

## **Investigating the Effect of Dimensions of Conflict Management Style on Labor Productivity Among Employees of Medical Sciences University of Bandar Abbas**

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**Abstract:** Faced with social changes, maintain social stability and resistance to changes is something that we encounter in everyday life. This study was conducted by the aim of investigating the relationship between conflict management styles with labor productivity in the population of employees in Medical Sciences University of Bandar Abbas. Determining the sample size has been by Cochran formula with the number of 158 people and by the method of simple random selection. The research method was descriptive survey and in terms of purpose was applied and in terms of data collection was as cross-sectional. Standard package questionnaire tool with the whole 5 items Likert was used that its validity and reliability proved in previous research to collect data. The results of average test showed that labor productivity has the average of higher than three. Among the five dimensions of conflict management with labor productivity with the help of correlation and regression tests, positive and significant relationship was observed.

**Key words:** Conflict, conflict management, productivity, Bandar Abbas, dimension

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### **INTRODUCTION**

One of the issues that researcher have noticed many managers is the conflict. Conflict is a natural and normal part of our everyday life. And the fact that throughout history man has been familiar with it but unfortunately, due to mismanagement, the more has become to militancy and hostility so today, people have an unfortunate history of it and conflict is considered as the negative phenomenon. By all standards, management scholars acknowledge that the conflict is an important issue so that almost 20% of upper and middle management time to be spent in dealing with the kind of conflict. Studies have shown that the way of managing managers can effect working motivations in employees of subsidiaries. In addition, proper management practices can reduce or eliminate the conflict. And if the manager cannot handle conflict well, quickly can act as a deterrent and interfere the performance of system (Zuber-Skerritt, 2005).

**Literature review:** Word of productivity means generation power, fertility and productivity. The root of the word is taken of Produire verb in French or produce in English language. Unfortunately, word of productivity that seem deceptively simple is often misunderstood. In this context, Fabrikant suggests that productivity is an

issue that is mixed with doubt. The accepted definition is agreed that for it does not exist (Keykha, 2000). Some important definitions of productivity are TFP is equal to the ratio of tangible outputs (returns) to tangible inputs, Productivity Center America, productivity is equal to the adjusted part in profit and Lewis and Cass, the productivity is the quality or how to fruition, production with impressive results or mass-produced and so on. Productivity is one of the fundamental issues that have a few hundred years history at different levels and in various activities. Especially in the latter decades of the century, its importance is emphasized strongly in economic activities, social and industrial. Lack of sufficient awareness of the situation and ignoring the priorities can create the opposite effects in the productivity. Therefore, before any action in the increase of productivity is emphasized on sufficient knowledge of the situation and correct prioritizing of solutions.

In today's competitive world, productivity as a philosophy and viewpoint based on improvement strategies forms the most important goal of each organization and can also contain chain activities of all sectors of the society. As the mission of management and the main objective of managers of each organization is the effective and efficient use of variety of resources and facilities such as labor, capital, materials, energy and

information. This issue is led that in all countries, productivity and proper use and better and more proper of production factors set (including goods and services) become to national priority and all communities believe that survival of any society, regardless of subject of productivity is not possible.

Our country is no exception of the rule and considering the issue of productivity has a significant role in its development. In this context, labor productivity growth in the fourth development plan has been determined about 3.5% to realize it, it is necessary to identify appropriate solutions. Since, among the factors of production, factor of human resources against other organizational resources is known as sentient and coordinator of other factors. As well as the main lever for increasing and decreasing productivity of organization therefore has very important position and special attention should be paid to it. This role becomes more significant in service organizations because human is the only one for working and the field of related services. If this human is motivational and able and productive, other sources can be used efficiently and desirable and fulfill a variety of productivity and ultimately fulfill organization or the stagnation and backwardness provide passive and unmotivated workforce. The concept of productivity and its promotion in the health sector due to its unique properties which include the severe resource constraints, the need for all people to health services, lack of economic thinking and human thought necessity in providing services, expensive equipment and ... make the importance of this issue double. But how are the human resource efficient and its productivity increase?

The question is that its answer is varied in institutions and different organizations to their mission and needs of different employees. Although, may be these needs and factors like each other but certainly intensity and priority of their impact on employee productivity not the same.

