The Comparison of Impressionability of Conflict Solving Strategies Based on the Components of Organizational Justice
(Case study: labor and social affair organization of Qom)

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ABSTRACT

Nowadays regarding to increasing complexity of organizations and differences in thoughts, attitudes and beliefs of individuals, there has been some conflicts in organizations as inevitable part of organizational life which should be properly identified and managed. But now what is important to resolve organizational conflicts is awareness of the five conflict management strategies and their appropriate contexts and applications in order to select the appropriate strategy for each position; not only to prevent damage to the organization, but leading them to the realization of organizational goals. organizational Justice is an ability of managing organizational conflict. The process and outcomes of Organizational Justice includes many results such as reduction of stress, enhancing understanding and communication, increasing stability, continuity and empathy. Conflict management is to resolve disputes, teamwork, and cooperation, working with people through shared goals, etc. this is a descriptive survey which sought to identify the impact of Organizational Justice on conflict solving strategies. In this regard, this survey achieves some results in conflict solving strategies and its impressionability based on the components of emotional intelligence.
KEYWORDS: Organizational Justice, five conflict management strategies

1. INTRODUCTION

Today, experts believe that human resource is the most important asset of an organization so it is known as a competitive advantage. healthy relationship based on cooperation and understanding of each other among these valuable resources are the most important factors for the success of all organizations include industrial, administrative, service, education etc.(Beugre et al, 2009, p.130). Regarding to increasing complexity of organizations and differences in thoughts, attitudes and beliefs of individuals, there has been some conflicts in organizations as inevitable part of organizational life. The significant point is that inevitability of conflict doesn't mean it is negative but if it is managed well, it will be beneficial for the organization. In other words, conflict is a coin which contains positive and negative sides. So the way of dealing with it can determine its effects on organization. so undoubtedly the ability to manage and control the phenomenon of conflict in organizations is one of the most important skills that managers need it (Nelson et al, 2002, p.4).There is conflict in all human societies, sectors and administrative units and activities as an obvious fact. So we cannot find an organization where there is no conflict. However, conflicts are found in all organizations but it may be weak, strong, silent, outstanding or indistinctive. Researches also suggest that 20% of managers' time is spent for resolving organizational conflicts (Cameron et al, 2009, pp.297-298).Managers escape from conflict because of various reasons such as cultural, no venture enough, fear of change in existing organizational situation and disturbance in managing organization (Tunkenejad, 2005, p.100). So managing conflicts is necessary and its prerequisite is recognizing conflicts sources such as personality, unsociable value system, unclear job boundaries, competition for access to limited resources, competition among groups, unhealthy relationships, interdependent tasks, time complexity, politics, ambiguous standards, organizational constraints, group decision making etc. (Robert,2005), communication, structure, personal variables, poor communication, reward systems, value systems etc. (Eberlin,2005, pp.16-19), educational background, geographic region, life, income, marital status etc. (Dulebohn et al, 2009, pp.140-141). After identifying sources of conflict and organizational stress, we would try to select appropriate and effective strategies to achieve growth, dynamism and organizational goals.

Understanding and managing conflict is reasonably fair and useful. Conflict can be managed by some skills such as effective communication, problem solving and negotiation. Also our ability to manage conflict management can affect the results. For managing conflict at first it should be identified and analyzed then examined the causes of it. One of the good ways of resolving and managing organizational conflict is Organizational Justicel.

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In the last decade of 20th century, most of the attention of researchers and scholars has been gathered around the organizational justice as an important concept and the main subject of research in organizational and industrial psychology. Equity in organization expresses the equality from ethical behavioral point of view in an organization (Yılmaz,2009,p130). Research findings in the organizational justice literature show that organizational justice is a significant predictor of work attitudes and behaviors (Junaidah et al, 2011, p122) such as: organizational Entrepreneurship, job satisfaction (Yılmaz, 2009, p132)

Research Questions

1- How Organizational Justice effects on management conflict strategies in Labor and Social Affair Organization of Qom?
2- Are there any differences among conflict solving strategies based on Organizational Justice components in Labor and Social Affair Organization of Qom?

