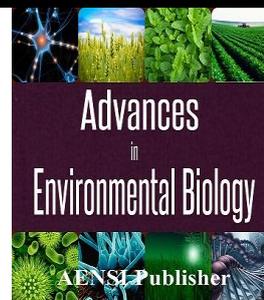




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Determine the Relationship between the Conflict Management Strategies and the Demographic and Properties among the Nurses of the Hospitals in Marivan

Delshad Mohaghegh, Hamid Reza Ruhafzaa and Heydar Ali Abedi

Department of Nursing, School of Nursing and Midwifery, Isfahan (khorasgan) Branch, Islamic Azad University, Isfahan, Iran

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ABSTRACT

Conflict is a factor that challenges the status quo and provides the foundation for innovation and transformation. So one of the important tasks, is conflict management in organizations. Knowing how nurses in general hospitals deal with conflict in the provision of appropriate management style is very important. This study is a descriptive study. The subjects in this study, all nurses working in hospitals in the city of Marivan to 130 in 2014 would be sampling and random sampling to determine the kidneys nurses to answer questions will be selected. Samples of 97 people found the table krejcie Morgan. Tool research library resources and the Internet, interview and questionnaire. To analyze the results of statistical tests, Spearman, Pearson, t-test and multiple regression were used and also all the coding, data entry and statistical calculations by computer using SPSS software have been performed. The results suggest that sex work experience in nursing and nursing jobs in the selection of effective conflict management styles and how to deal with the conflict affected. The results have shown a variety of hospitals and nursing recruitment does not conflict management style. In addition to the tests carried out have shown that anxiety and depression are the choice of role conflict management styles and anxiety and depression in nursing will cause conflicts have good performance and control.

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INTRODUCTION

Today, conflict and conflict management in organizations such debates Managers and practitioners who are attracted to the organization. In contrast to waste the energy and talent of the staff And instead of production and human resources with a decent mix of organization goals move out of here Physical and human capital and waste Contrast the differences between individuals or groups interested in the beliefs and values. Conflict unavoidable aspect of human relations and major issues that organizations are face to it. There are conflict in any organization. However, health care organizations, health care providers and organizations in terms of abundance and diversity of complex interactions, Expertise, roles and hierarchy, conflict against vulnerable and it is important. Conflict in the past it was always intended to be malicious, However, several studies suggest that behavioral scientists devastating and destructive conflicts are not But the presence of a certain degree of conflict is essential for the organization. The conflict management, to maintain effective performance, giving organizations is essential. Therefore, it is important to efficiently manage conflict to know the nature of the conflict and how it can be managed or resolved. Major trends in the daily life of human beings, such as continuous change, the more varied mix of staff, Team work more than face to face communication (electronic interaction more) The global economy has more cultural exchange between such factors have squeezed inevitable conflict Conflict management, decision making, leadership, and communication is important. As an organization that involved hospital, where he spent many hours daily and found in it many contradictions. So many factors leading to conflict within an organization are the lack of proper management of this problem becomes militancy and revenge in organizations. Identifying characteristics of people living in many situations of conflict resolution need methods. Character of managers and selection process and management style is impressive. Research shows that the relationship between personality traits and there is a significant conflict

Corresponding Author: Delshad Mohaghegh, Department of Nursing, School of Nursing and Midwifery, Isfahan (khorasgan) Branch, Islamic Azad University, Isfahan, Iran

management style, Director cool the next issue and it ignores the other manager backlash. To achieve these goals, it is necessary to pay attention to these factors.

Because every manager with any type of personality of a particular management style follows. Dana Dan in the 2005 survey (conducted in America indicates that the replacement cost of a nurse is equal to 156% of his annual salary. According to the resolution of the conflict in hospital costs is 300 hours per nurse. That's why proper management of conflicts before they lead to resignation, revenge-seeking, judicial claims or actions of the other extreme is necessary. Many studies on how to respond to conflict and conflict management styles are common. But no research on the effect of individual characteristics on conflict management style is not available in the community. From this study, it seems necessary. However, the contrast factor that challenges the status quo and provides the foundation for innovation and transformation. So one of the important tasks, conflict management in organizations. Knowing how nurses in general hospitals deal with conflict in the provision of appropriate management style is very important.

