

# The Study of Effect the Positive Impression Management on Conflict Management Strategies between the Personnel of Hospitals in Ilam

Mina Shakarami<sup>1</sup>, Ardeshir Shiri<sup>1,2</sup>, Esfandiyar Mohammadi<sup>1,2</sup>

<sup>1</sup>Department of Management, Ilam branch Islamic Azad University, Ilam, Iran

<sup>2</sup>Department of Management, Ilam University, Ilam, Iran

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## ABSTRACT

One of main causes to debilitate human force talents is individual conflict, followed by group or organizational conflict. Impression management means an individual attempt to impress others and his/her image in other minds, which resulted in conflict among individuals. The purpose of this research is to consider the extent of positive effectiveness of impression management on the conflict management strategies. In regard to purpose, this research is applicational and its data gathering method is descriptive-statistical. Statistical community includes all employees in various Ilam hospitals, totally 1312 subjects. By using Morgan table, 300 subjects were selected as samples. Random method was used to select samples. Results showed that occupation-centered and supervisor-centered impression management had most and least effect on conflict management, respectively.

**KEYWORDS:** supervisor-centered impression management, occupation-centered impression management, self-centered impression management, conflict management-centered impression management

## 1. INTRODUCTION

One of main obstacles to achieve organizational purposes is the prevalence of conflict among individuals. Conflict is considered as an indispensable and essential components of organizational life. That almost emerged due to organizational characteristics (Shiri, 2006, 27) one of main factors effective on conflict is the existence of different personalities among organizational population. Persons are different in regard to their talents, interests, abilities and other personalities. It is apparent that individual differences caused so many human behavioral differences and primary origin of such differences is human personality. Researches show that most organizational issues may be related to personality factors. It means that personalities would enable persons to perform different behaviors in various contexts (Khosravi, 2008). This research has considered impression management as one of main factors effective on conflict management. It is attempted to answer this question: if various tactics of impression management affect conflict management strategies positively? Finding the relationship between these two variables would appear important subjects for organizational managers.

## 2. A REVIEW OF LITERATURE

### 2.1: conflict management

Conflict is a process, by through it with regard to disagreement about essential problems; an individual attempts intentionally to obstacle the attempts of other person in order to disappoint him/her to achieve his/her purposes. To settle conflicts in organization, it was use direct and indirect conflict management. Conflict management defined as actions done by an individual in response to conceptualize interpersonal conflict in order to achieve optimal purpose (Speakman, Rayalz, 2010).

#### 2.1.1: conflict management strategies

Conflict management needs strategies that emotionally are based on self-confidence, flexibility, liberalism, free thinking and reaction to different solutions (Iyoshin, 2003). Actually conflict management strategies are the same individual response to conflict situations. As such responses are continuity, perhaps they change in different conditions (Freedom, 2000).

Based on Blake and Mooten management network model, Thomas (1976, quoted from Izadi Yazdan Abadi, 2000) has classified conflict behavior into two categories: predominance and cooperation. Predominance refers to behaviors in regard self-satisfaction and cooperation emphasized its relationship to others' satisfaction. Based on this view, five conflict management strategies have been addressed: avoidance, adaptation, compatibility, competition and cooperation. By preventing the confrontation to aggression or delay a solution, avoidance strategy (lack of cooperation, lack of predominance), would neglect both parties' benefits (Vetoon, Kameroon, 2011). Adaptation strategy (lack of predominance, cooperation) means an attempt to satisfy desires and benefits of another party. Even on behalf of loss of individual desires and benefits (IzadiYazdanAbadi, 2000). Control strategy (lack of cooperation, adaptation) indicated the application of authoritative, and dogmatic methods to control the conflict. In compatibility strategy (average cooperation, average predominance) both parties pay attention to each other's desires and wishes, finally when one or both parties have a great desire to achieve their purposes and benefits, then they may be oriented toward cooperation or coordination. Such strategy would satisfy the expectations and preferences of both parties involved in conflict (Mischel and Lorson, 1998, quoted from IzadiYazdanAbadi).

