Analyzing Methods of Conflict Resolution by School Administrators in 2010-2011, Tehran

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Abstract

This study aimed to explore ways to resolve the conflict by the principals in Tehran. Methods of conflict resolution according to the segmentation (Blake) and (Mouton) include: 1. Strong method (imperative), 2. Reconciliation method, 3. Tolerance approach, 4. Avoidance method, 5. Cooperation practice. Survey methodology by cluster sampling and Statistical population contained all 156 principals of high schools in Tehran. Collection tools of information were Vashon, Lee and Melord conflict management questionnaires (1981). T statistical methods were used to examine the conflict management styles and for another questions were used Pearson's correlation coefficient (Relationship of age education variables with how to conflict). Outcomes at level (a=5%) are as follows:
1. The dominant style of trained principals is collaborative in conflict resolution.
2. In conflict resolution as imperative method, there is a significant differences between male and female principals.
3. Principals who have a positive attitude often use collaborative style.

Keywords: Conflict, Management, Fashions style or behavioral pattern, Domination style, Avoidance style, Cooperation style, Compromise style, Analyzing conflict resolution methods, Dominant style, Attitude.
Introduction

Conflict is an integral part of human life. A quick and superficial overview on historical events, important events of life, cultural products (Stories, novels, adventures, films, etc.) are suggestive of a corner of the realities of social life which show that how a conflict forms one of the most prominent and important aspects of life. So if some people believe that conflict is an issue that have been occupied human thinking more than anything else except God and love. (Kabiri Qasim (Translator), Principles of organizational behavior, Definition of Stephen Robbins page 211).

They have not pretended to be null and useless. What has come into the Holy Quran titled as light and darkness, right and wrong, good and evil, justice and injustice and numerous stories like Moses and Pharaoh, Decius and Seven Sleepers stories and .... All indicate the existence of conflict (Mir Kamali, Seyed Mohammad, Conflict Management, Page 48).

The existence of different people with personality traits, needs, beliefs, expectations and different perceptions have made the conflict exposure in organizations inevitable. On the other hand, the dominant structure over organizations is based on hierarchies and vertical and horizontal differences. The existence of the rigid administrative systems, sub-systems and various groups with different objectives and interest, insufficient communication system, lack of resources and facilities especially mismanagement have brought out the organizations as turbulent and vulnerable systems which should harmonize individuals and groups to achieve their goals and aspirations that are capable of types of tensions, contradictions and inconsistencies.

Although, basically reducing the conflict that has been developed by a number of managers and social scientists, may be critical to some organizations such as military and or have validity with common organizations like industrial—manufacturing firms. But organizations such as R & D centers, universities and schools which have the responsibility to provide the knowledge and technology may not be valid (Mir Kamali, Seyed Mohammad, Conflict Management, page 48-59).

So the only important and considerable issue in such organizations is how to resolve conflict. According to what has been said the main issue in these organizations is not whether there is a conflict. Because howere and despite management attempts to stop and suppressing it, the presence of conflict will be permanent in organizations. Thus, conflict is inevitable phenomena in human life, among these there is an organization with a nature which is a fruitful ground for growing conflicts and disagreements. (Farhangi Ali Akbar, Communication in Conflict, Page 15).

Expressing the Problem

Organization is a collection of individuals and groups. If the organization is successful and consequently it should be found a way to the energy and efforts of different groups to move in order to the overall benefit of organization. Organizational issues can be quite complex because it is often correlated with a set of unpleasant issues that lead to conflict of individuals with each other and offending against organization's policies. If the interaction of groups is not organization's benefit due to different purposes and probably the conflict of interests, it should be pondered. The present study is that how the conflicts caused by the interaction of groups will be resolved. Conflict is inevitable in organizations partly (Mohammad Zadeh
Abbas, Mehrouzhan Armen, Organizational Behavior, Page 317). Based on what was said, this study sought to examine known methods of conflict resolution in Tehran high schools and thus identifying the behavioral patterns that are used abundantly by principals to resolve it. Hence, this study has the title of because (Analyzing conflict resolution methods by principals in Tehran high schools).