Relationship conflict management styles and psychological characteristics of nurses:

Perceptual differences, personal, religious, political, intellectual, and physical persons on the one hand And various inferences about the goals of individuals, organizations and society on the other hand, is the various conflicts in the workplace creates a group of hospitals. There are people with different personalities, needs, expectations and perceptions of the cause of conflict in organizations and institutions. Conflict situations, in particular as a result of factors such as their personality characteristics, react differently to conflict. Some characteristics of conflict increase and some decrease it .Conflict with excessive increase satisfaction and decrease the effectiveness of the group. adoption of the five-factor personality model, researchers have tried to model personality traits (big five)Which is associated with conflict resolution methods to identify and judge their effectiveness. Baron suggests that personality traits, causing particular interest to resolve the conflict between the individual, Some people avoid the conflict through conflict, compromise, some with and some that deal with competition. Wood *et al.* stated Agreeableness and Extraversion personality traits significantly predicted all four were in conflict resolution style. Park *et al* 2007 study found that student's extroversion, neuroticism style pleasant and cooperative, positive relationship with mental merry-style feature collaborative relationship was negative; also negatively related to extraversion and avoid compromising style. Avosach *et al.* 2006 found that avoidance and neuroticism and extroversion, dominance relation with a pleasant style and a negative correlation with extraversion and positive relationship with the flexibility of a negative relationship. Our 2005 study showed an association between personality traits and conflict resolution well to avoid neurotic character styles, reconciliation and tolerance, but a negative correlation with extraversion styles feature a positive relationship between competition and collaboration. Thomas and Eysenck argue that people who are permanently forced management style and power control are Personality problems have been due to a lack of confidence in the "I" character there And aggressive behavior inherent conflict resolution methods are often chosen as the exercise of power and coercion, Because they believe that by force and power can be forced to obey others. God village and Anthony suggest that extroverted people, social people, people, strong, active, energetic and optimistic and try to conflict situations the main reason they are diagnosed, they are removed from the analysis, then other words, most of the strategies are oriented solutions. Larson in their study, the characteristics of their personality and how to resolve conflicts has reported a significant relationship; thus, those who enjoy a more healthy personality features to resolve the conflicts are more appropriate methods are used. The results of the police investigation (2007) shows the characteristics of extraversion and neuroticism Conflict management style to style coercion and power relations, but the other features not found in association with conflict management styles. Mahdipour research showed that extroverted personality conflict management style and say and flexible working practices are related. Neuroticism introverted personality characteristics and also the style of conflict management practices applied force and power are related Most people in conflict resolution style, style competition. Antonioni results also show that some of the big five personality factors such as extroversion, conscience, Neuroticism, Agreeableness, and Openness to significantly correlate with conflict management styles. Akbari *et al* in their study has shown The relationship between locus of control and power characteristics of individuals and organizational conflicts (interpersonal) there. Also, the characteristics of self-esteem and coping with the staff and organizational conflicts (interpersonal), there was a significant negative correlation. Awareness of the conflict and its impact on the quality of the hospitals, doctors and nurses can help to implement policies and policies Positive and negative aspects of conflict to support and reduce their impact. Undoubtedly, the nature of working with patients and other doctors, nurses and field for many of the contradictions and conflicts, provides And consequently, problems abound, people are stuck facing And finally, bring irreparable damage.

