

Research Paper

Predictions of Conflict Management Strategy with Personality Traits in Youth and Sport Departments' Managers in Isfahan Province

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Available online at: www.IJSMD.Com

Received 16th June 2017, Accepted 27th August 2017

Abstract

The aim of this study was to predictions of conflict management strategy with personality traits in youth and sport departments' managers in Isfahan province. This was a descriptive survey-based study. The study sample consisted of managers of state General Administration of Sport, Youth and Sports and Youth department heads and assistants, departments and agencies of the city of Esfahan. The number of these participants (including 20 cities and 35 branches and districts) was 93 people. This was based on the most recent elicited statistics of youths and sport organization. In this study due to limited population size, the entire community will be selected and evaluated. Data collection instrument was the questionnaire of personality traits (NEO-FFI = 0.78 = α) and the conflict Management Styles Questionnaire ($\alpha = 0.75$). Face and content validity of the questionnaires were confirmed by Specialist Professors. Data analysis using was done by regression test ($p \leq 0.01$). The results showed that it can be possible to predict conflict management strategies based on managers' personality traits. The results showed that the best predictor among the variables of the study (in the predictive regression) was managers' avoidance strategy in the first step which was named conscience. In the second step, it was both conscience and neurosis, and finally in the 3d step it was openness. So that it can be inferred from the results the relationship between extraversion and pleasant with managers avoidance strategy is not significant.

Keywords: Conflict Management, Managers' Personality Traits, Sports and Youth Department..

Introduction

Conflict is an integral part of human life. A quick and superficial overview of historical, current events, and cultural products which all are representative of the realities of social life, shows how conflict is one of the most important and most prominent aspect of life. As a result, if some people think that conflict is the topic which has brought up complexity for human beings, it is not an absurd and vain claim. Conflict is defined as a type of behavior among organizational groups. Conflict as a clear struggle is understood among at least 2 dependent partners in whom goals, concepts, values, and maladaptive beliefs can be comprehended from it. When two or more values, goal or opinion are contradictory in nature and there has been no agreement yet about them; conflict will be created. Conflict is a social situation in which 2 or more people do not have agreement about main relevant issues or they show a degree of hostility towards each other. The structure of organizations (the existence of hierarchy, horizontal and vertical differences, rigid and inflexible administrative systems, sub systems and different groups with different goals, irrelevant communication system, lack of resources and facilities, and especially the weak management) which are aimed at coordinating people, and groups toward their goals have changed the organization to vulnerable and turbulent ones which are capable of creating different types of conflict, stress, and conflict (Greenhalgh, 1989).

Conflict is the process of resistance and comparison which happens among groups and people in organizations. Conflict includes the use of power in struggles. It also includes the power of comparison against the interests. Conflict allocates a huge amount of time for its appearance and disappearance. This

definition implies that conflict is a problem that managers should be able to control it (Srinivassan, 2010). Ma in (2005) had a research work entitled as "The Relationship between the five-factor model of personality and styles of conflict" which was on 138 undergraduate students at a major university in Canada.

The results of the analysis showed that neuroticism non-coping styles such as (avoidance, compromise, tolerance) are negatively correlated. A negative relationship was found between neuroticism and style compromise. The Predictive positive relationship between neuroticism and competition or competition avoidance was not confirmed. Extraversion is positively related to coping styles (including competition and collaboration) and in a negative way it was related to none coping styles (avoidance, compromise and tolerance). A negative relationship was found between extraversion and reconciliation and tolerance. For pleasant there was found a positive relationship, and the negative relationship was set for compromise and competition style. Flexibility and acceptance was not in any type of disagreement with any of the styles of management.

In many organizations including sports organizations, conflict is a serious problem. In sports organizations, directors of physical education programs must leave aside the struggles and disagreements and they must also manage the discrepancies in an effective way so that they can set reliable physical education programs to meet the physical and mental health and achieve medals and championship titles and also use the maximum of physical, emotional and intellectual capabilities of the experts. Among those who steer major roles in identifying and resolving discrepancies within the organization are its managers. Based on the case that in the current circumstances the assigning of managers and sport directors is done from the different parts of a society with different characteristics, we decided to do this research study. Managers plan and decide

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based on the educational level and other related factors. Managers' personality traits can have impact on how these discrepancies are solved. They are all the reasons that we did this study. Conflict is not a bad thing. If it can be managed in a right way it can have many positive responses. Conflict can also be regarded as a vital factor in groups and organizations. It is even found that conflict can vanish the bad effects of winning and losing in organizations (Park, 2007). Based on this the present study was aimed at investigating management conflict strategies and personality traits of the managers in sport organizations of the city of Esfahan. Based on the results of this study it can be possible to predict the use of conflict style among the managers and its relationship with their personality traits. Besides the results of this study can help the responsible people in the field of sport and youths organizations to assign and choose managers in main offices of ministry of education. It also lets us know about the right characteristics of a manager of an organization which helps him to tackle with the existing discrepancies of an organization.