METHODOLOGY

This research is a developmental and descriptive research which is applicable from the view of aim. This study sought to describe the dimensions, characteristics, properties, constraints and deficiencies in the application of Organizational Justice in conflict solving strategies. Descriptive researches describe existing phenomena and pay attention to existing conditions or relationships, current processes or work progress. The statistical population of this study is Labor and Social Affair Organization of Qom. Based on the target population size which is 60 persons, the sample size is 41. Also the random sampling method is used. In order to gathering data, two questionnaires were used. The first questionnaire contains 50 questions which show 5 components of solving conflict strategies. The second questionnaire is Organizational Justice questionnaire of Smither Railey and Dominique. It contains 25 questions which show 4 components of Organizational Justice but we chose 17 questions. To assess the reliability, Cronbach's alpha was used. Cronbach's alpha of the first questionnaire was 0.73 and the second was 0.81. In order to analyzing data, Independent sample T-test and Pearson Correlation test were used. The Pearson correlation formula is shown below:

$$r = \frac{\sum xy - n\bar{x}\bar{y}}{\sqrt{\sum x - n\bar{x}^2}\sqrt{xy^2 - n\bar{y}^2}}$$ y=independent variable   x=dependent variable

Regarding to regression analysis which is used for predicting an independent variable based on one or more dependent variables; in this study we use it to determine the effect of Organizational Justice on conflict resolution strategies. In this way at first we evaluate the linear or non-linear of model and then determine the regression equation as y=α+βx. To compare and ranking of these variables, the Friedman testwas used which is:

$$x^2 = \frac{12}{nk(k+1)} \sum_{j=1}^{k} - 3n(k+1)$$

LITERATURE REVIEW

1- Different kind of conflict:

In the work environment, conflict is divided into two categories include Fundamental Conflict and Affective or Emotional Conflict. Some researchers divided fundamental conflict into Conflict in aim, Procedural conflict and Cognitive conflict (Tatum, 2006, p.68).Also in another category it divided into personal "interpersonal and among persons", group "intergroup and among groups" and organizational "internal and among organizations".

Table1. The main kind of conflict

Different kind of conflict		Meaning
fundamental	Conflict in aim	Mismatch in priorities
	Procedural conflict	Inconsistent among approaches and process
	Cognitive conflict	Incompatibility of ideas
Affective or Emotional		Inconsistency in information
Among persons		the expected role of persons are not proportional to their values and beliefs
Interpersonal		Individuals whit different characteristics, attitudes, perceptions, views and goals that is inconsistent with the goals and ideas of others
Intergroup		Conflict of some persons or all of the them in a group
among groups		Conflict among groups or teamwork or other part of organization
Organizational conflict		Conflict spread more and more among different groups so affect organization
Conflict among persons		It is related to collaboration between individuals and its reason is lack of clear policies and goals of each group
Conflict among groups		Unilateral decisions and lack of attention of managers to needs of the lower levels
Conflict among group and organization		Often conflicts among organization occur in market position that companies are demanding more market share

2- Conflict Management Strategy

Understanding and managing conflict is reasonably fair and useful. Conflict can be managed by some skills such as effective communication, problem solving and negotiation (Mayer, 2000, p.91).Also our ability to manage conflict management can affect the results. For managing conflict at first it should be identified and analyzed then examined the causes of it. After identifying conflict and its components; choosing appropriate style is a key point in conflict management (Fayazi, 2003, p.109).There are five main styles of conflict management:

1-2) *Collaboration:*

It refers to trying for characterizing interests or concerns of persons. It often refers to the method or situation of the "solving problem" (Camero, 2009, p.29).If the conflicting parts desire to fully meet the interests of all parts; and seek a solutions to providing mutual benefits; this style was used (Bazaz Jazayeri, 2008, p.80).However, people are willing to work together and also they considered the interests of others. Using this method will reduce bad feelings, increase persons' commitment and allow people to know each other. The disadvantages of this method are time wasted and weaken the power and energy of the people (Fayazi, 2003, p.109).But the main advantage of this style is its lasting effect because it addresses the fundamental issues instead of paying attention to symptoms (Rezaeian, 2011, p.146). In this style people show a good spirit of cooperation and are determined to achieve their desired. So the strategy of both parts is "win-win".