Research objectives:

**Overall Objectives**: Analyzing conflict resolution methods by principals in Tehran high schools.

**Partial Objectives**

1. Analyzing known methods of conflict resolution in the studied high schools.
2. Determining the applicability level of each conflict resolution methods in the studied high schools.
3. Understanding the ways in which have greater visibility and prominence in the studied high schools.
4. Assessing the relationship between the variables of age, sex, education and attitude and approach in this regard.

Research hypotheses:

Cooperation is a dominant method of educated principals to conflict resolution.

Male principals are more imperious compared to female principals.

Principals who have a positive attitude to the conflict often use cooperation method to solve the conflict.

Principals who have a a negative attitude towards the conflict use imperious method more.

Theoretical Literature

There are many definitions of conflict, the shortest definitions of conflict is (a disagreement between two or multigroups). In another definition (Thompson), any behavior originated from the members of organization to be opposed with the other members of organization is known as a conflict. Thomas is one of experts who has done a lot of work on the issue of conflict. He considers the conflict as a situation in his definition which the concerns of both sides seem incompatible and disparate. Done studies about conflict management styles show that culture and in some cases gender are influential significantly to the priority use of five different styles that have been discussed (C. Bolot et al. 1991 and Weldon and Jen 1995).

Kalantar considers the conflict naturally as a communication process. When people are engaged in communication actions that lead to interaction or a feedback which are so important to them. Thus, although based on the findings of mentioned studies and many other studies, the exposure method facing with cooperation is known as the most effective way of conflict management style, but the success in a particular method depends on the situation and different conditions. So that it can be said that none of conflict management...
styles are not applicable in all situations. We should have each of them as a tool box and conflict management box, because using several tools is better than using one tool. An experienced manager is someone who knows when each of them is useful.

Summation of the term conflict is one of implications that is understood various meanings from it. Psychologists have engaged in the psychological aspect and sociologists have engaged in the social aspects of conflict. Noticing that behavioral sciences and management theorists have included both the basis of their studies that what level or dimension the conflict will be studied. It can be divided into three types: 1. Intrapersonal Conflict, 2. Interpersonal conflict, 3. Intergroup conflict.

The attitude of people is different toward the conflict. In general, there are two approaches about conflict: Negative and traditional attitude and positive and new attitude. Conflict occurs in varying degrees, racing games, disagreements and wars are continuums of conflict. In Robbins' opinion, conflict takes place in four stages: potential opposed, understanding and personalizing the conflict, behavior and result of conflict. The causes of conflict may be individual and psychological or organizational – individual factors such as personality traits, personal values, ethical unique characteristics which cause individual conflicts. Psychological factors such as quarrelsomeness motivations and the failure of motivations conflict may cause internal contradictions and inconsistencies in individuals and organizational factors like roles and organizational structure and bureaucratic hierarchy division of tasks among organizational units, job specialization and .... Raises the likelihood of conflict in organizations. As conflict has positive and negative outcomes for individuals and groups, also affect organizational processes.

**Research Methodology**

This study is of descriptive kind that its results are only generalizable to the population under study and researcher does not create any change or impact in analyzing them and just describe the quality of it. Because it is used field instruments for data collection, therefore it is a field study. In the field method, it is used the questionnaire of 28 questions about the ways of dealing with conflict resolution. Sampling method is multi-stage cluster and Statistical population contain high school principals of Tehran in 2010-2011 year school. The sample included 156 people that 78 male principals and 78 female principals have been studied as a sample group. It has been used descriptive statistics for classification and analysis (Frequency, percentage of frequency, mean, variance, Pearson correlation) and inferential statistics for analysis of assumptions and making decisions about them and it is used \( T \)-statistical method to examine conflict management styles and the Pearson correlation coefficient was used for another questions. In this study it is achieved validity coefficient 81% using SPSS software to determine the reliability of Cronbach's alpha. Because the validity of a test can be expressed numerically and be in a range between zero and one. Regarding the numerical values of test validity, we conclude that the questionnaire has a relatively high validity and the calculations related to the validity are continuous.

