EFFECT OF CONFLICT MANAGEMENT STYLES ON MANAGERS' BURNOUT AT GOVERNMENTAL GUIDANCE SCHOOLS IN TEHRAN, IRAN

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Abstract— **Conflict management assumed as an effective and basic item that can perform satisfaction and dissatisfaction results on managers at governmental guidance schools. The results show that all of these elements depend on manager decisions and their performance at work environment. One of these unpleasant effects among managers is burnout at governmental guidance schools. The aim of present study is to examine relation between conflict management styles with managers' burnout at governmental guidance schools in Tehran, Iran. In this survey, 241 managers (male-female) were selected via cluster sampling method and employed 2 questionnaires, conflict management inventory that proposed by Izadi Yazdan Abadi and burnout inventory that designed by Maslach .The Hypothesis of present research was analyzed by F test and multiple regression method. The Findings exhibit that there are relationship between conflict management styles and managers' burnout at governmental guidance schools. In addition, burnout can be predicted by conflict management styles at workplace which among these styles, competing style has positive relation with managers' burnout.**

Index Terms— **Conflict management styles, Burnout, Managers**

I. INTRODUCTION

Conflict management presumed as a principle item in industrial organization behaviors and has effective role in the amount of managers' performance and organization's outcomes (Copley, 2008). Furthermore, managers try to provide better conditions for obtaining tactful operation and convenient relations at organization (Deh Bozorgi & Hadaegh, 2006). Conflict drives from any abnormal behaviors between manager and staffs that conduct their relation at work environment (Spaho, 2013). In fact, conflict defined as a battle between manager and staffs with various aims, attitudes and needs (Buckley, 2004).

Because of different issues at work environment, finding sufficient management styles can be conductive solution for main targets at workplace (Hou & et al, 2005). Zartman (2000) explain conflict management as principle factor at workplace and create various reactions in managers' behavior. Management is a critical object at work environment and conflict management styles' usage are important factors for obtaining high level performance and reject deductive aspects. Lack of attention to these styles can developed insufficient behavioral reactions among managers (Cropanzano & et al., 2001). In addition, these styles lead to job dissatisfaction, frequently absences, mental and physical fatigues (Saatchi, 2008). Burnout is one of the abnormal industrial factor that appeared by lack of managers' attention to industrial behavior relation between managers and staffs and important role of managers at educational environment (Deh Bozorgi & Hadaegh, 2006).

This abnormal organization phenomenon generated aside management incorrect style by the time passing. Furthermore, it creates some loss of energy, sensitive toward any dieses, high level of dissatisfaction and pessimism between managers. Hence, conducting conflicts need to high level of managers' ability for obtaining ideal outcomes (Schaller-Demers, 2005). Studies illustrated the amount of burnout among men are more than women and the presence of burnout emphasizes on kind of work and management (Khalifeh Soltani, 1978; Jeld Kar, 1980; Latifian, 2001). Additionally, some approaches such as classic, Chernis and clinical approach described burnout as a deductive factor at workplace .Conflict management included 5 factors that each of them has separate effect on managers' behavior and their performance at governmental guidance school (Kinnander, 2011).

These styles are Collaboration, Accommodation, Competing, Avoidance and Compromising (Farhangi, 2008). Collaboration style refers to share main and effective information and obtaining effective solution between

members at organization (Copley, 2008). Accommodation style tries to illustrate part of difficulties and emphasizes in general satisfaction. Competing pattern is an impressing for accepting one situation (winner and loser). Avoidance style refers to refusing responsibility and leaving locations. In compromising style, discuss about bargaining in both side (manager and staff) sacrifice to obtain unit solution (Tong, &Chen, 2008). Each of these styles has various results on educational environment and managers' performance. Actually, applying correct conflict management leads to growth of organization and create satisfactory atmosphere for work and performance among managers (Behfar et al., 2008). Aware of correct conflict styles provides appropriate field for working and reduces negative feelings toward work and coworkers (Kavousi, 2008). According to previous theories and researches, there are some hypothesizes and objectives that focus on role of conflict management styles and managers' burnout at schools.

II. HYPOTHESIS

1. There is no relationship between conflict management and burnout at governmental guidance schools.
2. Burnout is not predicted by conflict management styles at governmental guidance schools.

III. RESEARCH OBJECTIVE

A. The principle aim of this research is to determine relationship between conflict management and managers' burnout at governmental guidance schools.
B. The specific aim of present study is to examine relationship between styles of conflict management and burnout among managers at governmental guidance schools.

