On the examination of relationship between personality and conflict management style (Case study: Staffs of the Province of Kurdistan's Government offices)

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ABSTRACT

The man goal of this study was to investigate the relationship between personality and conflict management style of the staffs of the Province of Kurdistan's Government offices. This research falls under applied research in terms of goal, from a methodological point of view, it is descriptive-survey and is correlative. The researcher, via examining the population, specifically by using random sampling, deals with studying activities. This research is also among correlative researches from the view of relationship between variables and according to the timing when data were collected; this research is a cross-sectional research. The main tool for gathering data in this research is Thomas' Conflict Management Style and Personality. The statistical population of this current research consisted of staffs at the Kurdistan's government offices. The sample volume was selected 210 people by using the Cochran formula and simple random sampling method and in the end, 206 questionnaires were gathered for statistical analysis (Thomas, 1976). Findings revealed that there is correlation between openness to staffs; experience and conflict management styles; dimension of compatibility and conflict management style; dimension of staffs' conscientiousness and conflict management; dimension of staffs; extroversion and conflict management style and also between dimension off staffs' neuroticism and conflict management styles.

Keywords: Conflict management; Personality styles; Personality

1. INTRODUCTION

Personality has been examined from different views and each of which has defined it based on the relevant theory framework; personality is indicative of that category of individual or peoples' traits which consists of their constant thinking, affective and behavioral patterns. Awareness of peoples' personality could help organization's people to appoint qualified people in different posts in the organization where this will lead to reduced displacement of the staffs and increased job satisfaction among them (Robbins, 2009). Some psychologists have studies personality as a biochemical and to evident behavior of humans and some others define personality as unconscious traits of humans that cannot be directly seen and need to be inferred from behaviors, Finally, another group of psychologists have defined personality only through peoples' reciprocal communications with each other or through roles they okay in the society (Ahmadyan, 2005).

On the other hand, conflict is a phenomenon which has positive and negative effects on people and organizations' performance. Proper and effective use of conflicts will render in improvement of performance and promotion of the organization's health level, while improper use of it will reduce in functioning and creation of conflicts and tension within the organization.

Effective use of conflict requires understanding and complete perception of its nature and also of causes creating and of acquisition of skills in handling it; though, of course, it is considered as one of the most important skills in management. The ability to counter conflict and handle it has a valuable role in the success of managers at organizations. If conflicts are found to be constructive, they will render in new and creative thoughts and allow for change and innovation and some constructive development within the organization; in the end, this will help management to attain its own organizational goals (Farsi Nejad, 2004).

Since managers enjoy more power and decision making compared to common people and staffs, their personality could be influencing in their decisions and manners. Put it the other way round, managers have a personal philosophy which affect their attitudes towards different issues in the organization and staffs and the issues surrounding them. Managerial philosophy and style of any manger is affected by his personality and culture (Khanifar et al, 2010).

Mc Crae and Costa (1987) distinguish the personality five factors into five dimension of neuroticism, extroversion, openness to experience, agreeableness and conscientiousness.

Affective constancy (neuroticism):

Peoples' tendency to experiencing anxiety, tension, hostility shyness, irrational thinking, depression and lower self-esteem; this dimension is concerned with the individual ability in tolerating stress. People with neuroticism have lower affective stability. These people are concerned, nervous, frustrated and disappointed, stressed, shy, sensitive and hasty. Neurotic people have commonly negative mood in their own working place and have ordinarily negative attitudes towards their own work. They might have sobering influence in collective decisions, where thus can happen via stating negative facets of decisions (Khanifar et al, 2010).

Extroversion

Tendency of the individual to directing his own attention and energy to the world outside, attention to other people and enjoying having interaction with others: extroversion is referred to a cluster of traits and it is a degree in which the person is energetic, sociable, active, daring, emotion seeking and enthusiastic and with a level of self-esteem plus having positive feelings. Extrovert people tend to sociability, sensuality, and intimacy and get along with other better. The extroverts have positive morale and states and feel more satisfaction towards their jobs and have a better feeling as to the surrounding area (Khanifar et al, 2010).

Agreeableness

People's' tendency to respecting others and having consensus and coordination with them; this trait is concerned with people's' inclination to compatibility and adjustment with others. Agreeable people are reliable, honest, altruist, kind and have traits as sacrifice, obedience, humility and are generally good temper. Agreeable people are commonly guides of their teams. They are also fit for teaching, psychological affairs, counseling, work and social activities. Since these people are seeking to create a mechanism for getting along with people, they usually avoid disagreeing discussions (Khanifar et al, 2010).