**Findings**

In this chapter, differences derived from the studied groups which are described using the statistical methods in third chapter are summarized, classified and analyzed. It is done as follows in order to decide on the assumptions:
1. First, the data related to items of each assumptions are described and analyzed separately and independently.

2. Items related to each assumption in a general framework are analyzed integratedly and has taken action based it to accept or reject the assumptions.

3. Then assumptions are examined based on statistical calculations and it is decided to accept or reject them.

Table (4-1): The percentage of frequency distribution of a manager to use each of the styles.

<table>
<thead>
<tr>
<th>Total</th>
<th>D. Toleration style</th>
<th>C. Cooperation style</th>
<th>B. Avoidance style</th>
<th>A. Imperious style</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>19</td>
<td>2</td>
<td>159</td>
</tr>
</tbody>
</table>

First, each of questions from 1 to 22 are analyzed to determine the dominant style of the manager.

Each question has four options and all "A" options in all questions from 1 to 22 represent imperious style and "B" options are avoidance style, "C" options are cooperative style with frequency 13 and a percentage equal 59 percent has had the the highest rate of use and imperious style with frequency 5 is set after cooperation and avoidance and toleration styles are in the last.

According to the data of table, cooperation style with the highest score has been used more than other styles, so it is known as a dominant style of individual for conflict resolution. After it was selected the dominant style of manager, the style of this manager is compared with other individuals. The most used style in the statistical population is known as the dominant style of statistical population.

Table (4-2): Frequency distribution conflict resolution method

<table>
<thead>
<tr>
<th>Cumulative frequency</th>
<th>Percentage</th>
<th>Frequency</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.12</td>
<td>2.12</td>
<td>119</td>
<td>Imperious</td>
</tr>
<tr>
<td>3.17</td>
<td>1.5</td>
<td>8</td>
<td>Avoidance</td>
</tr>
<tr>
<td>7.91</td>
<td>4.74</td>
<td>116</td>
<td>Cooperation</td>
</tr>
<tr>
<td>100</td>
<td>100</td>
<td>156</td>
<td>Total</td>
</tr>
</tbody>
</table>

As shown in Table (4-2), 19 people of respondents in this study which form 12.2% of statistical population use imperious method for conflict resolution and 8 respondents who form 5.1% of statistical population use avoidance method for conflict resolution and 116
people who are 74.4% of statistical population have used cooperation method and also 13 people who are 8.3% used toleration method for conflict resolution. The data in Table (4-2) show each of styles are used by different frequencies that among this one style is more obvious than other styles and it is cooperation style which represents the most use of this style by 74.4% of statistical population. After this style, imperious methods by 12.2% of the overall statistical population are in category II and toleration style is in category 3 by 8.3% and avoidance method is in category IV by 5.1% of statistical population. So according to the frequencies percentage of each methods, we can conclude that cooperation method has been used more by 74.4% and in other words, it is a dominant style.

Now, given that the determined dominant style is cooperation style, we interpret the table and relationship between these variables and conflict methods:

Table (4-3): Pearson correlation coefficients for the relationship between variables

<table>
<thead>
<tr>
<th>Tolerance</th>
<th>Cooperation</th>
<th>Avoidance</th>
<th>Imperious</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-</td>
<td>24+</td>
<td>005.0-</td>
<td>09.0-</td>
<td>XY 2</td>
</tr>
<tr>
<td>02</td>
<td>009.0</td>
<td>47.0</td>
<td>14.0</td>
<td>Sing</td>
</tr>
<tr>
<td>11+</td>
<td>11-</td>
<td>02.0-</td>
<td>049.0</td>
<td>Rxy</td>
</tr>
<tr>
<td>06.0</td>
<td>07.0</td>
<td>35.0</td>
<td>27.0</td>
<td>Sing</td>
</tr>
</tbody>
</table>

Methods of dealing with conflict is shown in Pearson correlation coefficient for the relationship between the level of education and managers' age variables. For example, H1 and H0 hypothesis for the relationship between variables are as follows: There is no significant relationship between the level of education and imperious conflict. H between the level of education and imperious conflict there is a significant relationship. H1 according to the above table it is observed that the correlation coefficient for the relationship between the level of education and imperious conflict is -.09 represents the negative and reverse relationship. The level of education uses imperious method less but because the relationship is at the level of = .05 (Q) and we can not assume zero because the amount of error to reject the null hypothesis is 0.14. Therefore, with 95% confidence we say that there is a relationship but is not significant.

