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Investigating the Ways of Reducing the Inter - Organizational Conflicts of Educational Institutions (Case Study of Dashtestan City)

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ABSTRACT

This study is an attempt to investigate the ways to reduce the internal organizational conflicts of the educational sets of Borazjan city. The methodology of this study is a descriptive-survey method. The study included all administrators and teachers training centers of Borazjan city who are 420 people. In this study, a systematic random sampling method (regular) has been used. The required data were collected using OCCI questionnaire and their reliability are 0/80, 0/75 and 0/70 and 0/73 and 0/84 that they were confirmed. The obtained data were analyzed using descriptive statistics such as a one or two-dimensional table of frequency distribution, percentage, mean, standard deviation and inferential statistics such as comparing the means by independent t-test. The result of this study has shown that the difference between the mean of internal organizational conflicts of principals and teachers in educational sets of Borazjan city is significant. Based on this study and previous studies, can be concluded that one of the most important ways to reduce internal organizational conflicts of educational sets is using an appropriate management styles in dealing with internal organizational conflicts and also it is not recommended to just use a particular management style to reduce the level of internal organizational conflicts.

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Introduction

In general, modern societies, from the family to school and university and corporate, companies and institutions are different communities. Human life in organization is inevitable, child is born in the organization, he grows in the organization, plays in the organization, he gets education and uprising, he works in organization and ... he will die in organization. Success of institutions and organizations greatly depends on the efficiency and effectiveness of management and its dynamic relationships with employees, of course, the necessity and importance of managing in efferent organizations is cause to raise various trends in the fields of business, educational, governmental, administrative, industrial, military, medical, and management. Although all fields of knowledge management, learning management, in turn, important and valuable, but it is a special place, because the output of the system as a basic element of human resources which is all systems considered. Although all fields of management knowledge, in turn are important and valuable but, learning management has a special place, because the output of the system as the human sources which is a basic element of all systems considered.

Knzvych defines Educational Administration as "educational management of social processes related to identity, to keep, motivate, control and unite all the human and material organized Formal and informal forces in a unified system which is to achieve predetermined goals. Organizational activities and especially educational institutions require formal and informal interaction between different individuals and groups who are working at various levels.

What is inevitable in this series of human collection is conflict between individuals, entities, different categories so that Verma said: "Conflict arises in a series with at least two members and may even develop into a person." Usually the ways

that people used in the event of a conflict and for resolve it are mentioned as the conflict management styles. Griffey Hough defined conflict management as "the process and removing the existing conceptual obstacles are in the way of reaching an agreement" (MirKamali, 1384). In today's world, management has the Fundamental role in health and disease of the people who go to Dozens of organizations, in addition also the individual who works in organizations and with managers are influenced by management behaviors. It is forced to every educational and non-educational managers that if there is no living bilateral and constructive relationship in the workplace, he should try to arise and do it and if there is some much relationships, develop it. Purposeful and dynamic bilateral relationship is the one that is based on needs and circumstances of individuals and organizations have sufficient quality and strength that is profitable and beneficial for both sides.

In fact, human relations refers to the relationship that both parties feel that they have provided social and psychological needs. Human relations are not only apparent relationship in an environment or under specific physical condition. Human Relations is real love of people.

When two people see a beautiful and acceptance of each other and their relationships are based on ethics and aesthetics, they have human relationships together. These relationships are beyond financial, biological, physical and lateral communications between the individual. In this context we can say prerequisite of change the educational system and achieve a desired system Understands the realities of human relationships within the organizational hierarchy and conflict management styles in learning environments at different levels of education and rural and urban complexes (IranNezhad, Prizi, 1369). Given the mentioned items and the importance of

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managers roles in communicate within the organization and use of managers numerous ways in the face of conflicts within their organization and On the other hand, existence of educational centers with a large number of employees in the current system of education, in this study, the aim is study the ways of reduce organizational conflicts among staff of educational centers of Borazjan city is Based on the above analysis and comparison of organizational conflict management styles with organizational conflicts.

