The Survey Perceived Conflict and Conflict Management Styles

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ABSTRACT

Many of the authorities believe that the organizational culture is a system of common inference that members have toward the organization and this property has led to separate the two organizations from each other. The evaluation of organizational culture behaves as a data collective tool and enables the managers to firstly compare the work group and sectors and secondarily prioritize the issues, then identify the perceptions and the expectations of the employees and thereby can fill the gap between the ideal state and status queue. On the other hand, nowadays the effective coping with the conflict has become a main challenge in interactions between the people in work environment. The conflict is natural and is an inevitable phenomenon in individual and organizational life and emerges in different forms and in many reasons. The principle issue in this research is recognition of organization climate in regard to the presence of conflict and the evaluation of methods which are used by the managers and employees in order to solve and eliminate these conflicts. So for this purpose, a research was carried out in the climate of an engineering and technical organization(The regional power organization of Khuzestan) between the 162 people of managers and employees in the form of randomized design. In order to recognize the organizational culture, the Chalz Hendi model and in order to recognize the methods of conflict management , the Thompson model which were newer and more complete were used. The organizational culture according to 4 dimensions including club culture, role-taking culture, task oriented culture and individualist culture and also the methods of conflict management according to 4 dimensions including the competition styles, the adaptation style , the avoidance style and the collaboration style were evaluated. In order to collecting the data, two questionnaires, one for the organization culture and the other for the conflict management methods were prepared and distributed .the present study is a practical research in respect to the purpose and is a measurement descriptive research and of kind of correlation in respect to data collection styles. In order to study the relationship between the organizational culture and the conflict management methods, the correlation coefficient test, the regression analysis, the structural equations model and the factors analysis were used. We used the Friedman's ranking system in order to prioritize the dimensions of the organizational culture and the conflict management methods and Kolmograph- Smirnoph tests and Shapiro-Vilk tests in order to determine the distribution of sample population. At the end we reached to the conclusion that there is a significant relationship between the organizational culture and the conflict management methods in mentioned organization and on the other hand the individualism culture is dominant in organization and the adaptation style is also the most commonly used method among the managers and employees and there is also a significant relationship between the individualism culture an adaptation style.
KEYWORDS: organizational culture, conflict management, clubbing, taking role, task oriented, individualism, competition, adaptation, avoidance, cooperation.

INTRODUCTION

Quality manpower and knowledge of the most important competitive advantage and rarest resource in today's knowledge-based economy. We live in an era where successive waves of new technology, the any time of the way to arrive and all aspects of our personal and social life influenced. throughout history, whenever a storm of fundamental changes to the demands and developments across the waves, they have been more vigilant to symptoms earlier have found. Expect to sit and making waves an opportunity to ride more. This wave riders brave the winners on. The findings of the experts, this report confirms that the success of the organization in the next hard applications such as structure, strategy and systems requires software such as staff, skills, styles and values of employees (organizational culture) as well. as well as the successful implementation of the strategy in organizations, depends on the creation of the necessary cultural measures in them, and without the consent and accompaniment of organizational culture cannot be created in the transformation of the organization must know that the criterion of judgment about the culture of the organization as well as the amount of coordination and consistent with the mission and the mission of the organization. considering that the conflict and conflict as well as the organizational culture will be dealt effectively with therefore originated the conflict, the challenge in today's work environment to people interactions.

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Expression of the problem

The main issue in this study, the relationship between the perceived conflicts with organizational culture and cognition of space organization in terms of the existence of conflict and conflict and examine the style used for managers and employees to resolve and fix the conflicts. organizational culture is the main value of the paintings, the assumptions, the result of organized approach that specifies the properties of a 4 any corporate culture. It includes four species, particularly the ethnic market and democracy are hierarchical [1].

The enterprise culture is the Foundation of their historical meaning that cannot be used to date the relationship between organizational culture and organizational culture, and the separate factions are suddenly happens to create[2].

In 1978, it was Harrison's ideas to work and 4 species described in the simple forms of culture. He instead supportive cultures and achieve that Harrison had been identified, the task and the person's culture. These include culture: culture club (Zeus) cultural role (Apollo) cultural task oriented (Athena) cultural originality of the individual (Dionysus). In addition, throughout history has always been associated with human life. In addition, Allegory of Quran story and speech topics good and evil, right and falsehood, justice and injustice, of light and darkness, as well as the stories of Moses and the Pharaoh because, Joseph and his brothers, the companions of the cave are all ... There are conflict markers. The various conflicts in the competition, debate, disagreement, dispute, conflict and conflict occurs between individuals and groups.

therefore, the importance and necessity of conflict with the relationship between organizational culture and its impact on management style and research regarding the find the best and most favorable way to maintain the integrity of the administration of the conflicts and coordination of the organization has led scholars and thinkers of science management of trying to identify with the different cultures and find a way to create conflict between the media and staff.