Data in this table show that the correlation coefficient between education and cooperation is +.24 and at the level of = .05 (Q) is 0.900 because this error rate is less than .05, so Null hypothesis is rejected and ? hypothesis is accepted and with 95% confidence we can say that there is a significant relationship between the level of education and cooperation conflict.

Statistical Indicators of Table (4-3) show that there is a poor relationship between managers' age and ways of dealing with conflict but in none of the correlations there is no significant relationship because they are not significant at the level of = .05 (Q) and error value for rejecting the null hypothesis in all homes is more than .05, therefore with 95% confidence we can say that there is no significant relationship between age rate and styles of conflict resolution.
Table (4-4) : Average scores of gender and ways of dealing with conflict resolution methods

<table>
<thead>
<tr>
<th>Variables.gender</th>
<th>Tolerance</th>
<th>Cooperation</th>
<th>Avoidance</th>
<th>Imperious</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>87.2</td>
<td>67.11</td>
<td>32.2</td>
<td>03.5</td>
</tr>
<tr>
<td>Female</td>
<td>27.3</td>
<td>22.12</td>
<td>48.2</td>
<td>93.3</td>
</tr>
<tr>
<td>Average means</td>
<td>07.3</td>
<td>94.11</td>
<td>4.2</td>
<td>48.4</td>
</tr>
</tbody>
</table>

As the data of the table show, average scores of cooperation with 11.94 is at first place and is more than the average of other styles and it is a style that has been used for conflict resolution more.

Imperious is after cooperation style and toleration and avoidance styles are ranked third and fourth, respectively and this suggests that managers use different styles for conflict resolution which cooperation styles is more used and so it is a dominant style.

**Interpretation of two-dimensional table for the first hypothesis:**

Cooperation is a dominant style of educated managers for conflict resolution.

Table (4-5) : Frequency distribution of educated managers and dealing with conflict resolution

<table>
<thead>
<tr>
<th>Total</th>
<th>Master's degree</th>
<th>Bachelor</th>
<th>Foundation degree</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>1</td>
<td>16</td>
<td>2</td>
<td>Imperious</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>7</td>
<td>4</td>
<td>Avoidance</td>
</tr>
<tr>
<td>116</td>
<td>22</td>
<td>90</td>
<td>13</td>
<td>Cooperation</td>
</tr>
<tr>
<td>13</td>
<td>-</td>
<td>13</td>
<td>-</td>
<td>Tolerance</td>
</tr>
<tr>
<td>156</td>
<td>24</td>
<td>126</td>
<td>6</td>
<td>Total</td>
</tr>
</tbody>
</table>

As it is observed in Table (4-5), 2 people who behaved in imperious style had Foundation degree and 16 people had Bachelor and 1 person had Master's degree that in total they are 19 people and 12.2 of statistical population and 7 of 8 people who had used avoidance style for conflict resolution had Bachelor and 1 person had Master's degree. 116 people who used cooperation style for conflict resolution, 4 people have foundation degree, 90 people have bachelor and 22 people have master's degree. Of 13 people who were considered toleration style for conflict resolution, 1 person had foundation degree and 13 people had bachelor. None of managers who have had master's degree, have not chose toleration style.