Literature:

Golparvar and Vaseghi study (2010) on nurses suggests that conflicts with coworkers and supervisors the hospital and force-directed coping behaviors and avoid the conflict management styles of coping with a positive

and significant relationship are shifted to hospital and colleagues. The results of hierarchical regression analysis showed that the use of force with respect to conflict with supervisors and colleagues focused coping strategies to adjust the organization and co-workers.

Khonaki And Hassanzadeh conducted a study on the subject of how to manage the conflict between Iran and the Swedes were Thomas-Kilman Conflict in the survey instrument was used to assess how to deal with conflict. 36 of 25 engineering students and 21 engineers with experience of Swedish students participated in this study. Results show that Iranian engineers and engineering students prefer to avoid conflict and had no interest in competitive tool. The engineers had more experience than the other to avoid the competition. The Swedish students are expressing more interest in working order. Differences justified in the way of Iran and Swedes with their cultural differences.

In Dzhyan study found that the conflict resolution styles are associated with verbal communication skills And those of reconciliation and cooperation styles (solution-oriented strategies) used to resolve conflicts used To little more than verbal communication skills used On the other hand, those who had used the competition style than the rest of the skills.

In other study which is done by Parastoo Osanloo *et al* entitled "Effect of individual characteristics of PEO and the Ministry of Science, Research and Technology on creativity and conflict management" is done Shows that individual characteristics (age, gender, work experience, education, profession) influence on creativity and conflict management executives surveyed organizations had.

In Yadollahi H. study investigated the relationship between culture and conflicts between managers and staff in the nation among banks in Kerman, the woman forced integration reached and using the inverse relationship.

Chan and the Seat in the style of conflict management, emotional intelligence and personality implicit theory of nursing students were examined. 568 nurses participated in the investigation of questions about personality, emotional intelligence and organizational conflicts asked. Data were analyzed using descriptive statistics used to analyze the reliability test, t, and linear correlation analysis were examined. The results showed that the emotional intelligence can be traced to one of the five conflict styles. Higher integration of emotional intelligence, and command of the situation is compromising. Less risk, low emotional intelligence.

The study also demonstrated a significant relationship between implicit theories of personality and there is a compromise:

Johannes in an article in the style of a conflict between nurses and patients should be considered an emergency. In this study, 9 nurses, were considered in emergency hospital in northern New Jersey 2 focus groups the study found that the conflict in staffing levels of 1-character, 2-and 3-leaders of misconceptions and unrealistic expectations.

Renni *Et al* in a paper on the interaction of independence, leadership style and management style and depressive symptoms of burnout in nurses examined. In this study, a survey of 89 nurses from New York Hospital Nurses' experiences of assessing the work carried out The results show that participants with high levels of psychological dissonance is an example of emotional exhaustion and depersonalization experience. The results also show that the style of leadership and management of environmental factors that are likely to protect against burnout of nurses.

Anky *Et al* in an article in the nurses' moral distress factors examined. Their professional and personal characteristics related to nurses' moral distress were considered. 365 nurses choose to conduct their own research. The results of this study stress the moral high levels of job satisfaction is low. In this paper we have investigated the nursing hours than their counterparts however, do not use the appropriate leadership style, more experienced moral distress.

Qada *Et al* to study conflict resolution strategies used by nursing professors and students began to see. The study was conducted at Alexandria University in Egypt, 50% of nursing students were selected in a random Rahim Organizational Conflict Inventory to determine which students accept conflict management style was used. The results showed that most professors of management style of conflict resolution are avoided. The findings emphasize the need proper training in conflict management and frequency of removal of nursing faculty will be held they have to be taught how to deal with conflict by students.

Flees And Norden were examined in an article on conflict management styles in nursing students. This study was conducted with 151 nurses. Organizational Conflict Inventory data and personal information collected by ANOVA, Tukey test and Kruskal, Man and Cronbach's alpha coefficient was used for analysis. It was clear that students prefer the style of conflict resolution have led to positive results are felt to operate successfully.

