The Relationship between Conflict Management Styles and Teachers’ Organizational Health

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Abstract

The present paper investigates the relationship between conflict management styles and teachers’ organizational health in Kuhdasht County. The present study is a descriptive-survey and correlational-type research. The statistical population is consisted of all 431 teachers working in Kuhdasht County. Using Krejcie-Morgan table, the sample size is determined to be 205; the sample members have been selected using relative stratified random sampling method. In order to collect the required data Allen & Meyer Organizational Commitment Questionnaire and Miles Organizational Health Questionnaire have been used. In order to analyze the data descriptive statistics indices such as the mean and standard deviation as well as inferential statistics tests such as Pearson’s correlation test and multivariate regression have been used. The results suggest that avoiding, collaborating, accommodating, and compromising styles of conflict management have a positive and significant relationship with organizational health.

Keywords: conflict management styles, organizational health.
Introduction

Education systems have grown to a great extent in contemporary societies. As a consequence to this development growth, education system has transformed into a huge organization which deals with a considerable number of students; it employs numerous teachers and employees, carries out various tasks, and yield vast and diverse results. The effectiveness of activities in such an organization requires the leadership and wisdom of competent managers with deep, comprehensive, and flexible knowledge and understanding. There is no doubt in the important role of management in all social, economic, cultural, political, and scientific issues; however, due to the importance and complexity of education systems, the role of management becomes ever more crucial and self-evident (Mirkamali, 2006).

In order to have a healthy society, healthy organizations should be established; to institutionalize health in an organization, first the present climate in that organization needs to be identified. Considerable scientific efforts have been carried out in the past decades to define, explain, and assess the social climate and environment in organizations. The “organizational health” is one of the best known and beneficial theoretical frameworks in that regard.

1- Statement of problem

Since schools are social systems whose processes are mostly governed by humans and teamwork, it seems that they experience more tension and conflict in comparison to any other social system. That is because in a complex institution such as school, the conflict of interests and attitudes creates inter-personal contacts and disagreements. Old vs. young, student-orientation vs. lesson-orientation, task-orientation vs. indifference, relations vs. regulations, higher class vs. lower class, parents vs. teachers, and all vs. school principals and managers are among the instances of issues which create conflicts for school managers to deal with (Hal, 1998). Therefore, conflict and disagreement is inevitably and constantly present in every school. For effectiveness and efficiency of a school as an organization, it is important how such conflicts are managed or resolved (Soleimani, 2005).

An organization’s growth depends on the way it confronts the conflicts. The absence of any conflict does not necessarily provide the best condition for survival. The decision-making regarding a conflict can be either destructive or constructive. The constructive way can help see the situation from different angels, whereas the destructive way can actually lead to loss and damage. Therefore, conflict management is the most important requirement for the organization’s growth. In fact, the presence of conflict is justifiable and it is a positive indicator of organizational health (Antonioni, 1998). Olcum and Hacifazzioglu (2004) reveal that if the conflict is accurately and actively managed, it becomes one of the most important instruments for organizational growth. Rahim et al. (2002) define conflict as an interactive process which results in incompatibility, disagreement and difference between different social entities (Serivasan, 2005). Hence, successful implementation of methods and techniques of management.
creates a strong bridge between such methods, organizational health, and different life style in all societies and social systems including the organization (Rodding, 2004).

The idea of health in an organization draws our attention to factors which facilitate its growth and development as well and conditions which prevent its complete dynamism. Probably, the understanding of health conditions in an organization can assist us in selection of suitable management and leadership methods for its effectiveness (Alagheband, 1998).

As you know, achievement of sustainable productivity, creativity, innovation, and life quality depends on management and efficient, effective, and smart human resource; one of the obstacles before development and progress especially in the third world countries is the lack of expert human resource and correct educational units (Asgarian, 2007). Therefore, today organizations need effective and efficient employees in order to succeed in growth and development; generally speaking, efficacy and effectiveness of an organization depends on the efficacy and effectiveness of its human resources (Yaghoubi, 2009).

