Analysis of Relationship between Problem Solving Method and Conflict Management Styles about Tehran Managers

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ABSTRACT

The purpose of this study was to determine the relationship between emotional intelligence, locus of control and quality of life and satisfaction of couples in Isfahan. Therefore, 60 married couples were randomly selected from different regions of Isfahan and emotional intelligence, locus of control, and quality of life and satisfaction of couples questionnaires were administered to them. The results showed that there are significant differences. The instrument used in this study, emotional intelligence questionnaire Petrides and Furnham, Rotter's Locus of Control, the World Health Organization Quality of Life Questionnaire and the ENRICH Marital Satisfaction Questionnaire method was descriptive correlational. The relationship was found between quality of life and satisfaction of couples as well as the differences between the means of locus of control and emotional intelligence. Thus, it can be concluded that emotional intelligence and locus of control couples, predicting the future of couples living and the strength of their relationships. Keywords: Emotional intelligence – Locus of Control – Quality of life and satisfaction of couples.

INTRODUCTION

Growth of an organization is dependent on confronting the conflicts. Lack of conflicts may provide the best conditions for survival, therefore the objective is not reduction of conflicts or prevention thereof, but their management is implicitly. Decision making in conflict may be constructive or destructive. Constructive style in conflict helps us to consider the case from different aspects but negative style in conflict may lead to destruction.

Various models of conflicts management have been suggested by researchers. Keeping the communication between self and others is two-dimensional which was conceptualized by Rahim & Bonoma (1979). First dimension is related to self- a limit (low or high) that explains a person satisfied with his personal needs. Second dimension-communication with the others- a limit (low or high) that explains the people are satisfied based on needs of other people. When these two dimensions are combined to each other, following five conflict management styles are offered:

Cooperation: Openness and share of information, tendency to attention to various viewpoints of others for reaching to an effective solution.

Compromise: effort for misrepresenting the disputes and emphasize on general satisfaction in communication with the others

Competition: Forcing the others to acceptance of a situation, winner-winner orientation

Avoidance: ignorance, rejection of responsibility and relinquishing the situations

Reconciliation: dealing style, the both devote to reach to an agreed solution [24].

According to definition of Rowan Bar-On (1980) “problem solving” includes capability of identifying and defining the problems as well as creation and realization.

Every manager shall benefit from other people to achieve its organizational goals. For many years, the managers are taught that their capability for achieving to goals has direct relationship with their capability for motivating the people around himself. Nowadays, this subject has been significantly more than ever, because human issues, communications and relations between manager and employees have been increased particularly...
individual works are going to be reduced and importance of team and group works is going to be increased. It forms new management approach that its importance becomes clearer day to day.

One of phenomena that may affect the coordinated movement of an enterprise’s members towards its goals is organizational conflict. Different solutions may be used to analyze the conflict phenomenon. One of these solutions is analyzing the factors affecting conflict.

The present study was designed for this purpose and for analyzing the relationship between problems solving style and conflict management styles in male and female managers of Tehran and following problems are raised:

Is there any relationship between problem solving style and cooperation style in conflict management in managers?
Is there any relationship between problem solving style and compromise style in conflict management in managers?
Is there any relationship between problem solving style and competition style in conflict management in managers?
Is there any relationship between problem solving style and avoidance style in conflict management in managers?
Is there any relationship between problem solving style and reconciliation style in conflict management in managers?

**Methodology:**

Population of this study consisted of all industrial managers (male and female) of Tehran that all are industrial manager. In this study, 152 samples were selected based on random sampling method consisted of 91 men and 61 women in all age and education groups. This study is a correlative study wherein researcher analyzed the relationship between problem solving style and conflict management styles. For this purpose, out of managers (male or female) referring to Iranian Industrial Management Organization, needed examinees were selected randomly. At first, to assess the problem solving styles, Bar-On emotional intelligence test was used and within one week to remove fatigue and lack of required time, conflict management tests was completed by managers.

**Instrument:** In this study, two questionnaires including Bar-On emotional intelligence for assessment of problem solving styles and conflict management questionnaire were used as instrument.

**a. Bar-On emotional intelligence questionnaire:** This test includes 90 questions and test questions were set on a 5-point Likert scale (completely agree, agree, somewhat, disagree and completely disagree). Test scales include emotional self-awareness, self-expression, self-esteem, self-prosperity, independence, empathy, social responsibility, interpersonal relations, realism, flexibility, problem solving, stress tolerance, impulse control, optimism, happiness.

According to the results of academic texts, reliability coefficient for tests with objectives 70% and higher and for tests with clinical objective of 0.9 is confirmed and suitable. In the respective test, Cronbach’s alpha calculated equal to 0.93. Therefore, it is applied for different purposes and accepted. On the other side, acceptable reliability in other methods of reliability assessment reported 0.80. In this study, reliability was estimated based on even-odd method equal to 0.88. This test was normalized by Raheleh Samouei in Esfahan, on 500 students in different fields and age range 18-40 years old and two sexes in Isfahan University, Esfahan University of Medical Sciences and Islamic Azad University, Khorasgan Branch.