Statement of the Problem and the Need of Research

Nowadays, management experts believe that human resources are discussed as the main asset management of organizations and competitive advantage And healthy relationships based on cooperation and solidarity between these valuable resources are the most important fundamental factors for the success of all organizations, including industry - Business - Services - Training and like them . On the other hand, due to the increasing complexity of organizations and different ways of thinking, attitudes and beliefs of individuals, conflict is discussed as an indispensable component of organizational life of today. It is undoubtedly the ability of manage and control the conflict in the organizations is the most important management skills that today's managers are require that (Mirkamali, M., 1384). In studying around the conflict situation among high level and middle level managers of the organization, the researchers concluded that In the upper levels of the organization ,the control and direct of the conflict (conflict management) in the sense of equal importance or even most of the functions such as planning, organizing, communication, motivation and decision making (IzadiYazdan, Abadi, 1376). On the other hand, the school and the educational complexes are a social organization and conflict also is a phenomenon that is born of the groups and organizations, Undoubtedly, it is appears in the space of academies between manager and teachers - Director and other administrative staff, clerical, service and support, among the staff, among the teachers, among manager and students, between teachers and students. Different styles of human relations and management practices can be recognized as a different model from person to person, means the relatively stable behaviors that are used by the complexes managers in directing the affairs and communication and dealing with others (Mirkamali, M., 1384). So it could be argued that destructive and non-dynamic conflict in academies and complexes will cause irreparable harm than any other organization; because it is the educational CONSTITUENT system that its character in this teaching - learning process is in the developing and emerging, If the character is under the influence of personal unhealthy rivalries and destructive within organizational conflicts, probably conflicts and inconsistencies of people in all the society seems normal And people instead of cooperate and properly compete and balancing conflict, they tend to confliction and intense conflict, or vice versa, frustration and apathy and intellectual inertia that This situation is something like a disaster for the whole training organizations and all the human societies. Thus, given to the importance of the presented principals, this study seeks specify the dealing way of rural and urban complexes managers of Borazjan city with organizational conflicts and In addition, determining which method is more attention to resolve conflicts between managers. Is generally more dominant style that managers use it more or not?

Review of Related Literature

What is Conflict

The word means is to face and disturbing way against each other and have difference to each other. Conflict is confronting, somehow, in this confronting whoever is trying to prove the

truth of his own or in simpler words wins. Conflict means fight of interests or the tendencies, a situation in which a person is subject to conflicting forces and powers approximately equal and usually prohibitively (Sarmad1367) Thomas views conflict "a situations where concerns of both sides seem inconsistent and uncoordinated "(Mir kamali, 1371). Clab and Putnam the American organizational researchers claims that reactions to conflict, such as social behavior, emotional behaviors (compromise), the development of cultural norms suggests that much of the realities of organizational life is about conflict phenomenon. To modify aspects of the public, formal, rational of conflict management that emphasizes in the modernism look, they concentrate to the private, hidden irrational = aspects of conflict management (Edwards, 1986).

The difference of Conflict with cooperation and competition

Despite Burrell and Morgan, conflict and cooperation are two different default theories that shaped based on them. Classical theorists are of this view that cooperation is essential in organization with a minimum target is desirable, because the conflict, can blemished cooperation, it is bad phenomenon. This approach has ignored multiple objectives, values of subculture, irrational behavior, such as feeling and intuition and demands of informal groups but conflict in organizations than what theorists accept to cooperate is more comprehensive and managing the hidden forms of conflict is difficult. Conflict is same as competitive but with more intensity. The contest means rivalry between the two groups in achieving something distinct and worthy; while in definition of conflict word assumed that a group directly prevents that the other team to reach its target (Richard defet,1999).

Components of Organizational Conflict

Organizational conflict consists of three main components, namely:

1. The Group Identity

Staff and members of one group should belong themselves to that group, means they should consider group as their reference that a sense of dependency provide the conflict base.

2. The Visible Difference between the Groups

There should be a visible difference between the groups, the groups may be placed on different floors of a building or be the persons or members of group in high school or university or members of different departments of the organization. Discrimination, lifestyle, different benefits of class differences, injustice, ambiguity in role and discretion, limited and scarce resources, and lack of information can be the origin of these differences.

3. Disappointment and Frustration

The meaning of this failure is that if a group reaches to its goal, the other team will not be or be desperate or deadlock. Failure should not be severe, just as it does create conflict and disagreement between the groups. When conflicts arise between the two groups that one group than the other groups be in a better position(Rabinz1375).

Conflict Management

Manager should note that the goal of a successful management system does not eliminate conflict, but to create an appropriate level of conflict that provide the organization aims. Because in organization and without conflict gradually arise Apathy, depression, bout and etc. Some degree of conflict is essential to the effective functioning of the organization, because the harmonious and peaceful groups sometimes have a static mode and will not be creative and this extent of the conflict, are kept the group lively, critical and creative, so it is necessary that managers strive to maintain this level of conflict.