2-2) *Competitions:*

It refers to willingness to meet interest regardless of the issue that it will lead to a conflict with another person. When a person seeks to achieve his goals and interests regardless of its effect on other person, he competes to establish his dominance. So every person tries to use his power to resolve the conflict is in his favor (Rezaian, 2011, p.70).In this way, one person feels that a special matter is a fantastic subject for him. So he tries to get it hard with unresponsive to impairing his relationships with others (Fishr, 2007, p.19). Finally one of the opponents must accept another's viewpoint. This style will be appropriate when an uncomfortable solution must be implemented, a minor issue was existed or a deadline was approaching. This style is inappropriate in an open environment. Its main advantage is high speed and its major disadvantage is the unhappiness among employees (Rezaian, R.K Robins, 2011, p.376; Kritner and Chiniki, 2001, p.462).So when one of the persons involved in conflict is seeking to achieve his goals or advancing his interests; so he start competition and domination without considering others and this condition called "win-lose" strategy.

3-2) *Avoidance***:**

In this situation, a person tends to avoid or prevent conflict (sharif, 2007, p.23).When a person discover a conflict and withdrew passively or suppress it; in this case both of the competitor make physical separation between each other and choose an area for themselves which is different from another's (Khani et al, 2005, p.19).When conflict avoidance is a good strategy that at firstly the conflict is minimal and secondly their feelings is wounded or when there is a serious gap between the final action of manager for solving conflict and the benefits that must be captured (Bazazjazayeri, 2008, p.25).

Usually this method is used when the issue was trivial, there were other important issues, involvement in the conflict would lead to damages or more information is needed before continuing conflict (Fishr, 2007, p.64). Regarding to avoiding both of opponent from conflict, this method called "lose-lose" strategy (Fishr, 2007, p.40).

4-2) *Conciliation:*

This is a situation that both of opponents agreed to relent about some of their requests and condone some of them in favorite of each other (Eberlin,2008 p.329). This style from the view of assertiveness level is average and also is an attempt to partial satisfaction of the both persons involved in conflict in which apparently both of them get their rights (Cameron,2009, p.29). **Conciliation** is used when both of opponents have valuable things but agree to lose some of them in order to arrive at a consensus. This way is used by managers and workers through negotiation, collective contract or new employment contract. This method is useable when strength was equal, taking appropriate solutions was complex and difficult and when there was not enough time (Bazazjazayeri, 2008, p.25). It should be noted that people often remember what they lose than what they gain so this may cause pessimism (Reid, 2004, p.241).

5-2) *Compromises:*

In this style a person is willing to give concessions to the other. This is due to that the other person has a higher organizational level. This is a way in which one person wants to calm the other person so he preference the opponent's interests in order to maintain their relationships. In fact, one of the opponents ignores his interests in favorite another (Katz, Denial, 2005, p.15).Many believe that having a good friendly relationship is more important than anything else. The focus of this style is maintaining personal relationships with others. However, by this method, we may lose our personal credit and influence. This option is useful when the subject is not important for one of the opponents or he plans to address more important issues (Bazazjazayeri, 2008, p.25).The main advantage of this style is encouraging collaboration. Its major disadvantage is resolving conflict temporarily not fundamentally.

This style is not suitable for solving complex or crucial problems (Tunkenejad, 2005, p.32). Since one person withdraw in favorite of another, this strategy called "lose-win".

