

*Republic of IRAQ
Ministry of Higher Education
And Scientific Research
University of Basrah
College of Admin & Economic*



**Influence of emotional intelligence and personal styles to
handling conflict on strategic decisions outcomes
through the mediating role of relational leadership**

**An Applied Study for the Point of View of Sample of Managers in the Iraqi
Electricity Ministry**

A Thesis Submitted

**To The Council of the College of Administration and Economic, University of
Basrah as a Partial Fulfillment for the Requirement of the Degree of Master
of Science in Business Administration**

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2017 A.C

1438 A.H

Abstract

Governmental organizations are seeking to achieve the best outcomes for their strategic decisions by increasing the effectiveness of the vertical and horizontal linkages to all divisions, which leads to the flow of efficient and effective information when making decisions (down-top), and the information relating to those decisions when you begin to implement on the ground (top-down). Therefore, all managers in all organizational levels should have skills of relational leadership. Furthermore, they should take in consideration on both emotional intelligence and personnel style to handling conflict on the strategic decisions.

The conceptual framework was built upon the four variables: relational leadership as a mediator, while both emotional intelligence and personal style to handling conflict as an independent variables and strategic decisions outcomes as dependent variables. The main research question was “what is the effect of both emotional intelligence and personal styles to handling conflict on strategic decisions outcomes through the relational leadership as a mediator variable?”. This study applied in the Iraqi Electricity Ministry and production, transmission and distribution directorates and departments it's affiliated.

The quantitative design and deductive approach were used in this study. The questionnaire was used as a method for data collection, and 324 managers were use as randomly as a sample of this study. Many statistical techniques were used for data analysis by using the software (SPSS. V.22-AMOS. V.22), several conclusions emerged were the most important of the following:

- 1-** There is a direct positive effect of emotional intelligence (especially motivation & social awareness) and style of collaborating and accommodating to handling conflict on strategic decisions outcomes and indirect through relational leadership. While there is not a direct positive effect or indirect of styles (compromising, competing & avoiding) on strategic decisions outcomes.
- 2-** There is a direct positive effect of emotional intelligence (especially social awareness & social skills) and style of collaborating and accommodating to handling conflict on relational leadership. While there is not a direct positive effect of styles (compromising, competing & avoiding) on relational leadership.
- 3-** The relational leadership as a mediator variable has a positive effect on the premises of the framework, of the study through changing the direct effect of independent variables on the dependent variable to indirect effect more positive.