Table 1. Comparing the Old attitudes with the New Attitude about Conflict

New attitude (positive)	Old attitude (negative)
<ul style="list-style-type: none"> - Conflict can be constructive and helpful. - Conflict is not an Organizational malformations. - The existing of conflict in an specific level is a sign of high level of dynamism, creativity, and effectiveness of groups and organizations. - The task of management is to stimulate the conflict and to direct it. - The successful organization is an organization that there is always some level of conflict in it. 	<ul style="list-style-type: none"> - Conflict is always bad and blameworthy, and it is considered a disease - conflicting is an indications of unsatisfactory performance of a group or improper designing of a system. - The task of Management is to destroy the conflict. - The efficient and successful organization is free from conflict and contrast.

Source: Rabinz, 1375

Table 2. The Distribution of Respondents Based on their Sex

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	95	47/5	48/5	48/5
Male	101	50/5	51/5	100/0
Sum	196	98/0	100/0	
Missing	4	2/0		
Total	200	100/0		

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 3. Distribution of Respondents According to their Organizational Position

Organizational Position	Frequency	Percent	Valid Percent	Cumulative Percent
Teacher	180	90/0	90/0	90/0
Manager	20	10/0	10/0	100/0
The whole total	200	100/0	100/0	

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 4. Distribution of Respondents According to their Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	6	3/0	3/0	3/0
Associate Degree	58	29/0	29/3	32/3
BA	120	60/0	60/6	92/9
MA or Higher education	14	7/0	7/1	100/0
Total	198	99/0	100/0	
Missing	2	1/0		
The whole total	200	100/0		

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 5. Descriptive Statistics of Internal Organizational Conflicts between Managers and Teachers

Variable	Group	Number	Mean	Standard Deviation	Standard error of the mean
Internal organizational conflicts	Teachers	180	3/54	0/513	0/038
	Managers	20	3/31	0/267	0/060

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 6. Investigating the Means of Internal Organizational Conflicts between Managers and Teachers

		Leven test for homogeneity of variances		T-test for equality of means					Interval confidence from the difference %95	
		F	Significance level	t	Degree of freedom	Significance level (Two-tailed)	The difference of means	The difference of Standard error	Low level	Low level
Internal organizational conflicts	Assuming equal variances	5/609	0/019	1/972	198	0/050	0/230	0/117	0/000	0/460
	Assuming lack of equality of variances			3/241	37/092	0/003	0/230	0/071	0/086	0/374

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 7. Descriptive Statistics of Compromise Style between Administrators and Teachers

Variable	Group	Number	Mean	Standard Deviation	Standard error of the mean
Compromise Style	Teachers	180	3/89	0/583	0/043
	Administrators	20	3/41	0/472	0/106

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Table 8. Investigating the Means of Compromising Styles between Administrators and Teachers

		Leven Test for Homogeneity of variances		T-test for equality of means					Interval confidence from the difference %95	
		F	Significance level	t	Freedom degree	Significance level (Two-tailed)	The difference of means	The difference of Standard error	Low level	Low level
Compromising Styles	Assuming the equality of variances	0/393	0/531	3/531	198	0/001	0/477	0/135	0/211	0/744
	Assuming lack of equality of variances			4/179	25/904	0/000	0/477	0/114	0/243	0/712

Source: Based on the Data from Questionnaire and Authors Calculations, 1393

Most experts believe that the conflict except in limited circumstances should be encouraged and only when should be prevent that it takes on the state of destroyer or damaging it or as it arise and before the spread should be solved. In this case, the manager should identify potential factors of conflict, he must completely analyze the various factors of its develop and contrives the methods to conflict in favor of organization revenues (Stephen P. Robins1385).

Education Complexes

Rybchestr and Adardz (1998) knows the Educational Complexes include nearby schools that in doing the affairs and different activities have cooperate and use of common resources mutually And each of the schools are in the sharing of common interests (collection of articles at First Conference on Educational Complexes, 1391).

Educational Management

Educational management is a social process that organizes and coordinates with the use of scientific ,technical and artistic skills of all human and material power, provides the motivation and growth areas and by supplying the individual and group Logical requirements of teachers, students and staffs in the economical way get to the education and upbringing (Mir kamali,1384). Dictionary of education knows the education and training of educational management as guidance, control and administration of affairs for education and training in training organizations (office of cooperation district and university, booklet of Educational Management, 1392).