Necessity of undertaking the research

Conflict in many organizations there is a serious issue, maybe everywhere is not power so that this phenomenon has caused the liquidation of the organization, but there is no doubt that can be found on the organization's performance as impact or create other conditions that many lose their efficient forces. in recent years the study organization also faced with such a problem. research shows that Schmidt is almost 20% of the time managers spend to handle conflicts. Also, scholars have concluded that high levels of the organization, conflict management in terms of importance, equal or even more in the event of planning, organizing, communication, motivation and decision making.

General objective

Relationship between organizational culture and management styles of conflict with it in company khouzestan regional electric

Subsidiary objectives

Relationship between cultures Club Zeus-style competition in Khuzestan regional electricity company.

Relationship between Apollo with the style of play to avoid in Khuzestan regional electricity company.

Relationship between task-oriented culture with style Athena cooperation in Khuzestan Regional Electricity Company.

Relationship between the culture of individualism the style of Avoid accommodation in Khuzestan Regional Electricity Company.

Practical purpose

One of the main objectives of this research, identify the relationship of organizational culture with the amount of perceived conflict in the organization and reviews the difference of perception and organization managers and staff of the blue. Besides identifying the style used in conflict resolution can help managers to review the amount of perceived conflict in the use of the style that has the most influence. it is also expected after doing the research staff of the mentioned organization awareness increased and before the conflicts created better and more efficiently.

The definition of the variables

Four goods management: 1. Zeus 2-Apollo 3-Athena 4 Dionysus

Zeus Culture: culture club = the belief in the intimate issues solved= the use of immediate stimulus and management attraction= the work of territorial expansion based on guess= use tasks to advance relations= the existence of a foreman's in the system= intuitive decisions.

Apollo culture: the culture of work using roles= advancing the tasks with the use of law and order= the conviction to the organization and conditions= work based on stability analysis and prediction= rational thinking= expectations, based on the authority.

Athena culture: culture-oriented task = believed to be working for a network= a vindication of the goals of the organization with the teamwork and collective wisdom= each of the components of the initiative expect network there.
Dionysus culture: the culture of individualism = the belief in the ideals= tend to work because the essence of work!.

Conflict management styles
Kenneth Thomas-five original style to introduce conflict management:
(Competitive style, conciliation, compromise, cooperation and avoidance)[3].
The competitive style: select style means that one side, interests and wishes take precedence over the others. The use of such lightness creates win-win situation and a loser.
The style of compromise: the people who choose this style, interests and their wishes and pass to allow others to their demands. Many of these people believe that having a good rapport is more important than anything else.
The style of compromise: use of these style of the time who are looking to obtain all your desires and interests are not enough to satisfy some needs them IE. In this way, the flexibility, the exchange, and negotiating a special place.
The style of collaboration: using this style, the conflict between the demands of providing both sides of the. select this style helps people to work together in such a way that all the winner. using this style, people are searching for solutions that are tailored to their interests, and maintained good communication and effective as well.
Avoid: people who style this style they choose, their conflict involved. They are not asked to have their attention and not to the demands of others.
Their slogan is: "You decide yourself and exempt me." [4]

The type and method research
Generally, the methods of research in behavioral sciences can be divided according to two criteria.
a) the aim of the research   b) how to collect data on the basis of the study in terms of the objective applied and descriptive research data collection practices in terms of the kind of solidarity. The correlation research of the surface can be divided according to target

a) analysis of relationship between synchronization variables
b) regression analysis
c) factor analysis
d) a structural equation model of the present investigation,
since the relationship between enterprise culture aims to define the perceived conflict with management style and it is in the organization, in terms of the objective applied and descriptive of the type of information collected by way of solidarity.

The research variables
a)   the independent variable in the study of organizational culture and its dimensions include culture club, playing the role of task-oriented culture, culture, culture of individual originality which want their impact on the perceived conflict and its management style.
b)   the dependent variables in the study of individual conflict management styles that it involves competition style, avoiding compromise cooperation with importance.

Community statistical sample
The territory of the regional electricity company research location of Khuzestan. time zone r also from November 2012-June 2013. Statistical research community includes managers, executives, outlines the company's offices, senior experts and experts of the regional power of Khuzestan in the year 2012, which is the number 410 people.