Miles also argues that organizational health refers to a condition beyond its short-term effectiveness; it refers to a set of long-lasting organizational features. In that sense, not only does a healthy organization survive in its own environment, it also adapts to its environment and constantly acquires and develops the abilities for its survival (Alagheband, 1998).

The present research seeks to determine the relationship between school principals’ conflict management styles and organizational health according to teachers in Kuhdasht County. To that end, the following hypotheses have been developed:

The main hypothesis:
According to teachers in Kuhdasht County, there is a relationship between school principals’ conflict management styles and organizational health.

The sub-hypotheses:
According to teachers in Kuhdasht County, there is a relationship between school principals’ competing (assertive) conflict management style and organizational health.
According to teachers in Kuhdasht County, there is a relationship between school principals’ avoiding conflict management style and organizational health.
According to teachers in Kuhdasht County, there is a relationship between school principals’ collaborating management style and organizational health.
According to teachers in Kuhdasht County, there is a relationship between school principals’ accommodating conflict management style and organizational health.
According to teachers in Kuhdasht County, there is a relationship between school principals’ compromising conflict management style and organizational health.
According to teachers in Kuhdasht County, the conflict management styles can predict their organizational health.

2- Research literature and background

Quoting from Robins, Alagheband (1998) mentions five styles of conflict resolution for the parties involved:
Competing:
When one of the involved parties wants to achieve its purpose and seeks its own benefits, it starts competing regardless of the impact it might have on other sides of the conflict.

Collaborating:
If each side of the conflict is willing to resolve the problems and interests of the other side, the collaboration happens. The involved parties try to make the outcome beneficial for both sides of the conflict.

Avoiding:
Sometimes, one side of the conflict is aware of its condition, however its response indicates that it is backing down or suppressing the conflict. Ignoring or refraining from clarification of the conflict and disagreement would hold back the work process. In this situation, the conflicting parties announce their physical separation and limit themselves to physically separate domains. If the retreat is not limited or desirable, the parties might start the suppression; in this sense, if they do not reveal their differences and disagreements, if the members of each party need to interact with members of the other party, the probability of suppression outweighs the retreat.

Accommodating:
When the involved parties want to calm their counterpart down, they might prioritize their interests over those of their own. In this sense, in order to maintain the relationship, one party might sacrifice its own interests. This behavior is called accommodating. When a husband and wife disagree, it is probable that one would overlook its own interests for the sake of accommodating.

Compromising:
If each party has to lose something in the conflict, they both share the losses and the result becomes a compromise. There is no definite winner or loser in the compromise; each party has its own share of the conflict (Robins, 1998: 241,242).

Organizational health

Mathew Miles, psychologist and educational expert is the first theorist of organizational health in schools. In a 1965 article, he discussed this concept. After him, other experts followed his discussion and developed a theoretical framework and instruments for assessment of this issue (Alagheband, 1998).

Each organization has its own purposes. Along with survival and achievement of those purposes, the organization adapts itself with the outside environment while maintaining the inter-personal relationship between its own members. If the conditions are right, the output would be desirable; however, the truth is that for any system and network, certain health characteristics can be defined that relates with efficiency, effectiveness, and organizational performance. Yet, some of these characteristics (criteria) do not necessarily carry out their tasks well (Ghorban Shiroudi, 2011).

Same as people, organizations can be healthy or unhealthy. It is the duty of any successful manager to identify the signs of healthy organization and focus the efforts to create a suitable
mental environment in which the employees grow and carry out their tasks creatively. A successful manager knows his work environment as well as he knows his own family. He sees the personnel as family members and cares about their physical and mental well-being. He tries to create a home for the employees with pleasant environment filled with various opportunities for growth and success (Saatchi, 1995).

Healthy organizations successfully confront the destructive environmental forces while conducting their forces effectively toward the organizational goals and missions. In a healthy organization, the performance in a certain day might be either effective or ineffective; however, in the long-run, the performance is predicted to be effective and desirable (Hoy & Hannum, 1991).

According to Davis (1991) an organization is healthy only when the employees feel that they are doing something useful while achieving a sense of growth and personal cultivation; this way, they find the motivating jobs to provide more intrinsic satisfaction. Most of the employees seek responsibility and opportunities for progress and prosperity. They want to make sure that the organization really needs them and it is concerned about their troubles (Davis, 1991).