Organizational Justice

As it is clear, Justice in organization represents the perceptions of fairness of employees in work which has led to identification of three different components of the justice include distributive, procedural, and interactional justice.

1.Distributive justice

Distributive justice is perceived fairness of outcomes, resources, or the assigned which an individual has received from an organization (Afjeh, 2006, p.330). However, distributive justice is not limited to fairness payments. But also it is a wide range of organizational outcomes such as promotion, rewards, work schedule, benefits, performance appraisal, and even punishments because punitive measures should also be justly in contrast with the negative behavior of employees (Lambert, 2003, p.4). An important issue in relation with distributive justice is that many definitions of distributive justice emphasized on economic or instrumental aspects of outcomes fairness. It means that most of these definitions don't interact with social/emotional concerns directly. Although all of them can have indirect social /emotional effects. Although dealing with distributive justice as the "people's reactions to economic allocation" essentially is not an errors, but potentially it is limited. In fact, researchers of distributive justice clearly indicate that result can be economic or emotional /social. (Rezaeian, 2005, p.44).

2. Procedural justice

Procedural justice theory is a relatively new approach in relation to motivation. The terms "procedure" is a series of successive steps in order to guidance of actions and judgments in allocating resources (Rezaeian, 2005, p.49). Thibaut and valker (1975) were the initiator of researches on organizational procedures justice in theoretical background of organizational justice (Colquitt et al, 2001, p.426). The study of procedural justice and perceived fairness of the processes by which the outcomes are allocated, has shown that in many cases distribution of outcomes is less important than processes by which the outcomes are allocated. In fact procedural justice refers to the methods by which the management decisions are made. People feel justice when they realize that the decisions and management practices are fairness, consistent, transparent, non-oppressive, and appropriate and also take into account the needs and attitudes of employees (Armstrong, 2007, p.219). The most important procedures that employees faced with them, are performance appraisal, recruitment procedures, promotion and reward procedures, procedures for dealing with complaints and organizational conflicts (Cropanzano et al, 2007, p.40). So as soon as employees deal with these procedures, they also make judgments about fairness of them (Rezaeian, 2005, p.49).

3. Interactional justice

Bies and Moag (1986) provided a new developments in justice literature named interactional or proactive justice by the emphasis on quality of interpersonal behavior in implementing organizational procedures. In fact, interactional justice refers to some aspects of the communication process such as politeness, honesty and respect between source and receiver (Charash & Spector, 2001, p.271). In other words, interactional justice refers to quality of interpersonal behavior that is felt by everyone (Afjeh, 2006, p.332). Therefore, two parts of interactional justice are interpersonal justice (respectful treatment and befitting to a person's dignity) and informational justice (Integrity and honesty providing information and explanations about unpleasant actions) (Cropanzano et al, 2007, p.38). Other researchers consider the two components of interactional justice as two independent dimensions for justice. Kacoit (2001) presented a four-dimensional model for justice which two of them are distributive justice and procedural justice and others are interpersonal and informational justice.

FINDINGS AND CONCLUSIONS

The correlation and regression:

We used the regression equation to investigate the significance relationship between Organizational Justice (as independent variables) and conflict management strategies (as dependent variable) based on data obtained from the questionnaires. In this investigation at first we determined the correlation coefficient in which the relationship between the independent and dependent variables are examined. Based on Pearson Correlation the results can be summarized in Table2.The results show that there is a significant relationship between Organizational Justice and conflict management strategies such as collaboration, competition, avoidance and conciliation in which the collaboration strategy has the most numeric value and the competition has the lowest numeric value.