In general, it should be acknowledged that the activities of any organization is influenced by a range of factors that identify and evaluate the factors can help to improve activities and realization of organizational goals. Regarding the fact that productivity is a function of many different factors that factors affecting the mission, activities, operations and other factors such as this is different from one organization to another as well as the importance and impact of these factors on productivity of different organizations is not the same so, it is not possible for organizations to enter in all affecting areas and aspects. Essentially to achieve the highest productivity, first need to identify and prioritize these factors according to criteria in terms of importance for

organization, then to improve productivity, operational programs and necessary projects developed. Goodwin believes the most important asset of a company is its human resources; therefore their attitude and motivation forces are major factor for the success of the organization. The effect of individual factors in the improvement of labor productivity is achieved in previous studies. In a same result, Tavari introduced individual factors as the second category of factors affecting labor productivity. Gopal in his model is considered factors such as physical and mental health, demographic characteristics, history and experience and the spirit of competitiveness among individual factors that are effective on labor productivity (Gopal and Gagnon, 1995). Most managers in the process of work dealt with conflict situations and have experienced this problem in a way in organization. Every manager in the face of conflict acts in a particular manner. A manager passes beside the issue and ignores it, another manager manifests intense reactions and another manager takes a peaceful approach to solve conflict. It might be interesting and informative for managers to be aware of their style in dealing with conflicts of organizations and know their practices in conflict management (Gopal and Gagnon, 1995). Seems to conflict management is as a philosophy and a set of skills that uniquely help to better understanding of behavior in the conflict. And good conflict management not protected us against changes and does not mean always achieve to our demands by having this skill but enables us to familiarize with new developments and to counter the threats and use of opportunities find appropriate solutions. And use of this tool within organizations for staff is also required to have skill in their daily tasks (Boyd, 2007). Conflict management strategies as a growing process in recent years has been the focus of those who involved in human resource management. Learning conflict management to improve compliance and enjoying the change is considered a vital investment for individual, family and organization. And the key question is not "how can we avoid conflict?" But how can we manage it? "If the conflict cannot be eliminated, we can cope with it in a constructive way".

Conflict management strategies are not quickly learned. Analyze and understand the conflict need to a strategy. And managers of successful agencies integrate strategies of conflict and recognize the ways and have the basic skills of development, support and maintenance of the systems. Were the first who developed and offered the conceptual model of managers' reactions against conflict. In their opinion, conflict management is considered the required part and complement of the overall style of management, therefore, they also investigate the ways of solving conflict while research

the overall management styles based on two-dimensional model of management network-attention to people or attention to production and finally in accordance with the five styles of successful management, five critical and basis strategies of managers to deal with the conflict was identified and later by other researchers were also investigated and developed. The five strategies that are styles of conflict management in this research are as follows:

- Dominate (imposing force)
- Toleration (soft)
- Avoiding (withdrawal)
- Reconciliation

**Solving problem (confrontation):** Basic styles of conflict management based on the two dimensions of claiming and cooperating.

Shah Abadi and Khani in their study by providing a model emphasize that necessary to achieve growth and sustainable development is optimal utilization of production resources and standard of development for each country depends on the optimal and desirable use of resources and facilities in order to achieve economic goals.

Bajajan in his study points out that, according to reports of official institutions, the issue of productivity and its improving in Iran are not clearly aimed in first, second and third programs of economic development and improving productivity is explicitly considered in the Fourth program of Economic, Social and Cultural Development in 2005-2009. The results indicate low total factor productivity growth in the economy of Iran that has not been enough in the objective of program to provide economic growth.

Khodadadi in their study despite the confirmation of strong relationship between productivity and organizational intelligence have stated that internal factors more than external factors have role in improving productivity of sporting organizations because organizational intelligence is one of the internal factors that by concentration and accumulation of intellectual power of human resources and moving this power in line with organizational goals can increase productivity in organizations. Also, stated OI dramatically is important in productivity. This likely can be found due to the characteristics of intelligent people and in wider level of characteristics of intelligent organization that has features such as willingness and accepting curiosity, along with the flexibility and ability to learn quickly.

Sehat and Khallaghi in their study investigated leadership style and productivity in organizations. The results showed that there is a significant relationship

between components of leadership style of managers with employee productivity. The relationship between the perceptions of employees from leadership style of managers with productivity is also significant; this means that their perceptions of managers' behavior affect the behavior of them.

Kargar and Farajpour in their article introduce the factors affecting organizational productivity in order to the desired behavior and right actions of leaders and managers, provide the necessary conditions for everyone career development, training courses while service and training of staff, give enough authority to staff and increase a sense of responsibility, high quality of working life, the use of job rotation programs, job enrichment and career development in order to increase the ability and skill of employees, establish an appropriate system of payment, performance-based and establish reward and punishment system and make changes in systems and methods that have critical role and strengthening social discipline, work ethic that is a self-control factor.