Conscientiousness

Peoples' ability in organizing, sustainability, controlling and motivation in purposeful behaviors and tendency to merits, order a d strife for progress, restraint and contemplation; this dimension is the touchstone for reliability. A person of high conscientiousness is a meritorious, dutiful, purposeful individual with personal discipline, punctual and reliable (counselor). Conscientiousness is regarded as useful and important in many organizational situations and it is an appropriate index for predicting performance in many of the jobs, because, tendency of these people for attaining success is higher (Khanifar et al, 2010).

Openness to experience

Individual's active search for utilizing others' experiences and individual's inclination to cooperation, love of art, imagination, enlightenment and innovation (Amiri, 2006). The last dimension is the level of peoples' interest to regency and acquiring new experiences. People with such traits have a power of imagination, interest to artistic manifestations and are curious to others' ideas; they have open feelings and pragmatic ones. People with openness in accepting experiences could be thought as useful for professions in which there is much need for changes and there is need for considerable risks. For example, entrepreneurs, architects and charismatic agents in the organizations, artists and theorizing scholar are commonly laced in this category of traits (Khanifar et al, 2010).

Conflict management style

Conflict is a variable related with self-leadership of a group. It is important in that conflicts in groups obstruct resolution of problems. Effective management of conflict is

important for all groups with a higher degree if self-control, because conflicts could be easily resolved by group members compared to traditional custodians. For instance, Palmer (2005) found out that conflict in the group helps internal trust. A benefit of conflict might be that it allows groups with a high degree of unconditionally so that they can make decisions and get them understand they are committed.

Conflict management and its styles

As stated conflict is not necessarily negative if it is used for personal purposes. It becomes a harmful and non-useful should it is utilized for organizational purposes and creation of talents' in other words, conflict management is a manner in which organizational conflicts serve the organizational goals and thus reduce its dysfunctional effects and adds to its functional facets (Jones). In sum, conflict management   is the act of identifying and handling conflict with a reasonable and fair manner. There are five different conflict management that can be placed on a graph nopt in it. On the horizontal axis of the graph, goals, needs of self are standing while on the vertical axis, interest and needs of others are standing. With a combination of these two axes, different conflict management styles are created. Conflict management style from Thomas (1976)

Competition (authority)

A style in which the individual seeks his own interests and goals without attention to others. Features of this manner: 1. Non-participatory; 2. Power-centeredness. The individual applies any power deemed appropriate for reaching an appropriate situation

Compatibility (accommodation)

This style is the opposite of competition. The individual relinquishes his own interests and goals for the purpose of materializing others' needs and goals. The salient traits this method is sacrifice and devotion and it is also participatory.

Avoidance

When the individual dies jot seek his own needs and interests, nor those of others and he actually seeks to avoid the conflicting situation or delay it or step aside from that. This style is the opposite of avoidance style. In here, cooperation includes efforts for working with other people in order to find a resolution that would engender in materialization of goals of both people; in other words, the parties, in this style, looks to achieve his own benefits but meantime he wants to cooperate with others and consider the benefits of others.

Consensus (compromise)

The goal of compromise is to find a solution and some acceptable measures for both parties that would render in relative accomplishment of benefits and materialization of purposes of both parties. In other words, this style stands in between competition and compromise and is relatively participatory. In here, the parties agree to come short of their

own positions and give points to the rival and get points in return. In 2006, Yu et al, investigated a paper with the heading of Relationship of staffs' conflict management and mangers' emotional intelligence over 227 students majoring in Executive Management and conclude that there was a positive and statistically significant relationship between members' emotional intelligence and synergy styles. This research deals with the relationship between personality and conflict management style of the staffs of the Province of Kurdistan's Government offices. Government office as a major state department is concerned with handling the affairs of a city. For this, for progress kin the area of management, there is an urgent need for recognizing mangers and the way mangers treat their staffs and hence they need to recognize their own personality and conflicts management styles. They also need to prioritize their own purposes so that the staffs can better approach themselves to the managers and add to the efficacy of government offices in Kurdistan.

2. METHODOLOGY

The statistical population of this current research consisted of staffs at the Kurdistan's government offices. The sample volume was selected 210 people by using the Cochran formula and simple random sampling method and in the end, 206 questionnaires were gathered for statistical analysis.

Tools for gathering data

The major goal of the study was to identify relationship between personality and conflict management style. To account for this question, a main hypothesis and five secondary hypotheses have been raised. To acquire more information from the statistical population, and with the aim of accounting for research questions, various tools and techniques like inventories, interviews and observations have been used.

a) *Personality inventory:*

Questions related to personality consist of 41 questions. Classification of the questions into each of the factors has been shown in Tables 1.

Table 1. Personality inventory components.