Table2: analyzing the hypotheses of first question of research

result	A or R (H_0)	Pearson Correlation	hypotheses
Positive and significant correlation	Rejection of H_0	0/797	Sub hypothesis 1
Positive and significant correlation	Rejection of H_0	0/208	Sub hypothesis 2
Positive and significant correlation	Rejection of H_0	0/754	Sub hypothesis 3
Positive and significant correlation	Rejection of H_0	0/525	Sub hypothesis 4
Positive and significant correlation	Rejection of H_0	0/322	Sub hypothesis 5

1. There is a significant relationship between Organizational Justice and collaboration strategy
2. There is a significant relationship between Organizational Justice and competition strategy
3. There is a significant relationship between Organizational Justice and avoidance strategy
4. There is a significant relationship between Organizational Justice and conciliation strategy
5. There is a significant relationship between Organizational Justice and compromise strategy

Since for determining the regression equation, it should be demonstrated that the regression is linear, so at first we check the linearity of the relationship.

Table3.checking if the relationship between independent variable and the dependent variable in hypothesis 1 is linear

sig	F	Mean Square	f	Sum of Squares	
0.004	1.11	1.108	2	1.108	Regression
		1.03	37	37.862	Residual
			39	38.970	Total

As table3 shows F=1.11 and sig=0.004. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:

So the regression equation is:(relationship between ORGANIZATIONAL JUSTICE and collaboration) $y = 2.554 + 1.47x$

Table4.checking if the relationship between independent variable and the dependent variable in hypothesis2 is linear

sig	F	Mean Square	F	Sum of Squares	
0.117	0.41	0.318	2	0.318	Regression
		0.99	37	38.625	Residual
			39	38.970	Total

As table4 shows F=0.41 and sig=0.117. Since the significance is more than 0.05 so the hypothesis H_0 is accepted and we can claim that the regression model is not linear therefore the regression equation cannot be estimated.

Table5.checking if the relationship between independent variable and the dependent variable in hypothesis3 is linear

sig	F	Mean Square	F	Sum of Squares	
0.006	1.01	0.985	2	0.867	Regression
		0.97	37	36.945	Residual
			39	34.910	Total

As table 5 shows F=1.01 and sig=0.006. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between ORGANIZATIONAL JUSTICE and avoidance)
$y = 2.476 + 0.129x$

Table6.checking if the relationship between independent variable and the dependent variable in hypothesis4 is linear

sig	F	Mean Square	f	Sum of Squares	
0.000	0.02	1.332	1	1.332	Regression
		0.96	39	37.638	Residual
			40	38.970	Total

As table 6 shows F=0.02 and sig=0.000. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between ORGANIZATIONAL JUSTICE and conciliation) y=2.500+0.136x

Table7.checking if the relationship between independent variable and the dependent variable in hypothesis5 is linear

sig	F	Mean Square	f	Sum of Squares	
0.003	0.02	1.905	1	1.905	Regression
		0.94	39	37.962	Residual
			40	39.047	Total

As table7 shows F=0.02 and sig=0.003. Since the significance is less than 0.05 so the hypothesis H_0 is rejected and we can claim that this regression is linear. In the following the regression equation is estimated:
So the regression equation is:(relationship between ORGANIZATIONAL JUSTICE and compromise) y=2.112+0.47x

Table8. Some applications of Organizational Justice in the conflict strategies

Applications of emotional intelligence	Strategy
Combining solidarity insights, optimism, commitment to the vote, support and learning, teamwork and collaboration	Collaboration
Competitive ethic, organizational health, rapid and decisive action and tendency to using opportunities, leadership change	Competition
Find the main issue, resolved more effective, chance of finding benefit, understanding their strengths and weaknesses	Avoidance
Social Credit, learning from mistakes, solving personality conflict, emotional self-control	Compromise
Identify the both side, flexibility in dealing with changes, responsiveness and meet efficiency, negotiation effectiveness	conciliation

This research which is applicable in the statistical population and other organization has concluded that there is a significant relationship between Organizational Justice and conflict solving strategies. The regression equation was fitted for everyone. In response to the second question; the four dimensions of Organizational Justice are ranked in every strategy.

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