## **2.2: impression management**

In sociology and social psychology, impression management is a conscious or unconscious process in which individuals attempt to influence others' understanding about a person, object or event, they perform such action with information control and adjustment in social interaction (Piwinger and Ebert, 2010). Humans always are interested to how to impress them by others. In other words, humans want to know how to evaluate by others and what feature they have in the viewpoint of others. Positive appearance in the face of others has benefits for organizational persons, e.g. At first it will hurt them to gain proper job and after employment caused to their positive evaluation, more income and more rapid improvement. In political contexts it caused to distribute benefits intermittently (Rezaeiyan, 2011).

### **2.2.1: positive impression tactics**

#### **2.2.1.1: supervisor-centered tactics**

Supervisor-centered tactics are like flattering behaviors, they have been used to make employee lovelier. An example of such tactics is flattery and other adoration, therefore an employee who used such tactics adore and eulogize his supervisor or have the same opinions. Also he would help and a company his supervisor in various cases, e.g. He performs personal duties of supervisor outside work hours. Research results show that flattery subservience has a positive relationship with supervisor's evaluation (Abbaspour et.al. 2010).

#### **2.2.1.2: occupation-centered tactics**

Occupation-centered tactics like self-improvement behaviors have been designed and used to show the employee more proficiently. These employees have the responsibility of positive events (even if they are not responsible in alone). These employees attempt to understate negative events they attempt to show only their success. Such tactics have been used to show the proficiency of employees. But researches show that often they have not positive result for user and using such tactics have a negative relationship with assessment point of supervisor (Abbaspour et.al. 2010).

#### **2.2.1.3: self-centered tactics**

Self-centered tactic means an individual refers to himself and its purpose is to produce skillful individual image with positive qualitative values e.g. Self-promotion is used when an individual defines himself directly and attempts to satisfy another party that he has necessary skills and respective quality. Those persons accepted themselves attempt to burden the responsibility of positive events (Abbaspour et.al. 2010).

## **3-Research background**

To present a few studies have been done in relation to impression management, internally or abroad. We refer to some of them as follows:

The extent of politicization of organization and using impression management tactics showed that the less the extent of politicization in organizations, the more positive the result of using occupation centered tactics. In contrary, the more the employees' realization of politicization the more the use of flattering and supervisor-centered tactics. Also, such tactics have more positive results (Chen, Feng, 2013).

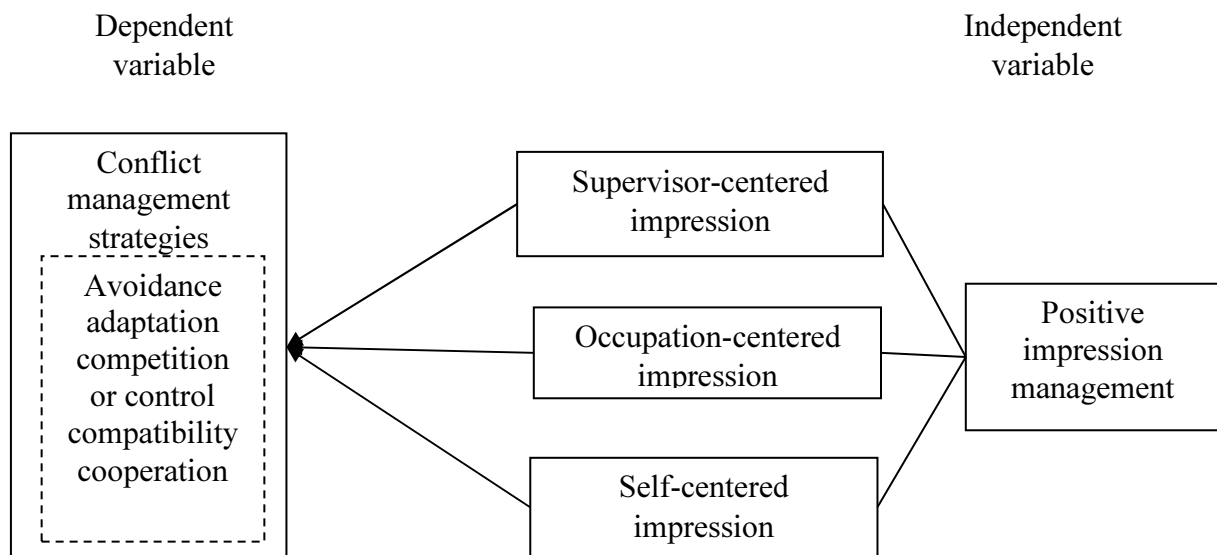
Considering the above mentioned impression tactics indicated a positive and meaningful relationship between using supervisor centered-tactics and being lovable by supervisor and a negative relationship

between using occupation-centered tactics and being lovable (Blin Banda Villa et.al. 2013). Impression management fairness and its application is necessary in employment interviews. Here researcher claimed that using impression management tactics by employment candidates should not be regarded as a threat and employees must affect interviewers by using such tactics. Also, defend organizational benefits against customers and competitors. Accordingly, it is better that organizations regard impression management as a skill, not as a weakness (Rosenfield, 2008).