Factors	Questions related to the variable in the questionnaire
Affective constancy (neuroticism)	1,5,8,11,14, 17,20,31
Extroversion	2,6,9,12,5,18,21,24,27,35, 39
Openness to experience (experience acceptance)	3,28,32,36
Compatibility (agreeableness)	4,22,25,29,33, 37,40
Conscientiousness	7,10,13,16,19,23,26,30,34,38,41

b) *Staffs' conflict inventory:*
Questions related to measuring staff's conflicts involved 15 questions. The conflict inventory's structure has been shown in Tables 2.

Table 2. Conflict inventory components.

Factors	Questions related to the variable in the inventory
Flexibility (coherence)	4,9,12
Co-op (service delivery)	3,11,14
Competition (dominance)	1,5,7
Avoidance	6,10,15
Compromise or accord	2,8,13

Statistical styles used

In this research, to compare the information gathered via questionnaires, such styles used in descriptive statistics like table of frequency distribution, percentage, mean, and standard deviations have been sued. In the inferential statistical part, statistical tests such as Smirnov-Kolmogorov have been sued as well as Pearson correlation and single factorial variance for examining hypothesis.

3. FINDINGS

Statistical analyses which have ben conducted in here include descriptive analysis and inferential analysis which will be respectively elaborated.
Examination of normalcy of data by using the Smirnov-Kolmogorov test

Table 3. Results of normal independent variables.

Factor	Sig.	Error level	Hypothesis confirmation	Conclusion
Personality	0/547	0/05	H0	Normal
Affective constancy (neuroticism)	0/624	0/05	H0	Normal
Extroversion	0/359	0/05	H0	Normal
Openness to experience	0/346	0/05	H0	Normal

(experience acceptance)				
Compatibility (agreeableness)	0/168	0/05	H0	Normal
Conscientiousness	0//229	0/05	H0	Normal

Given Table 3 results, if the significance level is greater than the error level, H0 hypothesis is concluded and if in case significance level is smaller than error level, H 1 is conclude.

Table 4. Results of normal dependent variables

Factor	Sig.	Error level	Hypothesis confirmation	Conclusion
Conflict management style	0/487	0/05	H0	Normal
Flexibility (coherence)	0/097	0/05	H0	Normal
Co-op (service delivery)	0/249	0/05	H0	Normal
Competition (dominance)	0/164	0/05	H0	Normal
Avoidance	0/327	0/05	H0	Normal
Compromise or accord	0//678	0/05	H0	Normal

Given Table 4 results, since value of significance for all components is greater that the error level of 0/05; thus these variables have a normal distribution and parametric tests are used for testing the hypotheses.

Table 5. Pearson coefficient test result between personality and conflict management style

		Personality
Conflict management style	Pearson correlation	0/660[**]
	Sig	0/000
	N	206
$p < $ [**]0/01[1]		

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1. meanign the test is significant at the 99% of confidence level

Given Table 5 results, since significance level is smaller than 0/05 and the result is that H0 hypothesis is rejected andH1 hypothesis stating relationship between personality and conflict management style is thus supported. AS seen at the 99%, there is a significant relationship between personality and conflict management style and its correlation coefficient is 0/660. To investigate the level of effects in form of goodness of fit, regression model was analyzed.

Regression model's goodness of fit (main hypothesis)

To examine and offer a model between the conflict management (Y) and Personality (x), model's sufficiency indices having been examined, the processed model will be addressed.

Table 6. Correlation between variables (Regression sufficiency indices).

Correlation coefficient	Determination coefficient	Modified Determination coefficient	Error standard deviation	Watson's camera
0/660	0/411	0/407	0/45849	1/663

Correlation between independent variables and dependent variable is 0/660. Determination variable has been obtained 0/411 and this value indicates that 41% of the conflict management style relates to the personality. Since this value does not consider freedom degree, thus the modified Determination coefficient was used which was equal to 41% also. Given that the Watson's cameral statistic value was standing in the distance between 1/5 to 2/5; as a result, we conclude the independence of the residuals. Thus, the indices stated did enjoy necessary sufficiency.

Table 7. F test (variance analysis) for the significance of the regression.

model	Variations	Square sum	Freedom degree	Sum mean	F statistic	Sig
	Regression	11/488	1	11/488	54/648	0/000
1	Residual	42/884	204	0/210		
	total	54/374	205			
Dependent variables: conflict management						

Given the Table (7), the significance level estimated for this statistic is 0/000, indicating significance of the regression at the 99% level. Histogram graph outlines regarding the

regression model confirmed the normal assumption of data; thus the linear regression model is acceptable.

Table 8. Significant regression coefficient's of personality and conflict management.

model		Non-standard coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant value	1/823	0/264		6/914	0/000
	Personality	0/759	0/076	0/660	7/392	0/000
Dependent variable: conflict management						

The man goal of this study was to investigate the relationship between personality and conflict management style of the staffs of the Province of Kurdistan's Government offices. Results indicated there is a correlation between personality and staffs' conflicts management style. Data suggest that there is a direct and positive relation between staffs' personality and conflict management style.