In a survey that was conducted by Rannani and Ali Abadi, human resources is introduced as the most important factor or the main lever to reduce or increase the productivity of the organization. So, one of the issues that managers of leading organizations will involve in it in the coming decades is the effort to increase the job productivity of the employees. So, in the conducted research, first the factors affecting the enhancement of labor productivity by studying provided models in this field, interview with experts, identified and then prioritized organizational factors contributing to the enhancement of labor productivity by Friedman test.

Fallahi and Sojudi (2011) noted in their study to this points that recent studies of behavioral factors, education of human resources is one of the decisive factors affecting the productivity of organizations. The purpose of this study is to investigate the effect of education and training variable, along with several other factors on the productivity of human resources among industrial institutions of Iran. The results show that the level of education, physical capital, research and development activities, exports and wages rate has a positive effect on productivity of human resources.

Taleghani (2011) have pointed out in their study that a few years discussing around productivity has opened its place in the scientific and social debate of country, tried to identify the factors influencing the increase of productivity, especially factors such as providing basic needs of employees, employee participation in decision-making and participative leadership style of manager, presented solutions to increase productivity. The results showed that considering the basic needs of

employees, employee participation in decision-making and participative leadership style of manager increases staff productivity in the workplace.

**MATERIALS AND METHODS**

The current study method is applied objectively and in terms of nature of method is descriptive from kind of correlational study. Since, the present study conducted to describe available objectivities, the present study can be descriptive. In descriptive studies, regardless of the causes of incidents and events just how quality and quantity of data is considered also in correlation research, investigator using obtained information determines presence or absence of the relationship between variables. In this study, since researcher seeks to explain the relationship between two variables, the conflict management style and the labor productivity and research method is correlational. The population of the research was 822 employees of Medical Sciences University of Bandar Abbas. To study a subject isn't required to observe and assesse all the society but in most cases it is sufficient in detail. In other words, most of the studies do the sampling. In this study, the random sampling method is used. Reliability of data collection tool was approved by 75 hundredths. Sample size in this study was 158 people. In the following objectives and hypotheses are:

**Research objectives:**

- Investigating the relationship between labor productivity and dimensions of conflict management style
- Investigating the relationship between labor productivity and dominant from dimensions of conflict management style
- Investigating the relationship between labor productivity and solving problem from dimensions of conflict management style
- Investigating the relationship between labor productivity and avoiding from dimensions of conflict management style
- Investigating the relationship between labor productivity and flexibility from dimensions of conflict management style
- Investigating the relationship between labor productivity and reconciliation from dimensions of conflict management style

**Hypotheses:**

- There is a relationship between labor productivity and dimensions of conflict management style

- There is a relationship between labor productivity and dominant from dimensions of conflict management style
- There is a relationship between labor productivity and solving problem from dimensions of conflict management style
- There is a relationship between labor productivity and avoiding from dimensions of conflict management style
- There is a relationship between labor productivity and flexibility from dimensions of conflict management style
- There is a relationship between labor productivity and reconciliation from dimensions of conflict management style

**RESULTS AND DISCUSSION**

**Analysis of the research model:** Descriptive analysis of data showed that 67% of participants were women. Most participants were from 5-15 years background, >25 years background, between 15-25 years background and the lowest percentage of people who had <5 years background. Most of the participants had associate and BA degree. Table 1-5 related to descriptive statistics of demographic is shown as.

Table 1: Analysis of the research model

Gender	Frequency	Percent	Valid percent	Cumulative percent
Female	106.00	67.1	67.1	67.1
Male	51.00	32.3	32.3	99.4
Valid	3.00	1.0	0.6	0.6
Total	158.00	100.0	100.0	100.0

Table 2: Background

Parameters	Frequency	Percent	Valid percent	Cumulative percent
0-5	27	17.1	17.1	17.1
5-15	61	38.6	38.6	55.7
15-25	28	17.7	17.7	73.4
Valid	>25	42.0	26.6	26.6
Total	158	100.0	100.0	100.0

Table 3: Education

Parameters	Frequency	Percent	Valid percent	Cumulative percent
Diploma	7.00	4.4	4.4	4.4
Associate degree	76.00	48.1	48.1	52.5
BA	66.00	41.8	41.8	94.3
MA and PhD	8.00	5.1	5.1	99.4
Valid	5.00	1.0	0.6	0.6
Total	158.00	100.0	100.0	100.0