Methodology

This was a descriptive survey-based study. The study sample consisted of managers of State General Administration of Sport, Youth and Sports and Youth department heads and assistants, departments and agencies of the city of Esfahan. The number of these participants (including 20 cities and 35 branches and districts) was 93 people. This was based on the most recent elicited statistics of youths and sport organization. In this study due to limited population size, the entire community will be selected and evaluated. Data collection instrument was the questionnaire of personality traits (NEO-FFI = 0.78= α) and the conflict Management Styles Questionnaire = 0.75= α). Face and content validity of the questionnaires were confirmed by supervisor and advisors of the study. In this study, 93 samples of

each questionnaire was replicated and after coordination with local authorities and youth sport organization, some of the questionnaires were distributed in West of Isfahan province, some distributed via e-mail and a form of correspondence (Intranet (Department of Youth and Sports Other Isfahan)) and the rest of the questionnaires were sent by some post man and people in charge (General Directorate of youth and Sport). At the end, 84 questionnaires were returned. After collecting all the questionnaires, the rating and investment of the data was started by computer. Data analysis using was done by SPSS software. In two levels of descriptive statistics (including frequency, mean and standard deviation) and inferential statistics (regression test, significant level $p \leq 0.01$) data analysis was done.

Results

As can be seen in Table 1, it can be possible to predict conflict management strategies based on managers' personality traits. The results showed that the best predictor among the variables of the study (in the predictive regression) was managers' avoidance strategy in the first step which was named conscience. In the second step, it was both conscience and neurosis, and finally in the 3d step it was openness. Based on the step wise regression analysis results it was found that there was a meaningful relationship between conscience, neurosis, openness and managers avoidance strategy. Based on this in the first step the conscience index was 34.3 percent of the variance of managers' avoidance strategy, and in the second step of conscience, and neurosis was 54.2 percent of the managers' avoidance strategy. In the third step of conscience, neurosis and openness allocated 61 percent of the variance of managers' avoidance strategy. The observed F and significance level ($p < 0.01$) was significant. In this way, the regression results can be generalized over the whole population.

Table 1: Table of the multiple correlations of personality traits with managers' avoidance strategy

Statistical Indicators	The predictor	Multiple	squared	Adjusted squared	F	Sig	
Criterion variables	variable	correlation	multiple	multiple			
		index	correlation	Correlation			
			coefficient	coefficient			
Managers avoidance strategy	1 step	Conscience	0.58	0.34	0.33	34.48	0.001
	2d step	Conscience and neurosis	0.73	0.54	0.52	38.39	0.001
	3d step	Conscience, neurosis, openness	0.78	0.61	0.59	33.32	0.001

P<0.01

Results in Table 2 indicate that the beta coefficient for a unit increase in conscience, reduced avoidance strategy managers 0.54 unit and per unit increase in neuroticism, avoidance strategy managers 0.55 increment for increment and openness, 0.37 unit managers reduces avoidance strategy.

This prediction equation is as follows:

$$\text{Managers avoidance strategy coefficient} = \text{fixed index} (4.365) + \text{Conscience} (-0.141) + \text{neurosis} (0.157) + \text{openness} (-0.094)$$

Table 2: Beta coefficient table for the prediction of the managers' avoidance strategy

Statistical Indicators		Predictive variable	Non-standard beta		Standard index of beta	T value	Sig
Criterion variables			Standard error of beta				
Managers avoidance strategy	1 step	Conscience	-0.15	0.02	-0.58	-5.872	0.001
	2d step	Conscience, neurosis	-0.2	0.02	-0.78	-8.524	0.001
	3d step	Conscience, neurosis, openness	-0.14	0.02	-0.54	-4.97	0.001
			0.15	0.02	0.55	6.33	0.001
			-0.09	0.02	-0.37	-3.34	0.001

P<0.01

As is seen in table (3) the relationship between extraversion and pleasant with managers avoidance strategy is not significant.