Sampling method for finite population
Since the population of this research, the employees of the regional electricity company, limited community of Khuzestan in the research of formula using that Cochran for sampling the sample number of 162 people.

$$n = \frac{N \times Z_{\frac{\propto}{2}}^2 \times p \times q}{(N-1) \times d^2 + Z_{\frac{\propto}{2}}^2 \times p \times q} \qquad n = \frac{410 \times (1.96)^2 \times 0.5 \times 0.5}{(410-1) \times (0.06)^2 + (1.96)^2 \times 0.5 \times 0.5} = 162$$

Using the above formula, where
N: size of the statistical society

$Z_{\frac{\alpha^2}{2}}$:Specifying the critical factor

P = 0.05: possibility of the occurrence of the attribute

Q = 0.06: lack of likelihood of occurrence

D = 0.06: the amount of allowable error

N: number of sample size

Validity and reliability of research

      On the validity of the question to be answered whether the repeated measurements on the same terms the results achieved consistency comes or not? there are several methods for measuring sustainability. In this study, in order to measure the Cronbach Alpha procedure of questionnaire, and with the use of the software SPSS20 has been used.

Table 1. The of correlation coefficient of cronbach's alpha, conflict and organizational culture questionnaire

Total coefficient	Cronbachs alpha coefficient	The number questions	Components	The dimensions of model
0.948	0.798	10	Culture Club	Organizational Culture
	0.788	10	Culture of playing the role	
	0.805	10	Culture Task oriented	
	0.761	10	Culture individual originality	
0.931	0.750	10	The style of competition	Conflict management styles
	0.723	10	The style of compromise	
	0.704	10	The style of cooperation	
	0.700	10	The style of Avoid	

Cronbach's alpha coefficient of solidarity, a value between zero and one. If a questionnaire is reliable that the value of cronbach's alpha Paya is larger, has more value to a value of 0.7 and 1 higher reliability of the questionnaire to be closer. According to the above table, this a questionnaire for each of the dimensions of the alpha value and the total coefficient of 0.7, which is higher than the high reliability of the aforementioned questionnaire, cues.

Table 2.the Friedman test significant dimensions of organizational culture

	Culture Club	Culture of playing the role	Culture Task oriented	Culture individual originality
Kai square	106.45	110.28	96.39	141.58
Degree of freedom	4	4	4	4
Percentage of error	0.00	0.00	0.00	0.00

Table 3. The prioritization of organizational culture dimensions

The dimensions of organizational culture	Average ratings	Ratings
Culture Club	4.18	3
Culture of playing the role	4.25	2
Culture Task oriented	4.11	4
Culture individual originality	5.40	1

The result of the above average rankings suggest that prioritize the dimensions of organizational culture, the culture of the primacy of the individual with the coefficient 5.40 is the first priority. As a result the most impact on the corporate culture. After playing the role of culture in with 4.25 coefficient is the priority and so on later culture club with a coefficient of 4.18 in task-oriented culture of the third priority, and then with the coefficient 4.11 in the fourth priority of the lowest impact on the corporate culture.

Table 4. Friedman test significant dimensions of Conflict management styles

	The style of competition	The style of compromise	The style of cooperation	The style of Avoid
Kai square	96.82	135.10	61.02	63.12
Degree of freedom	4	4	4	4
Percentage of error	0.00	0.00	0.00	0.00

Table 5. The prioritization of dimensions of the Conflict management styles

The dimensions of organizational culture	Average ratings	Ratings
The style of competition	4.64	2
The style of compromise	5.50	1
The style of cooperation	3.96	4
The style of Avoid	4.06	3

The result of the above average rankings suggest that prioritize the dimensions of conflict management, then the style of compromise with the coefficient 5.50 is located in the first priority, resulting in the greatest impact on conflict management styles. After the style of competition with the coefficient of the second 4.64 is located in priority and so avoid a later style with the coefficient of 4.06 in the third priority, and then style the fourth priority in cooperation with the 3.96 coefficient of the lowest impact on conflict management styles.