Table 4: One-sample statistics

Sample	N	Mean	SD	SE mean
Productivity	158	3.6805	0.57055	0.04539

Table 5: One-sample test (test value = 3)

Variable	t-values	df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
					Lower	Upper
Productivity	14.992	157	0.000	0.68051	0.5909	0.7702

Table 6: Results of correlational test

Variables	Regression test	Productivity
Dominant	Pearson correlation	0.217**
	Sig. (2-tailed)	0.006
	N	158.000
Solving problem	Pearson correlation	0.292**
	Sig. (2-tailed)	0.000
	N	158.000
Reconciliation	Pearson correlation	0.256**
	Sig. (2-tailed)	0.001
	N	158.000
Avoiding	Pearson correlation	0.304**
	Sig. (2-tailed)	0.000
	N	158.000
Flexibility	Pearson correlation	0.412**
	Sig. (2-tailed)	0.000
	N	158.000

**Average labor productivity test:**

- H<sub>0</sub>: The average of labor productivity dimension is equal to 3
- H<sub>1</sub>: The average of labor productivity dimension is not equal to 3

Given the significant level and obtained t coefficients, we conclude the null hypothesis is rejected and average of labor productivity is not equal to 3. Since, the upper limit is as a positive number and lower limit is as a positive number, we conclude the average of labor productivity is more than the test amount means more than number three.

**Correlational test:** “There is relationship between five dimensions of conflict management style with labor productivity”. The results of this analysis that have been obtained in accordance with the following table shows that due to the fact that significance level is obtained <0.05 and taking into account the correlation coefficient, there can be seen significant and positive relationship between five dimensions of conflict management style with labor productivity. The greatest amount of relationship is related to flexibility and labor productivity with a minimum of 412 thousand and the lowest amount is related to the relationship between two dimensions of dominate and labor productivity with the amount of 217 thousand (Table 6-9).

**Regression test:** According to the results of Table 9, we conclude that both avoiding and flexibility affect the labor productivity that the results of significant level obtained and also the correlation coefficient obtained confirms

Table 7: Model summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE error of the estimate
1	0.448 <sup>a</sup>	0.201	0.175	0.51827

<sup>a</sup>Predictors: constant, flexibility, avoiding, dominant, reconciliation, solving problem

Table 8: ANOVA<sup>a</sup>

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	10.279	5	2.056	7.653	0.000 <sup>b</sup>
Residual	40.828	152	0.269		
Total	51.107	157			

<sup>a</sup>Dependent variable: productivity; <sup>b</sup>predictors: constant, flexibility, avoiding, dominant, reconciliation, solving problem

Table 9: Coefficients

Models	Unstandardized coefficients (B)	SE	Standardized coefficients (β)	t-values	Sig.
Constant	2.195	0.259	-	8.462	0.000
Dominant	0.009	0.050	0.014	0.172	0.864
Solving problem	-0.022	0.098	-0.024	-0.228	0.820
Reconciliation	0.038	0.065	0.051	0.590	0.556
Avoiding	0.116	0.051	0.179	2.265	0.025
Flexibility	0.311	0.098	0.333	3.177	0.002

<sup>a</sup>Dependent variable: productivity

these influences and relationships. In this study, multiple regression analysis is used to understand the impact of five dimensions of conflict management styles on labor productivity. The multiple regression analysis is shown in the following table. Beta positive values in Table 9 shows a model that is:

$$Y = 0.116x_4 + 0.311x_5 + \epsilon$$

In this equation x<sub>2</sub> shows avoiding dimension and x<sub>3</sub> shows flexibility dimension. The following table is a multivariate regression model that we see the results in Table 7 and 8.

**CONCLUSION**

Today conflict in organizations exists as a serious problem, it should be noted that this is not conflict causing disruption and disintegration in organizations but ineffective management of conflict lead to undesirable results and can be an example of stress from job which can disturb a person’s mental or physiological and has a significant impact on the various activities and the most important of all health of individuals. And despite the problems and consequences is inevitable. If appropriate ways use to resolve the conflict, there will be efficient and useful consequences, resulting in maximum efficiency and enhance the mental health of the individual, flourishing talent and creativity of individuals as well as some psychological needs will be satisfied, the person’s life

diversify and strengthen the relations between people. The results showed that the labor productivity is in good condition and there is a significant positive relationship between the dimensions of conflict management style with labor productivity. Of course, the correct use of the strategies of conflict management and above this organizational skill can lead to increase labor productivity in the organization.

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