Considering healthy organizations, Parsons argues that all social systems need to adapt to the environment in order to communicate and grow; they must mobilize their resources and assets, coordinate their efforts, and motivate their employees. That way, their health is determined (Hoy, Tarter & Kottkamp, 2000).

Quoting from Richard Baghhard, Boroumand (1995) suggests that a healthy organization is run based on purpose-oriented management. Mansouri (1997) believes that a healthy organization is innovative, adaptable, and with high capacity for internal and external crises. It is able to rise to new levels of activity. Same as a living creature, an organization needs to be healthy and sane in order to achieve its goals. If this health or a part of it is not provided, achievement of those goals would be proportionately harder.

A great part of the goals of the world community in the third millennium is directly or indirectly related to the issue of health. According to the experts, the greatest challenge today is development of new standpoints in management on all sections of an organization. In a situation such as this, the healthcare organizations in our country need to develop managerial capacities to increase their capabilities and overcome the problems (Ghorban Shiroudi, 2011).

Based on a study by assessment companies such as Entec, Naseri (2007) suggests that any human system such as organization has three modes in an environment. While distress and disease are on one side and normality lies in the middle, health is positioned at the other end of the spectrum.

An organization as a social system has three elements: activities, interactions, and attitudes. Activities are the task carried out by individuals. Interactions are behaviors manifested during activities. Attitudes are views and beliefs of individuals in a group. The works should be satisfactory for individuals in order for them to continue working (Alagheband, 1998).
According to Keith Davis, an organization is healthy only when the employees feel that they are doing something useful while achieving a sense of growth and personal cultivation; this way, they find the motivating jobs to provide more intrinsic satisfaction. Most of the employees seek responsibility and opportunities for progress and prosperity. They want to make sure that the organization really needs them and it is concerned about their troubles. They want to be heard and treated as valuable individuals. They want to be assured that the organization is concerned with their needs and troubles. When a manager finds out that the effectiveness in an organization has claimed a negative state, he should immediately find methods for optimization of his respective organization. Hence, the main purpose of optimization in any organization is to reform its effectiveness (Khoshkhabar, 1992).

Dimensions of organizational health vary depending on the mission and goals of each organization. However, some indices such as below are considered in assessment of health in any organization: adaptability to the environment, problem solving competency, focus on the goals, employees’ commitment, communications, resources, consistency and unity, employees’ motivation, bureaucratic independence, innovation and creativity, rewards, organizational leadership, adaptability, development of competence and skills, and etc. The concept of organizational health is introduced for better understanding of the interactions between colleagues and managers. This concept focuses on the factors which facilitate or obstruct the growth and development of positive interpersonal relationships in the organization (Hoy and Wool Folk, 1989).

Table 1: Miles’ suggested dimension of organizational health (Hussley, 2005)

<table>
<thead>
<tr>
<th>Task and duty needs</th>
<th>1. Goal Focus: the goals are clear and achievable for the members.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Communication Adequacy: information is relatively distortion-free and travels both vertically and horizontally across the boundaries of an organization.</td>
</tr>
<tr>
<td></td>
<td>3. Optimal Power Equalization: The ability to maintain a relatively equitable distribution of influence between the leader and members of his/her work unit.</td>
</tr>
<tr>
<td>Survival needs</td>
<td>4. Resource Utilization: The ability to coordinate and maintain inputs, particularly personnel, effectively with a minimal sense of strain.</td>
</tr>
<tr>
<td></td>
<td>5. Cohesiveness: The state when persons or groups are attracted to membership; want to stay; and are willing to influence and to be influenced.</td>
</tr>
<tr>
<td></td>
<td>6. Morale: That state in which a person, group, or organization have feelings of security, satisfaction, wellbeing, and team success.</td>
</tr>
<tr>
<td>Growth and development needs</td>
<td>7. Innovativeness: The organization is willing to discover new processes and move toward new goals.</td>
</tr>
<tr>
<td></td>
<td>8. Autonomy: the organization is not inactive toward outside stimuli and maintains a kind of independence from the environment.</td>
</tr>
<tr>
<td></td>
<td>9. Adaptation: the organization can make reformative changes for the sake of growth and development.</td>
</tr>
<tr>
<td></td>
<td>10. Problem-Solving Adequacy: The ability to perceive problems and to solve them with minimal energy and problem-solving procedures are strengthened.</td>
</tr>
</tbody>
</table>
In a systemic view of the organization as a living entity, what is given to the organization, what is taken from it, and the impact on raw material, the changes, and the outcomes of this transformation all comprise the dimensions of an organization. If this mechanism works based on a plan and the parts work in alignment with the goals of the organization, then the organizational health manifests itself. In other words, if the input, process, output, and the feedback work for the same purpose, then the healthy organization is manifested (Alagheband, 1998).