**b. Conflict management test:** This questionnaire consisted of 30 questions so that 5 questions thereof are related to collaboration style, 6 questions related to avoidance, 5 thereof related to devotion, 7 thereof related to reconciliation and 7 related to competition style. Response to this questionnaire based on Likert scale (always, usually, sometimes, rarely, and never) and grades 1 to 5 were allocated to these options so that 5 denoted always and 1 denoted never.

Considering calculated internal uniformity so as an initial test was implemented on 50 middle school principals and upon calculating correlation between grades of each question, all questions were analyzed and ultimately 3 questions with correlation lower than 30% were deleted and final scale included 30 questions. So, structure validity of test was acceptable.

This test which was made by Yazdanabadi in 1994-Tehran was calculated based on reliability coefficient split-half method equal to 58%. Yet, for further certainty, another time its reliability was calculated by retesting method. For this purpose, 40 sample managers were selected and questionnaire distributed among them. After 27 days, test was implemented on the same 40 managers and after data collection, coefficient of correlation between two tests was calculated.

**Data analysis method:** Test results were analyzed using correlation and regression tests.
Results:

To analyze the data, descriptive statistics (frequency, mean, rank, and fraction) and inferential statistics (correlation and multiple regression analysis) were used.

Table 1: Coefficient of correlation between problem solving and conflict management styles

<table>
<thead>
<tr>
<th>Conflict management style</th>
<th>Cooperation style</th>
<th>Avoidance style</th>
<th>Devotion style</th>
<th>Reconciliation style</th>
<th>Competition style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient problem solving</td>
<td>0.369**</td>
<td>-0.286**</td>
<td>-0.231**</td>
<td>0.089</td>
<td>-0.024</td>
</tr>
<tr>
<td>Significance</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.537</td>
<td>0.87</td>
</tr>
</tbody>
</table>

Analysis of results indicates a positive and significant relationship between problem solving and cooperation style in significance level 0.01. A positive and significant is observed between problem solving and avoidance style in significance level 0.01 and also a positive and significant relationship between problem solving and devotion style in significance level 0.05.

Table 2: Prediction coefficients of emotional intelligence for conflict management styles (cooperation style, compromise style and avoidance style)

<table>
<thead>
<tr>
<th>Enter model</th>
<th>Nonstandardized coefficients</th>
<th>Standardized coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>19.927</td>
<td>0.067</td>
</tr>
<tr>
<td>Cooperation style</td>
<td>0.229</td>
<td>0.338</td>
</tr>
</tbody>
</table>

As it is observed in above table, beta coefficient calculated for cooperation style is significant in significance level 0.01, thus problem solving is predicted based on cooperation style.

Problem solving = 19.927 + (0.338xcooperation style)

Discussion and conclusion:

In this study, a positive and significant relationship was observed between cooperation conflict management style and problem solving. Cooperation conflict management style that has been identified as the most effective and competent styles among other conflict management styles aids the managers to work along with each other so that all to be winner. The study applied by Rahim et al (2002) with the subject of emotional intelligence and conflict management strategies, on management students in 7 countries including USA, Bangladesh, Hong Kong, Portugal, China, South Africa and Greece, achieved similar results. Rahim et al explained cooperation and avoidance style on a vector as problems solving solution. According to the obtained results, emotional intelligence elements including problem solving has direct significant relationship with cooperation style and this result was exactly obtained in 7 countries studied by Rahim. In addition, Baharestan (2006) believes that managers must, using cooperation style and collaboration and in general collaborative management and using problem solving and cooperation and coordination with all beneficiaries, settle the organizational conflicts.

Summary of results indicated that avoidance conflict management style has negative significant association with problem solving. Who selects avoidance style doesn’t involve himself in conflict and this style is used usually when problems are partial and trivial or other more important problems exist. Therefore, according to the results people that have capability of identifying and defining the problems (capability of solving good problems) confront conflict to find appropriate solution for it. Research provided by Rahim et al (2002) in 7 countries achieved similar results. Rahim et al explained avoidance and cooperation styles on a vector as problem solving strategy and based on obtained results, emotional intelligence has negative association with avoidance style and this result was exactly obtained in 7 studied countries.

Regression analysis of conflict management styles and problem solving style, it was concluded that problem solving style elements in emotional intelligence only are affected by variables of cooperation conflict management style and accordingly managers’ emotional intelligence may be predicted. Yo et al (2006) also obtained the same results using multiple regression analyses for discovering the relationship between emotional intelligence elements such as problem solving, and five styles for confronting the conflicts with a supervisor.

In consideration of discussion and conclusion about results in this study, it is suggested to hold training courses for managers in the field of introduction to conflict management and creating required skills for using its methods as well as training courses on problem solving styles for using appropriate conflict management styles. Furthermore, it is suggested in the future researches relationship between other variables such as personality characteristics, managers’ attitude, leadership styles, individual competences, power etc. may affect all kinds of conflict management styles.
REFERENCES