Now to conclude the difference between the observed frequencies and expected frequencies is due to chance, we set the null hypothesis and reverse hypothesis in this way:

There is no significant relationship between the level of education and ways of dealing with conflict.
There is a significant relationship between the level of education and ways of dealing with conflict. H1

Table (4-6) : For Education and dealing with Conflict

<table>
<thead>
<tr>
<th>Result</th>
<th>d.f</th>
<th>Q</th>
<th>X2</th>
<th>X2 Calculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>H0 is rejected</td>
<td>1</td>
<td>05.0</td>
<td>0039.0</td>
<td>65.4</td>
</tr>
</tbody>
</table>

According to the data of Table, H0 is rejected with 95% confidence and it can be said that there is a relationship between the level of education and dealing with conflict. Since the Pearson correlation coefficient for education and using cooperation is +.24 and the error value to reject null hypothesis is 0.009, so it is significant at the level of .05 (Q) and with 95% confidence it can be said that there is a relationship between the level of education and cooperation and we conclude that the dominant style of educated managers for conflict resolution is cooperation. In fact, the first hypothesis is accepted.

Analyzing the second hypothesis:

Male managers are more imperious for conflict resolution compared to female managers. To examine this hypothesis score 0, we compare imperious conflict two separate groups of men and women. The null hypothesis and reverse hypothesis for the test of this hypothesis include:

Male managers are not more imperious compared female managers. H

Male managers are more imperious compared female managers. H1

Table (4-6) : Gender and imperious conflict indicators

<table>
<thead>
<tr>
<th>Average of scores</th>
<th>N</th>
<th>Indicators.Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.48 20.07 5.03 95</td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>3.88 15005 3.93 61</td>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

As can be seen in Table, the average scores of imperious style to conflict resolution for men is 5.03 and for women is 3.39. Calculated with =.05(Q) is shown in the following table.

Table (4-7) : Calculation of t-independent for comparing the means

<table>
<thead>
<tr>
<th>Result</th>
<th>d.f</th>
<th>T</th>
<th>T calculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 is accepted H</td>
<td>154</td>
<td>1.64</td>
<td>1.62</td>
</tr>
</tbody>
</table>

According to the data of above table because the calculated (1.62) with =.05(Q) is smaller than t-Table, it is accepted and there is no reason to reject it. Therefore, we conclude that
the second hypothesis was not confirmed and with 95% confidence it can be said that male managers are not so imperious comparing female managers.

Analyzing the third hypothesis:

Hypothesis (3) : Managers who have a positive attitude towards the conflict often use cooperation style.

Table (4-8) : the relationship between attitudes and ways of dealing with conflict

<table>
<thead>
<tr>
<th>Total</th>
<th>Positive</th>
<th>Negative</th>
<th>Attitude.ways of dealing with</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>6</td>
<td>11</td>
<td>Imperious</td>
</tr>
<tr>
<td>7</td>
<td>5</td>
<td>2</td>
<td>Avoidance</td>
</tr>
<tr>
<td>116</td>
<td>102</td>
<td>14</td>
<td>Cooperation</td>
</tr>
<tr>
<td>12</td>
<td>11</td>
<td>1</td>
<td>Toleration</td>
</tr>
<tr>
<td>152</td>
<td>124</td>
<td>28</td>
<td>Total</td>
</tr>
</tbody>
</table>

As the table shows , of 124 people who had positive attitude , 6 people of them considered imperious style and similarly , 5 people have chosen avoidance style and 102 people cooperation style and 11 people toleration style . The hypothesis of this table is claimed that there is a significant relationship toward conflict and cooperation style for this attitude which is set based on the hypothesis H and H in the following :

Between attitudes and ways of dealing with conflict resolution, there is no significant relationship . H0

Between attitudes and ways of dealing with conflict resolution, there is a significant relationship . H1

Table (4-9) : computing x2 for attitudes and ways of dealing with conflict

<table>
<thead>
<tr>
<th>Result</th>
<th>d.f</th>
<th>a</th>
<th>X2</th>
<th>X2 Calculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 H</td>
<td>2</td>
<td>05.</td>
<td>10.</td>
<td>27.55</td>
</tr>
</tbody>
</table>

As the odata of Table show , calculated X2 (27.55) is bigger than X2 of table 0.10 to the test of a range and degree of freedom 2 . So with 95% confidence it can be said that there is a significant relationship between attitudes to conflict and way of dealing with conflict . Now we decide to analyze the hypothesis and conclusion : A correlation between a positive attitude and dealing with cooperation is +.32 which represents direct positive relationship and error value for rejecting the null that emphasizes on lack of relationship between two variables is equal with 0.004% . Therefore , this relationship at the level of =.05(Q) is significant and with 95% confidence it can be said that managers who have positive attitudes toward conflict often use cooperation method and we conclude that the third hypothesis is confirmed.
Analyzing the fourth hypothesis:

Managers with less work experience use domineering method more.