In order to define and explain organizational health, Miles (1969) used ten features. These features are not contradictory; they interact with each other as indices for assessment of organizational health. The first three are related to the duty and task of the organization, that is, the goals, information transfer, and influence for the purpose of decision-making.

1- Goal Focus. The goals of the organization are reasonably clear to the organization members and reasonably well accepted by them. Yet the clarity of the goal should be considered the adequate condition. Also the goals should be achievable with regards to the existing resources (Alagheband, 1998). In explanation of why the system’s goals should be clear, John Locket mentions the following reasons:
A) Clear goals define the limits of the work and focus the mind and activities of individuals on achievement of the goals.
B) Without clear goals, the work may be carried out in a way other than what it has been intended to.
C) If individuals are not sure about what they are expected to do, they do not find motivations for performing a task. They should know why they are doing something and how they will be treated if they succeed (Locket, 1997).

2- Communication adequacy: This refers to the state when information is relatively distortion-free and travels both vertically and horizontally across the boundaries of an organization. The members possess the information required for efficient performance. In a healthy organization, there is adequate information for determination of problems and the employees can access such information without further troubles and by referring to others or through regular meetings. Considering communication adequacy, Mirkamali (2004) suggests that communication is a social process in which information, thoughts, beliefs, and feelings is transferred between two people with common language or behavior. It would lead to understanding, coordination, or unified behavior between the sender and receiver (Mirkamali, 2004). The studies indicate that weak communication leads to conflict between individuals and groups. Lack of effective information is one of the obstacles before organizational success (Stephen Robins, 2007).

3- Optimal Power Equalization: Mary Parker Faust believes that organizations can achieve the maximum efficiency only through imposing the power over others (Parkinson, 1991). In a healthy organization, the distribution of power and influence is fair. The employees can affect the top levels. In such organizations, despite the presence of conflicts, the power struggle would not be bitter and unpleasant. The cooperation between individuals will replace the imposition of ideas (Alagheband, 1999).
Lynden and Klingele (2000) mentioned some signs of the weakness of organizational health (unhealthy organization) as below:
Reduction of benefits and profitability, increase in employees’ absences, lack of open communication channels, decisions being made only at top organizational level, employees’ lack of commitment, low level of morale and enthusiasm, ignoring the credibility of the organization, unethical behaviors in the organization, lack of ordered objectives, lack of experienced friends or assurance for employees, lack of educational and development plans, and lack of trust between employees. Presence of tension in the organization is a sign of unhealthy organization which has the following consequences: reduction of employees’ satisfaction and increase in conflict and dispute (Hosseini, 2004).

In a study titled the relationship between leadership styles and organizational health, Mehmet (2007) concludes that transformative leadership has significant impacts on teachers’ job satisfaction. Managers’ transformative leadership directly, and teachers’ job satisfaction indirectly affect organizational health. Benon (2000) suggests that as the teachers become more aware of the managers’ transformative leadership they show more commitment to the school goals. Suzanto (2006) reveals that when the subjects come into conflict with their managers they lean more on compromising style rather than collaborating style. Yu Sardesai et al. (2006) show that collaborating and compromising conflict management styles have a positive and significant relationship with emotional intelligence.