DISCUSSION AND CONCLUSIONS

Based on the results of this research and review background assumptions and research results that are in line with organizational culture issues and conflict management in Iran and other countries do is accepted, can be found on most of the compatibility study, in particular the existence of a significant relationship between these two category. Also check the status and position of the organizational culture and styles of conflict management in the organization, differences between the two categories of this component in the organization of the State, public and private, from the perspective of compliance. This means that in some organizations, the component of the situation is very favorable and some favorable situation. The results of the research indicate that there is a conflict between this organization and the directors and staff of both relatively the same understanding of its existence. This seems to have strategies for reducing the amount of conflict on the agenda of managers. Point reflection in this study, the frequency of the use of the style of compromise in all the different categories and groups. It would be a good sign for the organization. Of course, should not forget that the atmosphere in the engineering and technical results achieved has been involved. Furthermore, some of the results, has also ignored in dealing with conflict in the subject organization researcher. Unfortunately, managers and employees, not just a positive attitude towards the conflict areas topics do not bounce, but the organization from being raised, they also are afraid. It seems according to the importance of the issue and its impact on corporate behavior and performance parameters, you need more research in this area in order to learn more about the managers and employees. In addition, since the variables of culture, an important factor in shaping the behavior of employees in the workplace, it is necessary to study and examine the long term with respect to the variable culture. given that the research on the corporate culture from the perspective of Indian culture such as the model and check its relationship with chals conflict management style and it is in the case study method to model the Thomson for the first time this research was conducted, on the one hand because the Organization studied the engineering and technical organization and has a high level of knowledge, therefore, the desired results achieved show the status of the relationship between the individual and the culture of originality in the aforementioned compromise style.

The proposal is based on the findings of the research
due to verify the relationship between organizational culture and management style conflicts and significant relationship between the culture of individualism (Dioniosic) by way of compromise, you have to be made to increase the level of conflict management styles adapted to the style and the style competition the ultimate desired outcome is the result of compromise style, achieved. naturally, the human capital of the organization feel less conflict and conflict management can manage with confidence. In this context, it is recommended:

To strengthen conflict management styles
a) Procedural justice: according to procedural justice, the current procedures when people make a decision about the fair distribution of income fair know, more incentives for better performance because they know that in this case the performance can be evaluated carefully, on the contrary, if the authorities think they have no awareness of the service and of course the precise performance assessment, personal sentiments
b) Distributive justice: this theory suggests that people are willing to have a fair remuneration for work done, in other words to get their partners to size of bonuses do benefit. The staff has always been the ratio of input data (attempts) to their output (bonuses) with this ratio in comparison to their colleagues and disappointed if this ratio is equal to their confidence, motivation and they lose.
c) A leader of justice: this is the personal aspect of the enterprise on the acts of justice, especially the behavior and communications between management and staff focus and informal quality similar behavior.
d) being the same letter and practice managers
e) open and transparent communication
f) good and bad organization news release
g) continuous staff meeting with managers of different levels
h) employee participation in matters of value and giving them to people they allowed they could plan their times and this is the best way to build confidence in the organization because your lazy fucking person, effective individual knows that the future organization is interested. We always defeat means we will avoid the real

learning when people see there are not reprimanded the notice fail with shared responsibility and learn better in the future. The bad news to the top of the release rate of the organization is a measure of openness is an organization environment. Accept errors by the organization creates the culture and spirit of criticism and learning from failures among the staff.

i) The establishment of the organization's mission and vision, the goals through the participation of the people in them and a frequent reminder of them, for example! It is essential that the vision and mission of the organization on the signboard in place rather than the organization.

To strengthen the organizational culture

The results suggest that organizational barriers, a lack of team-building and teamwork encourage prevents the creation of organizational capital developed and intelligent cultural obstacles, and on the other hand because of the lack of encouragement of the spirit of cooperation and collaboration and individualism rather than collectivism makes the gap between organizational capital. A proper organization and dynamic in which the decision is based on the collective comments not on the organizational hierarchy and its rules of cooperation and collectivism supports can cause an increase in social investment. Unofficial groups play an important role in the creation of social capital, and the Organization should attempt to create these groups to fund lies in them to reduce operational and management costs.

Suggestions for improvement and development of corporate culture and conflict management

1-use the system such as the preparation of database specialists and with experience

2-documenting tacit knowledge managers and employees with retirement or transfer their knowledge and experience for the people of the organization.

3- documenting the previous failed schemes and methods of trial and error in the past, taken up in the future as a valuable source.

4-create discussion sessions and dialogs for person or virtual, meetings, seminars, and workshops.

5-template being developed for managers and knowledge management

6-the design of the system to attract, reward, promotion and performance evaluation for the development of knowledge management and knowledge-axial

7-the establishment of the system offers efficient and create brainstorming sessions.

8-rotation of individual performance system to a system that focuses on the development of the skills and abilities necessary to perform the effective and optimal working stressing the collective responsibility of the darando.

9-create educational process to create smart Enterprise capital and empower employees to the acquisition and sharing of knowledge.

10-encouraging employees to knowledge sharing and prevent the growth of this mentality that drives people to your knowledge of the incumbent.

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