#### 4. Research theoretical framework

Lack of resources, increasing the number of job-seeking persons, increasing competition in workplace and economic in stability cause that employee's appeal to every means and policies to achieve more benefits subsequently improve their value in organization. In this regard, it's possible that an employee perform political actions, eg. To appear himself as a powerful or influential person (Zinuska et.al. 2010). Political behavior means activities performed by persons to achieve their purposes regardless of benefits of all employees (Kasmer, Baroon, 2006, 4-5). If a person feel that his respective organization is politicized, he may use impression management tactics in order to show himself as an important member. Of course, other purposes have been regarded, but in every case personal benefits are more important (Shlenker, 1980).

Also, as organizational development and promotion depends on the thinking of its population, actually they are employers who proceed organization with their thoughts. Therefore suppressing interpersonal conflict is more destroying than its existence. Hence, here conflict management is discussed. With regard to the effect of impression management in producing organizational conflict, considering their relationship is of high importance. This research has considered the extent of the effect of three impression management tactics; on conflict management strategies among employees in various hospitals in Ilam city including, supervisor-centered, occupation-centered and self-centered tactics. Impression management aspects was regarded as independent variable and conflict management as a dependent variable. The relationship is diagramed as the following conceptual modeling.



**Figure 1- conceptual research model: Impression management aspects as independent variable and conflict management as a dependent variable.**

In this research, hypotheses are as following:

Main research hypotheses: positive impression has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

Corollary hypotheses: supervisor-centered Impression has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city. Occupation-centered Impression has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

Self-centered Impression has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

## 5-RESEARCH METHODOLOGY

### 5-1- Research method and statistical community

In regard to purpose this research is implicational and its results would be used by all departments' organizations hospitals and therapeutic and hygienic services centers. Data gathering method was descriptive-statistical. Statistical community includes all employees in Ilam hospitals/ totally 5 hospitals and 1312 subjects due to inaccessibility to all population, a random sampling method was used to select samples. According to Morgan table samples include 300 subjects.

### 5-2- measurement tools

In this research, to gather data related to independent variable, ie impression management, it was used a researcher-made impression management questionnaire with 3 aspects and 18 predictors. Also, to measure dependent variable, ie conflict management strategies, it was used a standardized conflict management strategies questionnaire with 15 predictors. Based on Putnam and Wilson, this questionnaire was designed by M A Rahim and translated and validated by Keramati and Roshan (2005).

### 5-3- data analysis methods

In this research to consider the normality of sample and statistical community, it was used Kolmogorov-Smirnov test. To test research hypotheses it was used Pearson correlation coefficient and linear regression test.

## 6- Research findings

### 6-1- 1<sup>st</sup> hypothesis testing

1<sup>st</sup> research hypothesis was prepared as supervisor-centered Impression management has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

Results obtained from analyzing above hypothesis are as following:

In regard to adaptation competition and avoidance components, meaningful less level is less than error level (0.05). Therefore with 95 percent reliability, it could be said that there is a meaningful relationship supervisor-centered Impression management and these components. As Pierson coefficient of these components are (0.451, 0.561 and .490) respectively. It could be said that there is a positive and direct relationship, it means that by improving supervisor-centered Impression, the above-mentioned strategies will be used more than before (table 1).

In regard to cooperation and compatibility components, it could be said as meaningfulness level is higher than error level, then we could claim there is no meaningful relationship between supervisor-centered Impression management and these components (table 1).

### 6-2- 2<sup>nd</sup> hypothesis testing

2<sup>st</sup> research hypothesis was prepared as occupation-centered Impression management has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

Results obtained from analyzing above hypothesis are as following:

In regard to cooperation and compatibility components, meaningful less level is less than error level (0.05). Therefore with 95 percent reliability, it could be said that there is a meaningful relationship occupation-centered Impression management and these components. As Pierson coefficient of these components is negative. It could be said that there is a negative and inverse relationship, it means that by improving occupation-centered Impression, the above-mentioned strategies will be used more than before (table 1).

