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The relationship between conflict management style and creativity in Khuzestan Province Gas Company

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Abstract

Human social life, organizational and individual always faced with opposing forces and conflicts. In the community on the one hand, we face the need to change and on the other hand maintain social stability as a desirable goal, we know and resist change. This study aimed to investigate the relationship between conflict management style and creativity in the gas company took the province. The method of cross-correlation and the purpose is. The study population consisted of 198 people, using Cochran formula 130 were selected. To analyze and answer research questions of Mean, Pearson product-moment correlation coefficient (Pearson r) and Multiple Regression Analysiswere used. The results showed that there was a significant relationship between the dimensions of conflict management styles with creativity.

Keywords: conflict management, creativity, Gas Company

Introduction:

One of the things that I have noticed many managers, the conflict is (Qhajari, 2005). Conflict, natural and normal part of our everyday life (Exforsys, 2009). And the fact that throughout history man has been familiar with it, but unfortunately, due to mismanagement, the more militancy and hostility has become so today, people have an unfortunate history of conflict and the phenomenon known (Seyed amery, 2007). By all standards, conflict management scholars acknowledge that the issue is important, so that Tqryba20 percent of upper and middle management time to be spent in dealing with the kind of conflict

(MohamadZadeh, 1995, quoting al, 2000). Studies have shown that how managers can motivate employees working in the affected subsidiaries. In addition, proper management practices can reduce or eliminate the conflict. And if the manager cannot handle conflict well, the speed can act as a deterrent and can interfere with the performance of the system (Zarnush Farahani, 2006).

Theoretical basis of research:

One of the things that I have noticed many managers, the conflict is (Qajari, 2005). Conflict, natural and normal part of our everyday life (ghafur, 2009). And the fact that throughout history man has been familiar with it, but unfortunately, due to mismanagement, the more militancy and hostility has become so today, people have an unfortunate history of conflict and the phenomenon known (Seyedamry, 2007). By all standards, conflict management scholars acknowledge that the issue is important, so that Tqryba20 percent of upper and middle management time to be spent in dealing with the kind of conflict (mohamadzade, 1995, quoting al, 2000). Studies have shown that how managers can motivate employees working in the affected subsidiaries. In addition, proper management practices can reduce or eliminate the conflict. And if the manager can not handle conflict well, the speed can act as a deterrent and can interfere with the performance of the system (Zarnush Farahani, 2006). Seems to conflict management as a philosophy and a set of skills that are unique to a better understanding of the conflict helps (Ghaffar, 2009). opportunities to find appropriate solutions (Torabi et al., 2007). And use of this tool within organizations for staff is also required to have skills in their daily tasks (Boyd, 2007). Conflict management strategies as a process of growing in recent years, the focus has been involved in human resource management (Christopher, 2010). Learning conflict management, to improve compliance and enjoying the change is a vital investment for individuals, families and organizations are considered. And the key question is not "How can we avoid conflict?" But how can we manage it? "If the conflict can not be eliminated, we can cope with it in a constructive way (Summer, 2011).
And conflict management strategies are quickly learning. Analyze and understand the conflict to a strategy requires . And managers of successful strategies to integrate conflict and the ways to recognize and basic skills development, support and maintenance of their systems (Paavl Tomlinson et al., 2004).

Conflict management styles:

based on the concept of the Follett (1940), Blake and Muten (1964), Thomas (1976), Bunama and Rahim (1979), the use patterns of interpersonal conflict in two main aspects, concern for self and for others recognized. The first dimension, the degree (high or low) that person tries to convince her concern explains. The second dimension is the degree to which someone tries to convince others of concern, explains. The combination of both has led to five specific method is the use of conflict (Afzal Rahim, 2002). "Blake and Muten" (1964) were the first who developed the concept of reaction moderators and presented the conflict. Review and finally, in accordance with the five styles of management to identify five critical management strategy to deal with the conflict, and later by other researchers were also investigated and developed. The five styles of conflict management strategy in this research are as follows:

1. dominate (imposed forcefully) 2.mdara (soft) 3. Avoiding (withdrawal) 4.msalhh 5.hl problem (NS) (Yazdanabadi, 2009, p. 62).
Basic styles of conflict management and cooperation on the basis of two claims (Swinton, 2006).