In this study, younger managers, include managers who are under 40 years, so distribution of age and ways of dealing with conflict are in the table below:

Table (4-10): the age and style of dealing with conflict

<table>
<thead>
<tr>
<th>Total</th>
<th>41 year up</th>
<th>Under 40 years</th>
<th>Age.way of dealing with</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>15</td>
<td>4</td>
<td>Imperious</td>
</tr>
<tr>
<td>8</td>
<td>7</td>
<td>1</td>
<td>Avoidance</td>
</tr>
<tr>
<td>116</td>
<td>89</td>
<td>27</td>
<td>Cooperation</td>
</tr>
<tr>
<td>13</td>
<td>9</td>
<td>4</td>
<td>Toleration</td>
</tr>
<tr>
<td>156</td>
<td>120</td>
<td>36</td>
<td>Total</td>
</tr>
<tr>
<td>100</td>
<td>9.76</td>
<td>1.23</td>
<td>Percentage</td>
</tr>
</tbody>
</table>

On the assumption that the claim is, there is a difference between managers under 40 years (younger managers) and up 41 years for dealing with conflict in imperious style. Based on this claim, we set the null hypothesis and reverse hypothesis as follows:

There is no difference between less experienced managers and experienced managers for imperious style. The less experienced managers use imperious style more than experienced managers.

Table (4-11): Calculation of z

<table>
<thead>
<tr>
<th>Result</th>
<th>a</th>
<th>Z Table</th>
<th>Z Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>H0 is accepted</td>
<td>05.</td>
<td>64.1</td>
<td>24.0</td>
</tr>
</tbody>
</table>

As it can be seen, the value of obtained Z 0.24 is smaller than the value of table 1.64. So the null hypothesis was accepted and with 95% confidence it can be said that younger managers don't use imperious style more than older managers and we conclude that the fourth hypothesis is rejected.

Discussion and conclusion:

This study aimed to investigate conflict resolution methods by principals of female and male high schools in Tehran that in this regard, four hypotheses have been proposed:

The first hypothesis:

The dominant style of educated managers for conflict resolution is cooperation. Indicators related to each of the styles show that of 156 people of the studied statistical population, 116 people of them used cooperation and also the dominant style of 19 managers was imperious.
style that is placed in next three stages and toleration and avoidance styles with 8 and 13 are at last stages , respectively . Then , the Pearson correlation coefficient for each of these styles showed managers who have higher education often use cooperation . Pearson correlation coefficients for the relationship between education and cooperation +.24 which represents direct and positive correlation , the error value to reject the null hypothesis is 0.009 and with 95% confidence it can be said that there is a significant relationship between the level of education and cooperation , so we conclude that the first hypothesis is accepted . This result indicates that managers who have higher education often use cooperation and this result is consistent with findings of Heidari Taj al-Din (2001) . In a study done by Heidari Taj al-Din , principals of female high schools used cooperation method for conflict resolution more . It can be seen that some of managers have not used cooperation . Maybe this is why they think using this method causes to loose their power and authority . The comparison of conflict management styles can be seen that :

The highest mean value is belonged to collaborative conflict management style (74.4) . In other words , in managers' opinion , solving a problem through discussion and effort and helping each other to solve the remained problem with spending more time is one of the best influential components on staff .

In a study by the "Butler" in the year 1994 was determined that cooperation style is more effective that corresponds with the findings of this study . " Simonti " and " Nikodium " during a survey of managers wanted to report full description of methods they use for conflict resolution . The findings of this study and many other studies in this field introduces the cooperation as the most effective management method . (Izadi , Yazdan , Abadi , 2000) . The study, "Sapmany" (1999) did , Cooperation style was frequently used during conflict and then reconciliation, forgiveness, avoidance, and competition styles are in priority which correspond with the results of this study .