Literature Review

Heidari et al (1382) in a paper entitled, investigate the balance of application of negotiation styles in conflict management strategies of Isfahan city, proceed to investigate The styles and strategies of conflict management between managers of upper secondary schools in Isfahan and finally concluded that The most use of interview style by managers have been related to realism styles andthe minimal use to analytical interview style and most use of conflict management strategies related to solution-oriented strategy and minimal use to the control strategy . HosseiniKangani et al (1382) in a study entitled "the relationship between conflict management styles and organizational culture of Deylam schools based on Putnam and Wilson model Hosseinikangani and others have discussed study entitled relations between conflict management styles and Deylam school organizational culture and different management style by using different models in Deylam schools and come to conclusion that management style is closely associated with organizational culture based on prevailing attitudes of managers they choose their management style and exercise it . The top score of organizational culture and management thinking is directly related .it means that it increases by increasing another one. Sakhab and others have discussed study entitled survey of conflict management of managers in Gilan high school in 76/75 academic year. After reviewing the views of managers they come to conclusion that by 8/31% managers believed that to solve conflict they usually use completion method. While74% teachers confirm manager's view a Significant difference between teachers and managers view is at 001/06 level .22% of managers believed that to solve conflict they use sacrifice and forgiveness method. While 9/32% of teachers confirm manager's view .in this hypothesis there is not significant differences between teachers and managers view.

Research Hypotheses

First hypothesis: There is a significant difference between managers and teachers regarding the effective factors on

reducing internal organizational of educational sets in Borazjan city.

The second hypothesis: There is a significant difference between the views of principals and teachers about the effect of reconciliation style on reducing internal organizational of educational sets in Borazjan city.

Methodology

The present study is a descriptive research. Descriptive because the researcher has attempted to deduce what is without any interference or mental deduction reports and give the objective results of situation. The population of this study included all managers and teachers of educational complexes of Borazjan city in total of 420 people. This study has implemented in population of all the t

eachers and managers of educational complexes of Borazjan city in total of 420 persons and in statistic sample of 200 persons that obtained based on krejcie and Morgan table. In this study, it is used of systematic random method (regular) for choose a sample. After visiting educational complexes and provide a list, all of the teachers and managers working in educational complexes of Borazjan city has regulated in a specific table. Number of educational complexes of Borazjan city is 20. In this study, 20 managers were selected in the form of census and for this choosing, action as follows, For systematic random sampling (regular) , each of the complexes were selected as follows and The questionnaires were given to them.

$$K = \frac{M}{N}$$

M = the number of studied community members

N = the number of samples

Then randomly choose a number between 1 to K and then choose units and next individuals with the K distance from mentioned number. Also in this study used a questionnaire to collect information that is composed of open and closed questions and also of two parts:

A) **The underlying questions:** These questions were intended to measure the respondents' personal characteristics.

B) **evaluation questionnaire of within organizational conflicts:** to measure and evaluate the internal organizational conflicts of conflict management questionnaire of Stephen Robbins based on Likerts five degrees range with completely disagree, disagree, neutral, agree and strongly agree options thatscores from 1 to 5, respectively, belongs to the them. The questionnaire is consists of 30 items and 5 subscales or dimension (5 items related to collaboration, 7 items to compromise, 6 items to avoid, 5 items related to the premise, 7 items related to competition). Total scores of each person at every subscales of presented within organizational conflicts in that dimension shows and total scores of each respondent in 30 items indicate the within organizational. Each respondent can obtain the a score between 30 to 150 .

Findings of Study

After completion of the data collection and removal of incomplete questionnaires and unanswered, eventually statistical analysis was performed on 200 copies of the questionnaire. Accordingly, the questionnaire was numbers again and information of each of them was coded. The Given codes to the questions of questionnaire entered to the computer. And by the use of computer software package known as the (SPSS) was analyzed in a Windows environment. In data analysis, at first by using descriptive statistics methods such as one and two dimensional tables of frequency, percentage, mean, standard deviation and individual characteristic curve of examiners and also level of within organizational conflict and each of its

components were described. In the level of inferential statistics any of the study hypotheses by the use of advanced statistical methods such as t-test was used.