Consolidation		Confrontation
	Compromise	
Avoidance		Toleration

Creativity:

Like any other human theoretical concept and defined the attitudes and perceptions of personal creativity and school authorities to appear in the same position. In order to avoid lengthy discussion following are brief definitions of some of the celebrities mentioned scientific research and innovation resources is noted.

- Culture Psychology descriptive terms "creative thinking is thinking that its main characteristic is the ability to discard the assumption of unnecessary and birth " (Bruno, 1990).
- Stephen Robbins (1991): "creativity means combining ideas in unique ways or create a continuity between the ideas" (Talebzade and Wrigley, 2005).
- Stein, Parns and Harding (1962): "Creativity is what leads to the creation of a new work, which at the time as a viable or useful or pleasing thing acceptable is a significant group"
- Mednick (1962): "Creativity is to organize the elements for new compounds that respond to specific demands or they are so useful."

Secondly including ways and new methods are effective.
So without the presence of three basic features:
1- subjective
2- Novelty
3- Effective

No word on a process of creativity and mental activity or performance to be applied.

Literature Review:

Nargesi (2010) in his study examined the relationship between organizational conflict with Iran Insurance Company employee creativity in did show a significant relationship between organizational conflict and

creativity are also positive and significant relationship. conflict and creativity There are, however, about the relationship between conflict-productive and creative hypothesis was not confirmed and was rejected. In another study (Amir, 2005), entitled Knowledge, Attitude and Practice (KAP) managers anymore School of Medical Sciences in the field of conflict management that conflict management, organizational conflicts in line with organizational goals and using appropriate methods it reduces inefficient aspects.

Trading managers in the field, allowing them the nature, characteristics and location of the various conflicts as well as identify conditions or causes or exacerbates them and control their diagnosis, Conflict predict and prevent the occurrence of harmful conflicts, the proper approach to conflict resolution is selected, Conflict and disagreement on the direction and creative lead and understanding and knowledge and the right attitude towards it and deliberately in terms of performance, efficiency and productivity of the organization increases.

Ghafuri et al (2008) in a study that aims to investigate the relationship between leadership style and creativity physical education teachers, physical education, showed factors that affect leadership style and creativity are organizational culture, organizational climate, organizational structure, complexity labor laws and regulations and that these factors can have an effect between leadership style and creativity. Since they can be leaders on thoughts, feelings and aspirations of his subordinates affect and stimulate and guide their behavior, so their leadership style as a facilitator or inhibitor, directly or indirectly affects the creativity of subordinates. There are creative managers and administrative staff. The relationship between marital status and education level with the creative staff is visible. On the other hand a significant relationship between gender administrator and avoidance is achieved, resulting in men than women use this style to avoid. This study showed that by reducing the use of coercion and negotiation styles by hospital managers in conflict resolution, creativity increases.

Song et al. (2006) in their study as conflict management and innovative performance that integrate, adapt, compromise, persuade, and to avoid conflicts and handling of different strategies can be constructive and destructive effects in conflict areas is innovation. Aykval (2010) in a study entitled Creative Management: The Two Faces of tension in the creative space for creative expression that is part of the management is to create an environment where people can share ideas and your suggestions and comments to build. The study focused on between the two forms of tension that exists in organizations, the idea of thought. One after a fruitful and constructive reflection of stress and tension from one idea to another person who is non-productive and post-conflict. The results showed that lower levels of conflict leads to creativity and innovation in the organization. Management advice on organizational factors influencing employees' creativity and concluded creativity to the intensity of the organizational structure, leadership and influence in the organization's reward system, decentralized structure, transformational leadership style, participation in activities that are rewarding to satisfy the needs of the individual inner lead of the factors that are influencing subordinates creativity.