Research methodology

In terms of purpose, this is an applied study, and in terms of method it is a correlational-type research. The statistical population is consisted of all 431 teachers (233 men and 198 women) working in Kuhdasht County. Using Krejcie-Morgan table, the sample size is determined to be 205; the sample members have been selected using relative stratified random sampling method (111 men and 94 women). The instruments of data collection are: organizational health questionnaire based on Miles’ theory consisted of 10 dimensions i.e. goal focus, communication adequacy, optimal power equalization, resource utilization, cohesiveness, morale, innovativeness, autonomy, adaptation, and problem-solving adequacy; and Robins’ (1985) conflict management style questionnaire. The highest score obtained by each participant indicates his/her preferred conflict management style. This test has been normalized to the 0.58 reliability in 2000 by Izadi and Yazdanabadi (Sakhaei Ghaleroudkhani, 1998).

In this research, in order to collect the information regarding the research background the library study has been carried out; also to collect the data field study has been conducted. In order for data analysis, SPSS software and descriptive statistics such as mean, variance, and standard deviation as well and inferential statistics including Kolmogorov-Smirnov test to determine the distribution of the variables and Pearson’s correlation test to determine the relationship between variables as well as multivariate regression analysis have been used.
Descriptive statistics of the studied variables

Table 2: descriptive indices regarding the scores of the study variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing style</td>
<td>6</td>
<td>23</td>
<td>15/78</td>
<td>3/62</td>
</tr>
<tr>
<td>Avoiding style</td>
<td>9</td>
<td>23</td>
<td>15/58</td>
<td>3/18</td>
</tr>
<tr>
<td>Collaborating style</td>
<td>11</td>
<td>24</td>
<td>17/03</td>
<td>3/83</td>
</tr>
<tr>
<td>Accommodating style</td>
<td>8</td>
<td>24</td>
<td>18</td>
<td>3/95</td>
</tr>
<tr>
<td>Compromising style</td>
<td>7</td>
<td>24</td>
<td>16/53</td>
<td>3/96</td>
</tr>
<tr>
<td>Organizational health</td>
<td>38</td>
<td>150</td>
<td>90/29</td>
<td>28/73</td>
</tr>
</tbody>
</table>

Inferential results

In order for correct use of descriptive statistics and statistical tests, the normality of distribution of study variables has been assessed using Kolmogorov-Smirnov test and the results are demonstrated in table 3.

Table 3: results of Kolmogorov-Smirnov test to determine normal distribution of study variables

<table>
<thead>
<tr>
<th>Study variables</th>
<th>Number</th>
<th>z-statistic</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing style</td>
<td>205</td>
<td>0/521</td>
<td>0/935</td>
</tr>
<tr>
<td>Avoiding style</td>
<td>205</td>
<td>1/17</td>
<td>0/106</td>
</tr>
<tr>
<td>Collaborating style</td>
<td>205</td>
<td>1/19</td>
<td>0/108</td>
</tr>
<tr>
<td>Accommodating style</td>
<td>205</td>
<td>1/29</td>
<td>0/075</td>
</tr>
<tr>
<td>Compromising style</td>
<td>205</td>
<td>0/93</td>
<td>0/374</td>
</tr>
<tr>
<td>Organizational health</td>
<td>205</td>
<td>0/971</td>
<td>0/281</td>
</tr>
</tbody>
</table>

The results indicate that the distribution of research variables is normal. Hence, Pearson’s test and multiple regression analysis can be used for examination of the hypotheses.

The main hypothesis examination: According to teachers in Kuhdasht County, there is a relationship between school principals’ conflict management styles and organizational health.
## Table 4: the results of the test of correlation between principals’ conflict management styles and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>-0.028</td>
<td>0.691</td>
</tr>
<tr>
<td>Avoiding conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0.028</td>
<td>0.0001</td>
</tr>
<tr>
<td>Collaborating conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0.040</td>
<td>0.0001</td>
</tr>
<tr>
<td>Accommodating conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0.047</td>
<td>0.0001</td>
</tr>
<tr>
<td>Compromising conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0.051</td>
<td>0.0001</td>
</tr>
</tbody>
</table>