Table (3): exogenous variables in the regression equation to predict avoidance strategy of managers

index	Beta	T	Significance level
3d step	-0.13	-0.83	0.40
Extroversion pleasant	0.06	0.50	0.61

P<0.05

As the findings of Table 4 showed the best predictive variable (in the regression) was the control strategy of managers in the first step of conscience, and the second step, in addition to conscience, there was neuroticism and openness. In the third step, only openness was shown. Based on the Stepwise regression analysis, it was shown that the relation between conscientiousness, neuroticism and openness was significant with the managers control strategy.

Based on this in the first step the coefficient of conscience was 27.2% of the variance of managers' strategy control. In the second step of conscience, neurosis consisted of 35.7 percent of the variance of managers' strategy control. In the third step of conscience, neuroticism and openness of the 42.9 % of the variance of control managers' strategy control was explained. The observed F in p<0.01 was significant, as a result; regression can be generalized to the target population.

Table 4: multiple correlation coefficient index of personality traits and managers strategy control

Statistical Indicators		Predictive variable	Multiple correlation index	squared multiple correlation coefficient	Adjusted squared multiple Correlation coefficient	F	sig
Criterion variables							
Managers strategy control	1 step	Conscience	0.52	0.27	0.26	26.45	0.001
	2d step	Conscience, neurosis	0.59	0.35	0.33	18.91	0.001
	3d step	Conscience, neurosis, openness	0.65	0.42	0.42	16.79	0.001

P<0.01

Results in Table (5) indicate that the beta coefficient will reduce managers control strategy for 0.409 when one unit of conscience is increased. Also when one unit of neuroticism increases, managers control strategy will also increase for 0.379.

And for every unit increase in openness, managers control strategy will be reduced for 0.390.

This prediction equation is as follows:

$$\text{Managers control strategy} = \text{fixed index} = (4.179) + \text{Conscience} (-0.080) + \text{neurosis} (0.083) + \text{openness} (-0.075).$$

Table 5: beta index in the prediction of managers' strategy control

Statistical Indicators	Predictive variable	Non-standard beta coefficient		Standard index of beta	T	Significance level	
		Standard error of beta					
Managers' Strategy Control	1 step	conscience	-0.12 0.06	0.02	-0.52	-5.14	0.001
	2d step	Conscience, neurosis	-0.08 0.08 -0.07	0.02 0.02	-0.65 0.31	-6.14 2.91	0.001 0.005

P<0.01

As can be seen in table 6, the relationship between being extrovert and pleasant was not significant with managers control strategy.

Table 6: table of extraneous equation variables in regression for the purpose of predicting managers' strategy control

index	beta	t	sig	
EXTROVERCY	PLEASANT	-0.02	-1.008	0.31
3 RD STEP		0.009	0.06	0.95

P<0.05

Discussion

The results showed that the best predictor variables which was studied to find out managers avoidance strategies was conscience in the first step, conscience and neuroticism in the second step, and openness in the third step. As it can be inferred from the results the relationship between extraversion and pleasant with managers avoidance strategy is not significant. These results were compared with results which were obtained from the previous research findings, Ford Wood and Bell (2008), Avsach and Ndvsky (2006), Ma (2005). They investigated on the factors of conscientiousness, neuroticism and openness, and they found that there is no compatibility with the two factors of extraversion and pleasant. For the non-conformance as McCrae and Costa (1992) have pointed out, more conscience people are purposeful, strong-willed, energetic and determined. These people are less isolated and they are trying to deal with conflict. People, who are low in conscientiousness features, are more likely to make use style of reconciliation, tolerance and conflict avoidance when facing with conflict. Because managers are the Chief Executive Officers and it is managers duty to investigate and resolve the conflict, We can conclude that managers with high moral characters in are less likely to resign in any case in which they must deal with conflict and they know how tackle with discrepancies and solve them. According to the results of the variables; personality traits, predictive variable of avoidance strategy is the feature of conscience. The research findings of Wood and Bell (2008), investigated the predictive role of pleasant and extraversion. Ma (2005) investigated the predictive role of extraversion. Owsuch and Andowski (2006) discussed the predictive role of pleasant, neurosis, and open-mindedness.

The results showed that the best predictor variables which was studied to find out managers avoidance strategies was conscience in the first step, conscience and neuroticism in the

second step, and openness in the third step. Relationship between extraversion and pleasant with managers avoidance strategy is not significant. These results are in agreement with results obtained in previous research findings of Ford Wood and Bell (2008), Owsuch and Andowski (2006), and Ma (2005) which worked on the factor of conscientiousness, neuroticism and openness, and it is in line with the two factors of extraversion and pleasant.

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