Research Methodology:

The Research Methodology of the present study used a descriptive Correlation research.

Population, Sample Size and Sampling Procedure:

The study population consisted of 198 employees of the company Using formula Cochran 130 teachers were selected as sample size and then using simple random sampling questionnaires were distributed samples

Collection data tool:

Data collection consisted of two parts. The first part of conflict management styles in the next 5 to 25 questions and the second part is tested questionnaire with 16 questions creativity. The reliability of the questionnaire for conflict management style .78 and .83 is creativity questionnaire

Hypotheses:

there is a relationship Between the creativity and style of conflict management
there is a relationship Between the creativity and determination of dimensions of conflict management style
there is a relationship Between the creativity and problem solving aspects of conflict management style
there is a relationship Between the creativity and avoidance of conflict management style
there is a relationship Between the creativity and flexibility of the aspects of conflict management style
there is a relationship Creativity and compromise between the dimensions of conflict management style

Results:

Descriptive analysis of data showed that more than 65 percent of participants were women. Most participants were from 5 to 15 years, more than 25 years, between 15 and 25 years and the lowest percentage of people who have less than 5 years experience. Most of the participants were undergraduate degree.

Correlation of conflict style and creativity

The results showed a correlation between the domineering, problem solving, compromise, avoidance and flexibility with the creativity there is a positive relationship. The resulting connection is significant because a significant factor value obtained is less than 5 hundredths. The amount of communication related to problem solving and the greatest amount of flexibility is associated.

Variables	1	2	3	4	5	6
(1) Creativity	1					
(2) Domineering	.381**	1				
(3) Problem solving	.356**	.169	1			

(4)	Avoidance	.444*	.025	.098	1		
(5)	Flexibility	.459	.235	.245	.111	1	
(6)	Reconciliation	.396**	.369	.259	.032	.258	1

****P<.01 *p<.05**

Multivariate regression analysis:

To evaluate the effect of conflict management style creativity of regression testing is used. Regression to tackle the effect of the correlation coefficient is a reciprocal relationship between the variables analyzed. According to the results of the regression between 5 after conflict management style affects only creative flexibility. The impact on other aspects of the creativity in the organization has been rejected. Approve or reject the impact it will prove to be a significant factor value. The top 5 hundredths significant factor to rule out the influence and impact will be less than 5 hundredths will confirm this. The results of the regression equation obtained from the following:
Y = 0.266X1 + c X1 flexibility in this regard are in conflict management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487a	.237	.206	.52489

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.623	5	2.125	7.711	.000b
	Residual	34.164	124	.276		
	Total	44.787	129			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.014	.284		7.085	.000
	Domination	-.019	.135	-.020	-.139	.890
	Problem solving	-.007	.126	-.007	-.055	.956

Reconciliation	.037	.124	.042	.299	.766
Avoidance	.221	.134	.222	1.652	.101
Flexibility	.266	.125	.288	2.127	.035

Conclusion:

The conflict in organizations is a serious problem there, it should be noted that this conflict is causing disruption and disintegration in organizations, but also ineffective management of conflict is causing undesirable results (Vatankhah and colleagues, 2007). And can be an example of the stress of the job that is able to balance a person's psychological or physiological upset (Arshadi and Shekarkon, 2006). And significant impact on the various activities and the most important of all is health. And despite the problems and consequences, is inevitable. If appropriate way to resolve the conflict to be efficient, there will be consequences And leads to maximum efficiency and enhanced psychological well-being of the individual, the talent and creativity, as well as some psychological needs are satisfied, to diversify and strengthen the relations between the people of one's life is (Babapour Khairuddin, 2005). The study was a descriptive survey research was to investigate the relationship of conflict management styles with creativity. According to the results of the study suggested that people in conflict situations, with regard to having individual characteristics, personality, moral, religious, emotional management skills, and have different reactions. The correct use of conflict management strategies and boost creativity and innovation, is effective and can lead to increased creativity and innovation in people.

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