(\alpha=0.05\)), therefore at this level of error (5%), the assumption of \(H_0\) is rejected and this means that there is a significant relationship between cultural intelligence and factual style and it is positive. (Table 12)

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>-p value</th>
<th>Kendall's tau-b</th>
<th>-p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Intelligence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factual Style</td>
<td>0.015</td>
<td>0.009</td>
<td>0.017</td>
<td>0.008</td>
</tr>
</tbody>
</table>

The cases in which -p value is less than 5%, their assumption of zero correlation coefficient is not acceptable (assumption of zero) and this means that there is a relationship. In this case, the negative and positive correlation coefficient indicates the relationship direction. These cases has been marked with an asterisk.

**Conclusion:**

In this study, was examined the relationship between the triple intelligences (emotional, spiritual and cultural) and negotiation styles (factual, intuitive, analytical and normative) among managers and assistants of branches and training centers of Islamic Azad University in district 16, the results obtained from research hypotheses are as follows:

The result of the first hypothesis indicates a significant and positive relationship between emotional intelligence and intuitive style. Moghimi [15], stating intuitive style, believes people who use this style, express warm and exciting phrases and words and focus on the entire issue or situation. Mayer, Salovey and Caruso [3] in defining emotional intelligence use facilitation of thought, using emotions as a part of cognitive process such as creativity and problem solving. This point of view is consistent with the result of the first hypothesis.

The result of the second hypothesis indicates a significant and positive relationship between emotional intelligence and normative style. The result of this hypothesis is consistent with this point that people who follow normative style in negotiation use emotions and feelings to reach agreement [15]. Also Goleman believes using emotional intelligence can predict behaviors and the consequences of life and this emotional ability is important to succeed in life.

The result of the third hypothesis refers to the significant but negative relationship between emotional intelligence and analytical style. Since people who follow analytical style seek reason and to find cause and effect relationships analyze each situation [15], but those who are skilled in the field of emotional intelligence try to explain and interpret the role of emotions and feelings in problem solving. Managing emotions and feelings in relations and the ability to motivate and leading others are necessary for this intelligence which suggests a significant but negative relationship between emotional intelligence and analytical style.

The result of the fifth hypothesis indicates a significant and positive relationship between spiritual intelligence and intuitive style. People who follow intuitive style always consider fundamentals and principles as the basis of the negotiation [15]. According to Zohar and approving the above approach, spiritual intelligence also emphasizes on basic questions and finding fundamental answers and doing actions based on self vision and being accountable. People who have spiritual intelligence, their brains not only generate the required data, but also expedite the need to use intuition. Vagan (2002) offers a different framework of spiritual intelligence. He considers spiritual intelligence as a capacity for deep understanding of existential questions and more in the direction of multiple levels of consciousness that implies our awareness of our relationships with others, the world around, earth and other beings.

The results of the sixth hypothesis indicates a significant and positive relationship between spiritual intelligence and normative style. Spirituality is actually a very rich and multifaceted concept or structure. According to Zohr spiritual intelligence means you know who you really are and how connect with the world around you. Also King (2007) considers spiritual intelligence as a set of mental capacities about immaterial aspects of facts especially facts which are pertinent to existential nature of man, ultra and higher levels of self-consciousness. According to him the consequence of these capacities is facilitation of problem solving and overcoming the problems. Spiritual intelligence deeply focuses on maintaining people’s values (Price, 2008). For this reason, people who follow normative style in negotiation recognize the facts according to a set of personal values, assess, reject, confirm or disagree [15], therefore they must hold themselves responsible, at any time, towards their own decisions and behaviors and have a reason for any action they take and a justification for any decision they make.

The tenth hypothesis indicates a positive and significant relationship between cultural intelligence and normative style. Individuals who have cultural intelligence based on reason and capacity of mental frames are able to think about what should continue through understanding attitudes and judge on the basis of thought and language frameworks. We judge based on our judgments about situations from which we have collected the emotional and logical data. This dimension is dynamic and shows the relationship within cultural encounters, or
what actually occurs in a common culture. This aspect of cultural intelligence is perfectly consistent with this part of the normative style which believes individuals following normative style treat judgmentally, use proven things and offer to bargain [15].

The eleventh hypothesis indicates a significant and negative relationship between cultural intelligence and analytic style. Those who following this style to support or oppose their position argue with others, and analyses [15]. While members of teamwork may have different values, it becomes hard to argue only through a strong cultural management an integrated group can be created that it would be very time consuming.

The results of twelfth hypothesis indicate a significant and positive relationship between cultural intelligence and factual style. Cultural and regional characteristics in different societies and organizational culture in different organizations even in a particular geographical region demand, to an extreme extent, administrative methods appropriate to the culture including the beliefs, norms, values, and prevailing habits in organization environment. People following factual style, considering that they show facts neutrally, are capable of accepting and understanding cultural diversities and respect for the rich diversity found in different cultures [19] and enjoying cultural intelligence, they can also recognize how others think and how respond to behavioral patterns, as a result factual style, reducing communicational barriers, gives individuals the power of managing cultural diversity.

A significant relationship was not found between emotional intelligence and factual style, between spiritual intelligence and analytic style, between spiritual intelligence and factual style, and between cultural intelligence and intuitive style.

REFERENCES