IV. METHODOLOGY

Participants: The participants in current investigation are managers of governmental guidance schools (male-female) in Tehran, Iran. The total number of managers are 750 that based on Morgan and Krejcie's table selected 254 managers and the mean age of this study is around "between 30 to 40" (Krejcie & Morgan, 1970).

Procedure: According to total number of managers that obtained by Morgan and Krejcie's table, using cluster sampling method in several steps. At first, Tehran map divided in five areas (north, south, west, east, and center). The second step, the areas that defined as cluster selected via randomly method (there are 22 areas in Tehran, totally). In following step from every area selected 12 schools

through randomly process, approximately. After passing these stages and specifying clusters, the investigator offered proper questionnaires to managers for obtaining consider information.

*Measures:*In this research applied 2 questionnaires. Burnout questionnaire that proposed by Maslach (2001) and Conflict management questionnaire suggested by Yazdan Abadi (1992). The burnout questionnaire has 25 items that measure Exhaustion, personal performance, depersonalization and involvement the inventory uses a 7-point Likert scale and assesses four factors in burnout. The conflict management questionnaire included 30-items, the questionnaire designed to measure styles of conflict management (collaboration, accommodation, avoidance , compromising and competing). The test uses a 5-point likert scale and assesses five styles conflict management.

TABLE I. INSTRUMENTATION OF THE STUDY VARIABLES

Study variable	No. of items	Source of scale	Type of scale
Burnout Questionnaire	25	Maslach (2001)	7-point Likert
Conflict management styles Scale	30	Yazdan Abadi (1992)	5-point Likert

V. RESULTS

In this study exasperated to examination about association between conflict management styles and burnout among managers at public guidance schools in Tehran, Iran. For illustrating these relations among variables used single regression and multiple regression method and the results shown in tables 2 and 3.

TABLE II. SINGLE VARIABLE REGRESSION BETWEEN SELF-EFFICIENCY AND BURNT

Predictor Variable	Dependent Variable	Significance level	B	F	t
Conflict Management Styles	**Burnout**	0.041	2.06	0.15	0.26

Table 2 illustrated association between conflict management and burnout. In this table illustrated that there is positive significant relation between these two variables. The significant between conflict management and burnout is > 0/041. It means that by increasing amount of conflicts in management at schools, burnout increase among managers and vice versa. Furthermore, conflict management predicts the amounts of burnout at educational environment.

TABLE III. MULTI VARIABLE REGRESSION BETWEEN CONFLICT MANAGEMENT STYLES AND BURNOUT

Predictors Variable	Dependent Variable	Significance level	B	F	t
Collaboration		0.001	0.39		6.01
Accommodation		0.236	-0.08		-1.19
Avoidance	Burnout	0.211	-0.26	15.03	-3.68
Compromising		0.871	-0.01		0.16
Competing		0.151	-0.09		-1.44

Table 3 illustrated association between conflict management styles with managers' burnout. In this table demonstrated that there is positive significant relation between competing and burnout. Thus, with increasing collaboration style the amount of burnout increases and with decreasing of it the burnout among managers decreased.

VI. DISCUSSION

The present study looks at the association between conflict management and managers burnout. There are positive relationship between conflict management and burnout in α=0/05. This means that conflict management has principle role in the amount of managers' burnout and changed comprehensively. Conflict management and its styles can predict burnout among managers at public guidance schools and there are significant relationship among them at α=0/01. In first hypothesis (there is no association between conflict management and burnout), the hypothesis rejected. These two variables have direct and positive relation together. And in second hypothesis (burnout is not predicted by conflict management), the hypothesis rejected. This result has relation with findings of Khalife Soltani (1998), Paki (1988), Chernis transactional approach, Psychological approach and clinical approach. Based on Khalife Soltani (1998), individuals with different ages face with burnout at workplace.

In the classic approach, conflicts in every form are destructive and some researchers such as Tilor believes this abnormal industrial behavior threaten management. From the perspective of Chernis burnout can establish personal and interpersonal tensions, industrial tension, mental confusion and defensive tackle among managers at work environment. Clinical approach explained burnout is a kind of Exhaustion behavior that drives from difficulties. In social-psychological approach, burnout included Emotional exhaustion, Depersonalization and lack of Individual success that individuals face with Degradation in performance at workplace. Conferring to earlier researches and approaches, there are positive relation between conflict management and burnout. Appropriate organization of conflict management effects on burnout and can control it, significantly at workplace. The presence of conflict and lack of consideration to it change the way of working among managers and individuals accept any kind of abnormalities and burnout at their work environment.

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