The second hypothesis :

Male managers use imperious style more comparing female managers . Statistical indicators related to the second hypothesis show that obtained mean score (5.03) of imperious style in men is more than the mean scores of imperious style in women (3.93) . It was used independent t-Test to meaning the difference between these two means and finally deciding on a hypothesis that the calculated results (1.62) with one range test and =.05 is smaller than table . So in ? a=0.5 is not significant and with 95% confidence it can be said that there is no significant difference between two means . So , the second hypothesis is the lowest mean related to avoiding conflict management style (2.11) that has little difference with compromising management style (2.78) . That is , in manager's opinion , avoidance style with components such as lack of interest in discussion , avoiding a debate for the resolution of conflict is known as less effective conflict management style to influence and have an impact on staff . Therefore, in this study we can rate conflict management styles in preference of influence on staff respectively : Collaborative management style in the first place , Toleration management style in the second place , Adaptive management style in third place and Domineering and imperious management style in fourth place . As it was found in previous research , these findings with the results of the study (Shayanfar) (2000) is consistent with little difference which is done in this field . That is , in "Shayanfar" study domineering style was introduced as the latest source of influence but in the present study , the mean of
avoiding conflict management style (2.66) differs slightly from the mean of imperious style (2.78) and was placed at last in the preference of influence.

Heidari Taj al-Din (2001) reported in the analysis of conflict management in schools that principals use cooperation, compromise, avoidance, and competition style, respectively which is consistent with the results of the present study just about the priorities of cooperation and tolerance. It was rejected and male managers do not use imperious style comparing female managers. Although there are differences in their approach to imperious style but the differences observed may be due to measurement errors. Evidence indicates that role expectations based on gender influence on behavior and perceptions of behavior in special conflict situations apparently. Influences and norms relative to role expectations based on gender may influence conflict and behavior. Experience and meaning of conflict may for men and women, it is in terms of gender, kind of persistence and beliefs. Although this behavior was not during study. In summary, despite the recent research based on lack of gender effect the choice of conflict styles, these perceptions still exist that gender differences in conflict management styles influence within and across cultures. (Vatan and Cameron, 1980) that the results confirm the hypothesis 2.

The third hypothesis:

Managers who have a positive attitude often use cooperation style. Indicators related to relationship between attitude and ways of dealing with conflict show that 124 managers who are 81% of the studied statistical population have a positive attitude to the conflict and only about 19 percent have a negative attitude to the conflict. This indicates the majority of scientific and rational managers to the conflict. There is a significant relationship between attitudes to conflict and ways of dealing with it. Correlation coefficients for the relationship between positive attitude and cooperation style +.32 which represents a direct and positive relationship and the error value to reject the null is little and 0.004. So the third hypothesis was confirmed with a 95% confidence.

These results suggest that managers who have a positive attitude always do not know the anarchists as the source of conflict and they know the very little level of conflict as desired and this result is similar with Stephen Robbins which say organizational conflicts are for organization's benefit and if managers can use successful techniques and deal with this phenomenon correctly will have a positive effect on employee performance.

The fourth hypothesis:

Young managers use domineering style more. The data related to frequency distribution table of hypothesis show that 19 people who have used imperious style, 4 of them are under 40 (younger) and 15 of them are 41 years up (older). This ratio for younger managers 0.11 and for managers 41 years up is 0.125. It was used the independent z-test for the significance of this ratio for comparisons. Therefore, the null hypothesis is accepted, with 95% confidence it can be said that there is no difference between younger managers and older managers for conflict with imperious style. However, the Pearson correlation coefficient for the relationship between age and imperious attitude is +.04 and error value to reject the null that emphasizes on lack of relationship between these two variables is 0.27. Thus, the null hypothesis at the a=0.5 was rejected and with 95% confidence it can be said that there is no significant relationship between age and imperious style.
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