In regard to competition and avoidance components, it could be said as meaningfulness level is less than error level, correlation coefficients obtained for these components are 0.497 and 0.268 respectively, suggested a positive and direct relationship between them (table 1).

As obtained meaningfulness level is less than error level (0.002),  $H_0$  is rejected ( $p=5\%$ ), this indicated that occupation-centered Impression management affects on conflict management strategies and the extent of this effect with regard to  $\beta$  coefficient is -0.18 (table 2).

### 6-3- 3<sup>rd</sup> hypothesis testing

3<sup>st</sup> research hypothesis was prepared as self-centered Impression management has a meaningful effect on conflict management strategies among employees in various hospitals in Ilam city.

Results obtained from analyzing above hypothesis are as following:

In regard to compatibility and cooperation components, meaningful less level is less than error level (0.05). Therefore with 95 percent reliability, it could be said that there is a meaningful relationship

occupation-centered impression management and these components. As Pearson coefficient of these components is negative. It could be said that there is a negative and inverse relationship (table 1).

In regard to avoidance component, as obtained meaningfulness level equals 0.074, it was not observed a meaningful relationship between this component and self-centered impression management (table 1).

As obtained meaningfulness level is less than error level (0.0016),  $H_0$  is rejected ( $p=5\%$ ), this indicated that self-centered impression management effects on conflict management strategies and the extent of this effect with regard to  $\beta$  coefficient is -0.14.

**Table 1- Pearson test to consider hypothesis**

compatibility	avoidance	cooperation	competition	adaptation		Independent variable
300	300	300	300	300	number	supervisor-centered Impression management
0.515	0.490	0.188	0.561	0.451	Pearson correlation coefficient	
0.602	0.001	0.321	0.000	0.002	Meaningfulness level	
300	300	300	300	300	number	occupation-centered Impression management
-0.168	0.268	-0.624	-0.497	-0.597	Pearson correlation coefficient	
0.032	0.021	0.000	0.004	0.001	Meaningfulness level	
300	300	300	300	300	number	self-centered Impression management
0.104	-0.265	-0.168	.0514	-0.315	Pearson correlation coefficient	
0.041	0.074	0.003	0.000	0.001	Meaningfulness level	

**Table 2-  $\beta$  meaningfulness test results in linear regression**

Model	no standardized coefficients		standardized coefficients	T	Meaningfulness level
	B	Standard deviation	$\beta$		
constant value	2.763	0.212	0.014	13.046	0.000
supervisor-centered impression management	0.13	0.054		0.240	0.024
constant value	2.872	0.267	-0.016	10.757	0.000
occupation-centered impression management	-0.18	0.068		-0.269	0.002
constant value	2.690	0.245	0.045	10.993	0.000
self-centered impression management	0.14	0.63		0.760	0.0016

## 7- Conclusion

In this research, occupation-centered and supervisor-centered tactics have most and less effects on conflict management strategies, respectively. With negative effect on adaptation, cooperation and compatibility strategies, occupation-centered impression suggested that persons affected by such impression in organization, have less efficiency in collective or team activities. This is true about self-centered impression, because, with regard to negative relationship between self-centered impression with adaptation and cooperation strategies, persons affected by such impressions have less interest to do collective or team activities. Therefore it is better organizational space be in such a form that conduct persons toward a healthful working competition away from false and destructive emotions. In regard to supervisor-centered impression, also, lack of meaningful relationship between this behavior with cooperation and compatibility strategies, it could be inferred that persons with such behavior haven't desire to do collective activities. According to two other tactics, they want to indicate their behavior in the context of competition and avoidance strategies. In regard to relationship between supervisor-centered impression and adaptation strategy, it was observed a positive and meaningful relationship suggested their relative adaptation with colleagues. This condition is effective for organization, as competition is a company to adaptation, it shows a healthful competition resulted in individual development consequently organizational development. By distinguishing impression tactics, managers would motivate and permit employees to use supervisor-centered tactics as there is a meaningful and positive relationship between supervisor-centered tactic and conflict management strategies, then it's possible to make a positive relationship between such strategies.

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