First hypothesis: There is a significant relationship between staffs' affective stability (neuroticism) and conflict management style at government offices of Kurdistan.

Findings pertaining to the main hypothesis in the fourth chapter suggest significance of correlation between dimension of explanation of staffs' neuroticism and conflict management style. As analysis data indicated the significance level observed for the two variables was found to be smaller than 0/05 and the correlation coefficient was equal to 0/559. As a result, it can be stated that there is a reverse and negative relation between staffs' affective stability (neuroticism) and conflict management style.

Second hypothesis: There is a significant relationship between staffs' extroversion and conflict management style at government offices of Kurdistan.

Findings pertaining to the main hypothesis in the fourth chapter suggest significance of correlation between dimension of explanation of staffs' extroversion and conflict management style. As analysis data indicated the significance level observed for the two variables was found to be smaller than 0/05 and the correlation coefficient was equal to 0/581. As a result, it can be stated that there is a reverse and negative relation between staffs' extroversion and conflict management style.

Third hypothesis: There is a significant relationship between conscientiousness and conflict management style at government offices of Kurdistan.

Findings pertaining to the main hypothesis in the fourth chapter suggest significance of correlation between dimension of explanation of staffs' conscientiousness and conflict management style. As analysis data indicated the significance level observed for the two

variables was found to be smaller than 0/05 and the correlation coefficient was equal to 0/675. As a result, it can be stated that there is a reverse and negative relation between staffs' conscientiousness and conflict management style.

Fourth hypothesis: There is a significant relationship between agreeableness and conflict management style at government offices of Kurdistan.

Findings pertaining to the main hypothesis in the fourth chapter suggest significance of correlation between dimension of explanation of staffs' agreeableness and conflict management style. As analysis data indicated the significance level observed for the two variables was found to be smaller than 0/05 and the correlation coefficient was equal to 0/346. As a result, it can be stated that there is a reverse and negative relation between staffs' agreeableness and conflict management style.

Fifth hypothesis: There is a significant relationship between openness to experience and conflict management style at government offices of Kurdistan.

Findings pertaining to the main hypothesis in the fourth chapter suggest significance of correlation between dimension of explanation of staffs' openness to experience and conflict management style. As analysis data indicated the significance level observed for the two variables was found to be smaller than 0/05 and the correlation coefficient was equal to 0/443. As a result, it can be stated that there is a reverse and negative relation between staffs' openness to experience and conflict management style.

4. CONCLUSIONS

Formation of organizations based in different needs of the societies have their own specific mechanisms; but that which is clear is that organizations require conflicts management styles formally and informally for survival. Current rapid inside or outside organizations on the one hand and survival on the other hand is an indispensable issue. Of factors that can affect conflict management style is discussions relating to personality traits. Component of conscientiousness in this research did have the highest positive and significant relationship with conflict management style. Conscious staffs are purposeful, determinant, industrious, and ambitious and serious. Their conscientiousness in the face of accurate and complete problems enjoys physical perseverance. Successful people, musicians and famous athletes have these traits at a hugger level.

The traits of these staffs will have a great bearing on the conflict management styles of the staffs at the Government offices in Kurdistan. Extroversion ranked second as pertaining to conflict management styles. According to this trait staffs with such a trait are staffs that have higher interpersonal and social relations and the findings of this research have shown that extroversion has a positive and significant relationship with conflict management styles. To account for this we can state that the very sociability and intimacy of the staffs have positive relation with conflict management styles of the organizations. Experienced staffs have higher preferences to discussions and arguments, tolerating and accepting disagreements, search and strife for hiding differences. This trait of staffs has a positive effect Kurdistan's conflict management styles. The other component which has a significant relationship with conflict management styles is that of agreeableness that ranked fourth.

This component is concerned with positive c of human traits and collective co-op in the working setting and in the society. Given these results we can state that the more staffs are agreeable, the healthier and better they will be and the more they can establish communications with their own communities. Neuroticism did have a negative relation with conflict management styles, meaning the more neuroticism, the less conflict management styles among the staffs.

Research suggestions

❖ Using other models stated for examining conflict management styles for the conduct of future researches is suggested
❖ It is suggested the effects of organization's strategic system mechanism such as ownership structure and internal controls to be examined in the future researches on conflict management styles
❖ The current research to be done and compared in private and state organizations
❖ In regard to practical use of conflict management styles, instructions need to be researched such that this model can be differently used under normal conditions
❖ It is suggested the impacts of organizational culture a d staffs' personality be examined.

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