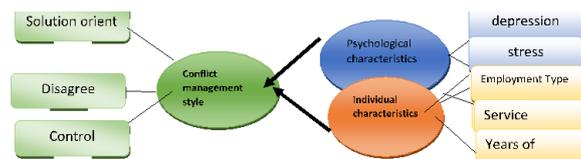
Mackintosh and Stones in a study titled "Personality, motivation and conflict strategies in the face of everyday behavior," the researchers concluded that there is no direct relationship between personality and choice of conflict resolution. The results showed that different kinds of consumers. (Conflict resolution solutions is based on the combination of social and economic incentives.

Day Jong in a study entitled "The impact of differences in the attitudes, personality conflicts between buyer and seller," came to the conclusion that extraversion is associated positive impact on conflict management style. Personality fit with the style of an inverse relation to the competition. A comparison between the buyer and seller, buyers tend to find that the style of competition from vendors that use. (Buyers and sellers seem to be in conflict management styles are not similar.

Sosan sportsman and *et al* in a study titled "conflict management strategies in medical profession" on nursing and non-nursing students did concluded, between conflict management strategies that were used by the students, there is a significant difference.

Toa handle and colleagues in an article entitled leadership styles Selection and conflict management strategies among nursing managers in public hospitals in Israel concluded that most managers negotiating style (Compromise), respectively.

The research model:



Methods:

In general it can be concluded that the study of the collected data to test hypotheses, is a descriptive study. Statistically, as the sample have used In order to generalize the findings and conclusions of the sample used, the present study is a descriptive study. The subjects in this study, all nurses working in hospitals in the city of Marivan to 130 in 2014 would be sampling and random sampling to determine the kidneys nurses to answer questions will be selected. Samples of 97 people found the table krejcie Morgan. Tool research library resources and the Internet, interviews and questionnaires were used. The formulation is based on the Likert scale ratings have them. To analyze the results of statistical tests, Spearman, Pearson, t-test and multiple regression will be used the entire process of coding, data entry and statistical calculations by computer using SPSS software.

Testing hypotheses:

First hypothesis: study the conflict management style differences between men and women (gender)

H0: there is no significant difference between men and women in conflict management style,

H1: there is a significant differences between men and women in conflict management style.

Independent samples							
gender	During the test for equality of variances		Student t-test for equality of means				
	F	Sig	T	Freedom degree	sig	Mean differences	SD differences
Solution orient	2.484	.033	2.563	95	.025	.271	2.829
disagree	3.882	.183	1.99	95	.041	.359	2.641
control	4.899	.021	2.083	95	.038	.861	3.459

As you can see, the possibility to test the equality of variance in the variable solution oriented and less than 0.033/0 to 0.05/0, then the null hypothesis (assuming equal variances) is rejected. Consequently, the sample variance of the variable-oriented solutions for men and women in uniform. On the other hand, the possibility to test for equality of means is equal to 0.025 less than 0.05. As a result, the null hypothesis (hypothesis of equality of means) will be rejected. Thus, the means of changing solution comes in two significant differences exist between men and women. In the table of variables avoidance, the possibility is 0.05 to 0.183 and more. Consequently, there is no reason to reject the null hypothesis of equal variances in male and female samples. The probability of the hypothesis of equality of means is 0.05 to 0.359 and more. So there is no reason to reject the hypothesis of equality of means between the variable and avoidance there is no significant difference between males and females. It is also possible to test for equality of variances in the control variable amount equal to not less than 0.021 and 0.05, then the null hypothesis (assuming equal variances) is rejected. Consequently, the sample variance of the control variable is not the same for men and women. On the other hand, the possibility to test for equality of means is equal to 0.025 less than 0.05. As a result, the null hypothesis (hypothesis of equality of means) will be rejected. Thus, the means of control variables are significant differences between men and women in society. Turns the solution of practical strategies, avoidance and control, there is a significant difference between men and women.

The second hypothesis: study the different styles of conflict management among nurses in hospital wards.