The First hypothesis: There is a significant difference between managers and teachers regarding the effective factors on reducing internal organizational of educational sets in Borazjan city.

To investigate the first hypothesis of this study, the mean of internal organizational conflicts of educational set in Borazjan city between principals and teachers have been compared.

Table 5 shows that the mean of internal organizational conflict between managers is 3.31 and standard deviation is 0/267 and between teachers, the mean is 0/513/0 and standard deviation is 3/54.

Table 6 contains two tests which are Leven test for homogeneity of variance and t-test for equality of means. First test for equality of variance is 5/609 for F statistics and with decision measure is 0/019 showing the assumption of equality of variances of the two samples can be rejected. That is according to the sample information, the variance of internal organizational conflicts between administrators and teachers are not equal ($p < 0/05$). The second test is a test for comparing the means that by assuming that variances are not equal, a decision criterion (Sig. (2-tailed)) is 0/003 which is lower than 0/05 ($p < 0/05$). As a result, there is a significant difference between the mean of internal organization conflicts between administrators and teachers.

The second hypothesis: There is a significant difference between the views of principals and teachers about the effect of reconciliation style on reducing internal organizational of educational sets in Borazjan city.

Table 7 shows that the mean of compromising style between teachers is 3/89 and standard deviation is 0/583 and between teachers, the mean is 3/41 and standard deviation is 0/472.

Table (8) including two tests Leven is for homogeneity of variances and t-test for equality of means. First test, the equality and variances F with the amount of 393/0 for F statistic and with decision standard 531/0 shows that the assumption of equality of variances of the two samples cannot be rejected. It means, given to the information of this sample, the variance of compromise style among teachers and managers are the same ($p > 0/05$). The second test is a comparison test with assume of equal variance, has the decision standard that is equal to 001/0 and this amount is smaller than 05/0 ($p < 0/05$). As a result, there is a significant difference between mean of compromise style among managers and teachers.

Conclusion

Conflict is a Phenomenon that has the positive and negative effects on the performance of individuals and organizations. Correct and effective use of conflict makes improve the performance and promoting the health of the organization. And ineffective use of that is cause to reduce of performance and create the conflict and tension in the organization. Effective use of conflict requires the cognition and complete understanding and also the reasons of creator and obtaining the skill to manage and control it. Ability to deal with conflict and manage that has the worthy role in success of organizations managers. If the conflicts be constructive, it causes to arise the fresh and creative ideas and provides the base of change and innovation in organization and finally, it helps to management to achieve their organizational goals in this context, this study has been performed to investigate ways to reduce conflicts and within organizational conflicts of staffs at educational complexes of Borazjan city 1392-1391 and Results of this study indicate that

internal conflicts between managers are with mean 3.31 and standard deviation of 267/0 and 513/0 of the teachers with mean \pm SD 54/3. As a result, there is a significant difference between the mean of internal conflicts among managers and teachers in statistical population under study or about the difference between the average of managers and teachers opinions on effectiveness and use of compromise style for solving conflicts, it can be concluded that to use of this management style to deal with within organizational conflicts, the teachers in compare with managers have the better idea than managers. Therefore, given to the high importance of the internal conflicts such as educational complexes, it should be integrated with proper planning and taking appropriate mix styles in order to reduce these differences to does not create the reasons. In this context, according to the results obtained in this research, the strategies are offered to strengthen it:

- It is recommend managers considers the using of the cooperative problems or solving problem as their first strategy in dealing with conflicts of within organizational of the educational complexes.
- It is suggested that managers of educational complexes use of mortar style as the second strategy to deal with organizational conflicts, because the teachers had shown favorable view of this management style.
- It is suggested that managers of educational complexes use more of remise style to create an atmosphere of friendship and peace and in the issues that can remise of conflict because of easier access to objectives of organization , they use of remise style .
- It is suggested that managers of educational complexes have less use of avoid and competitiveness styles in the solving of organizational conflicts because use of these two styles in educational environments will not be very effective.
- Efforts to increase awareness of the educational complexes staffs about familiar with effective ways of dealing with within organizational conflicts.
- It is recommended offices and educational complexes hold Courses for teachers and administrators in relation to reducing within educational conflicts.
- Recently establishing the educational complexes in Iran, justifying the lack of needed studies to the extensive research on this subject.
- It is recommended that managers uses of effective styles in reducing the within organizational conflicts to deal with problems.

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