As the results presented in table 4 indicate, the value of the coefficient for Pearson’s correlation between competing conflict management style and organizational health (r = -0.028) is not significant at the 0.05 significance level (sig > 0.05); therefore at the 95% confidence level it is inferred that there is no significant relationship between competing conflict management style and organizational health. The value of the coefficient for Pearson’s correlation between avoiding conflict management style and organizational health (r = 0.028) is significant at the 0.01 significance level (sig < 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between avoiding conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of avoiding conflict management style. Hence, the above hypothesis is confirmed. The value of the coefficient for Pearson’s correlation between collaborating conflict management style and organizational health (r = 0.040) is significant at the 0.01 significance level (sig < 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between collaborating conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of collaborating conflict management style. Hence, the above hypothesis is confirmed. The value of the coefficient for Pearson’s correlation between accommodating conflict management style and organizational health (r = 0.047) is significant at the 0.01 significance level (sig < 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between accommodating conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of accommodating conflict management style. Hence, the above hypothesis is confirmed. The value of the coefficient for Pearson’s correlation between compromising conflict management style and organizational health (r = 0.051) is significant at the 0.01 significance level (sig < 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between compromising conflict management style and organizational health, that is, the score of
organizational health will increase along with the rise in scores of compromising conflict management style. Hence, the above hypothesis is confirmed.

Sub-hypothesis 1: According to teachers in Kuhdasht County, there is a relationship between school principals’ competing (assertive) conflict management style and organizational health.

Table 5: the results of correlation between competing (assertive) conflict management style and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assertive conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>-0.028</td>
<td>0.691</td>
</tr>
</tbody>
</table>

The value of the coefficient for Pearson’s correlation between competing (assertive) conflict management style and organizational health (r = -0.028) is not significant at the 0.05 significance level (sig > 0.05); therefore at the 95% confidence level it is inferred that there is no significant relationship between assertive conflict management style and organizational health.

Sub-hypothesis 2: According to teachers in Kuhdasht County, there is a relationship between school principals’ avoiding conflict management style and organizational health.

Table 6: the results of correlation between avoiding conflict management style and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoiding conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0.028</td>
<td>0.0001</td>
</tr>
</tbody>
</table>

As the results demonstrated in table 6 indicate, the value of the coefficient for Pearson’s correlation between avoiding conflict management style and organizational health (r = 0.028) is significant at the 0.01 significance level (sig < 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between avoiding conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of avoiding conflict management style. Hence, the above hypothesis is confirmed.

Sub-hypothesis 3: According to teachers in Kuhdasht County, there is a relationship between school principals’ collaborating conflict management style and organizational health.
Table 7: the results of correlation between collaborating conflict management style and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborating conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0/40</td>
<td>0/0001</td>
</tr>
</tbody>
</table>

As the results demonstrated in table 7 show, the value of the coefficient for Pearson’s correlation between collaborating conflict management style and organizational health (r= 0.040) is significant at the 0.01 significance level (sig< 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between collaborating conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of collaborating conflict management style. Hence, the above hypothesis is confirmed.

Sub-hypothesis 4: According to teachers in Kuhdasht County, there is a relationship between school principals’ accommodating conflict management style and organizational health.

Table 8: the results of correlation between accommodating conflict management style and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodating conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0/47</td>
<td>0/0001</td>
</tr>
</tbody>
</table>

The results presented in table 8 show that the value of the coefficient for Pearson’s correlation between accommodating conflict management style and organizational health (r= 0.047) is significant at the 0.01 significance level (sig< 0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between accommodating conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of accommodating conflict management style. Hence, the above hypothesis is confirmed.

Sub-hypothesis 5: According to teachers in Kuhdasht County, there is a relationship between school principals’ compromising conflict management style and organizational health.
Table 9: the results of correlation between compromising conflict management style and organizational health

<table>
<thead>
<tr>
<th>X variable</th>
<th>Y variable</th>
<th>Number</th>
<th>Correlation coefficient (r)</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compromising conflict management style</td>
<td>Organizational health</td>
<td>205</td>
<td>0/51</td>
<td>0/0001</td>
</tr>
</tbody>
</table>

As the results demonstrated in table 9 indicate, the value of the coefficient for Pearson’s correlation between compromising conflict management style and organizational health (r=0.051) is significant at the 0.01 significance level (sig<0.01); therefore at the 99% confidence level it is inferred that there is a positive and significant relationship between compromising conflict management style and organizational health, that is, the score of organizational health will increase along with the rise in scores of compromising conflict management style. Hence, the above hypothesis is confirmed.