H0: there is no significant difference variable between different parts of the service-oriented solution.

H1: there are significant differences in the variables between different parts of the service-oriented solution,

ANOVA					
Solution orient					
Service part	Total square	Freedom degree	Mean square	F	Sig
Among group	1478.178	8	184.772	4.463	.737
intergroup	2152.605	52	41.396		
total	3630.783	60			

Since the probability of 05/0 to 737/0 and more reason to reject the null hypothesis (no significant matches) does not exist, consequently, the variable sub-solution oriented, there were significant differences between different parts of the service.

H0: there is no avoidance variable between different parts of the service.

H1: there are significant differences in the variables avoidance between different service sectors.

ANOVA					
diagree					
Service part	Total square	Freedom degree	Mean square	F	Sig
Among group	1224.888	8	153.111	3.105	.066
intergroup	2563.899	52	49.306		
total	3788.787	60			

Since the probability of 0/05 to 0/066 and more, the reason for the rejection of the null hypothesis (no significant matches) does not exist, consequently, the variable sub-avoidance between different parts of the service, there was a significant difference.

H0: There is no significant difference between the different parts of the service in the control variable.

H1: There is a significant difference between the different parts of the service in the control variable.

ANOVA					
control					
Service part	Total square	Freedom degree	Mean square	F	Sig
Among group	222.153	8	27.769	1.276	.275
intergroup	1218.709	56	21.763		
total	1440.862	64			

According to the results of the tests mean, no difference between the different styles of conflict management among nurses is not And various parts of the service has no effect on the behavior of nurses is to adopt a particular style of conflict management.

The third hypothesis: Nurses employed a variety of different styles of conflict management

H0: There is no significant difference between different types of employment in the control variable.

H1: There is a significant difference between different types of employment in the control variable.

ANOVA					
control					
Service part	Total square	Freedom degree	Mean square	F	Sig
Among group	57.830	2	28.915	1.322	.274
intergroup	1333.920	61	21.868		
total	1391.750	63			

Since the probability of 05/0 to 274/0 and more reason to reject the null hypothesis (no significant matches) does not exist, consequently, the sub-control variable between different types of employment, there is no significant difference.

H0: There is no significant difference between different types of employment variable is avoidance.

H1: there are significant differences in the variables avoidance between different types of employment.

ANOVA					
disagree					
Service style	square	Freedom degree	Mean square	F	Sig
Among group	148.724	2	74.362	1.185	.313
intergroup	3640.063	58	62.760		
total	3788.787	60			

Since the probability of 05/0 to 313/0 and more reason to reject the null hypothesis (no significant matches) does not exist, consequently, the variable sub-avoidance between different types of employment, there is no significant difference.

H0: there is no significant difference the different types of variable recruitment solution oriented,.

H1: there are significant differences in the variable solution between different types of employment policies,

ANOVA					
Solution orient					
Service style	Total square	Freedom degree	Mean square	F	Sig
Among group	94.671	2	47.3355	0.926	.668
intergroup	2961.711	58	51.063		
total	3056.382	60			

Since the probability of 0/05 to 0/668 and more reason to reject the null hypothesis (no significant matches) there is, therefore, to vary between different types of employment constitutes a significant sub-solution does not exist.

The fourth hypothesis: The relationship between conflict management styles and work experience of nurses

H0: there was no significant relationship between work experience the variables conflict and management style

H1: there is significant relationship between the variables conflict management styles and work experience.

Table matrix of correlations between years of service and solution oriented strategy.

	Solution oriented	avoidance	control
The correlation coefficient	.103	.422	.387
Sig. (2-tailed)	.322	.031	.024
number	97	97	97

Correlation between solution-oriented and service experience to the 0/103 and the possibility of a significant relationship between these two variables is 0/05 to 0/322 and more. As a result, the null hypothesis (independent variables) is accepted, i.e. no significant relationship between the variables, solution-oriented and service experience t. The possibility of a significant relationship between avoidance and years of service equal to or less than 0/05/to 0/031.As a result, the null hypothesis (independent variables) is rejected, then the relationship between avoidance and meaningful work experience and study, the type and severity of solidarity should be given to the correlation and vice versa.