Sub-hypothesis 6: According to teachers in Kuhdasht County, the conflict management styles can predict organizational health among elementary school teachers.

Table 10: the results of multivariate regression analysis of prediction of organizational health by conflict management styles

<table>
<thead>
<tr>
<th>Source of variation</th>
<th>Sum of squares</th>
<th>Degrees freedom</th>
<th>Mean squares</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictor</td>
<td>48937/55</td>
<td>5</td>
<td>9787/51</td>
<td>16/30</td>
<td>0/0001</td>
</tr>
<tr>
<td>Residual</td>
<td>119469/29</td>
<td>199</td>
<td>600/34</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>168406/84</td>
<td>204</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results of multiple regression analysis (table 10) indicate that styles of conflict management can predict organizational health (F (5, 199) = 16.30; Sig<0.01). Also, the square of multiple correlation coefficient R^2 is 0.27. This means that predictor variables can explain 27 percent of the variance in the criterion variable i.e. organizational health.

Table 11: results of standardized regression analysis of prediction of organizational health by conflict management styles

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Regression coefficients (B)</th>
<th>Standard deviation error</th>
<th>Standardized regression coefficient (β(</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>27/36</td>
<td>11/40</td>
<td></td>
<td>2/40</td>
<td>0/017</td>
</tr>
</tbody>
</table>
The standardized regression coefficients indicate that of all conflict management style, only the compromising style has the predicting capability (Sig< 0.05).

**Conclusion, discussion, and suggestions**

According to teachers in Kuhdasht County, there is a relationship between school principals’ assertive conflict management styles and organizational health. This finding in not in alignment with that of the study by Nekouei Moghadam (2010). For instance, Nekouei Moghadam (2010) concludes that there is a negative and significant relationship between managers’ assertive style and employees’ creativity, as well as between managers’ negotiation style and employees’ creativity.

According to teachers in Kuhdasht County, there is a relationship between school principals’ avoiding conflict management styles and organizational health. This finding is to some extent in contrast with the conclusions made by Zand F, Jamhari F, Mirzayi, and Beheshte (2008). According to teachers in Kuhdasht County, there is a relationship between school principals’ collaborating conflict management styles and organizational health. This finding is to some extent in alignment with the conclusions of the studies by Zand F, Jamhari F, Mirzayi, and Beheshte (2008) and Yu Sardesai et al. (2006).

According to teachers in Kuhdasht County, there is a relationship between school principals’ accommodating conflict management styles and organizational health. This finding does not correspond with the conclusions of the studies by Zand F, Jamhari F, Mirzayi, and Beheshte (2008). According to teachers in Kuhdasht County, there is a relationship between school principals’ compromising conflict management styles and organizational health. This finding relatively corresponds with the conclusions of the study by Yu Sardesai et al. (2006).

The conflict management styles can predict organizational health among elementary school teachers in Kuhdasht. This finding partly corresponds with the conclusions of the study by Yu Sardesai et al. (2006). To explain this conclusion, the argument made by Halen Beck (2010) regarding conflict resolution can be useful. According to him, collaborating and compromising styles are preferable to other styles since they cover the interests of all the individuals and parties.
involved in a conflict. They also comprise the best techniques for negotiation. Therefore it is natural that the compromising style can be a predictor of organizational health.

Suggestions:
- Conflict management has positive consequences. Therefore the managers should be encouraged to maintain a constructive level of conflict management in organizations so that individuals and groups become creative and dynamic and subsequently organizational commitment and health improve.
- If the resolution of conflicts is based upon fair and correct discussion and argument and every individual and group is given the chance to express their ideas, then such conflicts reduce social tensions and stabilize the relationships as well as boost the organizational commitment and health.
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