The possibility of a significant relationship between the control variable and years of service equal to or less than 0/05 to 0/024. As a result, the null hypothesis (independent variables) is rejected, the relationship between the control variables and meaningful work experience and considering the amount of correlation in this case is equal to 0/387Which indicates a positive, direct relationship with good intensity, i.e. no matter how many years of nursing to be added As well as the willingness and the traction control strategy will increase and vice versa.

The fifth hypothesis: There is a relationship between anxiety and conflict management styles Nurses

H0: there was no significant symptoms of anxiety and conflict management styles.

H1: There is significant relationship between the variables of anxiety and conflict management styles.

	Solution oriented	avoidance	control
The correlation coefficient	.156	.403	-.594
Sig. (2-tailed)	.524	.023	.009
number	97	97	97

Given the high correlation table set anxiety symptoms were significantly related to the 0/156 and 0/524 of the relationship between these two variables is more than 0/05. As a result, the null hypothesis (independent variables) is accepted, then the relationship between solution-oriented and not significant anxiety symptoms.

The possibility of a significant relationship between avoidance and anxiety symptoms, and less than 0/05 is equal to 0/023. As a result, the null hypothesis (independent variables) is rejected, then the relationship between avoidance and anxiety is significant Due to the amount of correlation in this case is equal to 0/403, which indicates a positive, direct relationship with good intensity In other words, no matter how nurses added to the anxiety and tension as well as the tendency of the control strategy will increase and vice versa. The possibility of a significant relationship between control and anxiety, and much less than 0/05 is equal to 0/009.As a result, the null hypothesis (independent variables) is rejected, so the relationship between the control variables and anxiety symptoms was significant Due to the amount of correlation in this case is equal to 0/594 is Which indicates a negative direction, the inverse relationship is a strong intensity.

The sixth hypothesis: The relationship between depression and conflict management styles Nurses

H0: there is no difference between variables depression and there was no conflict management styles.

H1: There is significant relationship between the variables, depression and conflict management styles there.

	Solution oriented	Avoidance	control
The correlation coefficient	.128	.489	.191
Sig. (2-tailed)	.381	.029	.265
number	97	97	97

According to the table above indicates the possibility of a significant relationship between avoidance and depression, and less than 0/05 is equal to 0/029. As a result, the null hypothesis (independent variables) is rejected, thus the relationship between avoidance and depression was significant. Due to the amount of correlation in this case is equal to 0/489, which indicates a positive, direct relationship with good intensity. Whatever turns out to be added anxiety of nurses. As well as the willingness and pull them into the strategy of avoidance will increase and vice versa. Correlation between depression and integration solutions to the 0/128 and the possibility of a significant relationship between these two variables is 0/05 to 0/381 and more. As a result, the null hypothesis (independent variables) is accepted, Thus the relationship between solution-oriented and not significant depression. Given the high correlation between control and depression table to the 0/191 and the possibility of significant the relationship between these two variables is 0/05 to 0/265 and more. As a result, the null hypothesis (independent variables) is accepted, and the relationship is not meaningful between the control variables and depression.

Conclusion:

Correlation between depression and integration solutions to the 0/128 and the possibility of a significant relationship between these two variables is 0/05 to 0/381 and more. As a result, the null hypothesis (independent variables) is accepted, Thus the relationship between solution-oriented and not significant depression. Given the high correlation between control and depression table to the 0/191 and the possibility of significant the relationship between these two variables is 0/05 to 0/265 and more. As a result, the null hypothesis (independent variables) is accepted, and the relationship is not meaningful between the control variables and depression.

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