The Relationship between Personality Characteristics and Management Styles of Managers Conflict of Islamic Azad Universities of Mazandaran Province

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ABSTRACT

The main goal of current research is to consider the personality characteristics and management styles of manager's conflict in Islamic Azad universities of Mazandaran province. The current research is descriptive that has been done by correlation method. The statistical community of this research were all managers (principals, deputies and education managers) of Islamic Azad universities of Mazandaran province and it was determined the sample volume 253 individuals by kerjsi and morgan table that the samples were choose by classified- random method. The used in strumpets in this study include two scales of personality characteristic and conflict management styles that the questionnaire of personality characteristics measures five features (sadness spirit objectivism, flexibility, desirability or humanism and responsibility), and the questionnaire of conflict management styles measures five style (compromise, reconciliation, cooperation, completion and avoidance).
The gathered data were analyzed by using of Pearson correlation coefficient test and multiple regression analysis. The obtained findings of study showed that:
-   There is a meaningful relationship between personality characteristics and managers conflict management styles and among the personality characteristics, flexibility, desirability and responsibility have maximum share in prediction of management styles of manager's conflict.
-   There is no relationship between sadness spirit and management styles of managers conflict.
-   There is a positive and meaningful relationship between responsibility, flexibility, objectivism, desire ability and management styles of managers conflict.

KEYWORDS*:* Personality characteristics, conflict management styles, Islamic Azad University.

1. INTRODUCTION

Considerations related to human forces shows that human resources play most basic in development of societies, so that the quantity and quality of human force has important role in countries success in development path. There for, the managers play role in preoccupied and most sensitive positions and have responsibility of organization leadership in global competition arena. The obtained analysis of organizations management shows that when a manager acts very successful in his/her job, s/he feels domination, and when s/he will feel dominance to his/her personality (Rezaiyan, 2009, 189). The fitness of job and practitioner is same thing that is developed in today job designs until by this way, the organization to obtain maximum efficiency and proficiency (Seyyed Javadin, 2004, 59).

In fact, personality forms individual identity and existential aspects of one individual and provides individual that show himself / herself. In other word, the ability of managers in management of conflicts and styles and the methods that they use for occurred conflicts solution, depends on their personality characteristics. If they are brave and extrovert, and maintain their confidence in times of conflicts expression and try to solve these conflicts peacefully, all depend on the nature of their personality, and since responsibility of every conflict in organizations and their results undertook by manager, so they should use the most suitable styles of conflict management and solve these conflicts and disagreements.

2. The research theoretical frame work

In today organizations, the management of each organization undertakes main role. Since a long time ago, the managers play vital role in organizations up to now, for a manager can manage the organization desirably and make coordination among employees and finally perform the efficiency and proficiency in organization, he/she should do

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his/her duties desirably and dominate on his/her job when a manger will feel success and dominance that involve with his/her job completely and accord his/her personality with his/her responsibility. In one word, each individual enter to organization with characteristics and unique character that will differ with characteristics and personality of other members. It should be considered and attended to fitness of individual personality characteristics with devolved job when individuals enter to an organization and obtain the jobs, until an individual places in his/her fit job and has been had most efficiency in related job, so, an individual should be had the required characteristics for obtaining a job, until can be influenced. In other word, if individual's personality characteristic is according to their job, it leads to their thought satisfaction and their job satisfaction   (Robinz, 2009, 328). Feeling of responsibility, job application, effort for duties completion and abtaining to job goals and dependence to organization are impact on job success (Barik & Mont, 99, 2001). Ability in imaging, creativeness and having pervasive and universal thought in job and cleverness are impact on job success, generally, the successful individuals have attention and preparation for new experiences in management job widely (Tet & et al., 2001). In fact, the personality is one perspective of human life that allows us to predict how will behavior show an individual in special situation? Psychologists have provided the various opinions about personality perspectives and account the different characteristic for people.

Including of these ideas, it can be noted to Myers idea that in it, the personality has five features as following: 1: extroversion, 2:compromiseness, 3: conscientiousness, 4: stable about emotions, 5: learning of these personality perspectives be have special methods and unique behavioral skills and different needs and they have special needs, expectation, motives, expectancy and goals by their personality pattern (Ferench and shoujhed, 2005, 48). The organizations satisfy special needs, expectations and expectancies by their current goals, duties and activities. So, for each of various personalities types, job and different job environment is suitable. More compatibility and fitness between personality and job, it lead to more job satisfaction, and less compatibility and harmony, the job satisfaction will be less and leads to negative impacts and results in organization so, the choice of job proportional to personality can provide better job performance for organization and influences on employees attitudes to their task and include desirable job satisfaction. In modern and changed world, a manager should make the effective and strong personality characteristics in him/her to simplify the path of organization success and development by this way. So a manager will be successful and powerful in full tension times of current organizations that employ the fit management styles. In one word, from first to now, human has had many developments in social communications, individual and group interactions and cultural diversity that from first, a phenomenon called competition, conflict and disagreement has appeared in organizations and gradually, together behavior complexities, it is expected that these conflicts appear in job environment in wider perspectives and more novel and modern forms (Mohamadzadeh and et al, 2008, 323). The conflict exists as a serious problem in many organizations. Perhaps, this phenomenon has no such power in all of locations that leads to company breakup, but no doubtful it can be had bad impacts on organization performance or create condition that the organization losses it's efficient forces, but every conflict or disagreement is not bad. The conflict is like a coin that has two sides;
Positive side and negative side (Robinz, 2009, 783).

All of problems lead to competition and conflict have caused that attract the idea of many of managers and organizations individuals and sometimes leads to their thought concern (Mohammadzadeh and et al, 2008, 323). There are three different methods in dealing with conflict based on management theories.

Traditionally, the conflict leads to destroy of group and organization. Basically, the conflict is harmful and lack of fit communications and trust among individuals lead to establishment of conflict and disagreement among them, or the managers under do against employees needs and requests and members of organizations, Based on perspective of human communications, the conflict leads to normal result and inevitable that is created in group and it can be had creative, positive and about group performance.

The third perspective that is called the interaction perspective, the conflict phenomenon is supported because, a harmony, peaceful and un busy is ready to return to its normal risk, that is it loss it's sense and doesn't show interaction against change, evolution and innovation phenomenon. The main role of this thought method (about conflict) is that this phenomenon وادار کردن the group leaders to try to maintain a defined level of conflict and preserve the conflict level so that can keep the group as live, creative and critic (Robinz, 2009, 785-787).

Traditionally, the conflict has negative mean, so it be avoided. Based modern interactive perspective of conflict, the various ideas and views should be considered and it should be possible the timely criticism of organization regulations and performances that consequently leads to establishment of creativity, innovation and individual and organizational honor. Anyway, the conflict is part of organization life specially in educational organization that it is possible to occur between employees or among groups, according to one of dominant managers, whenever there is no conflict about subject.

That issue has not be cleared enough and the final decision about issue has assigned to it to be evaluated in all directions (Tosi Alavi, 2001, 152). It is necessary to note that when regulations, methods, individual's behavior and groups don't have required clearness, it is possible to occur the conflict that the lack of attention to it will result to establishment of anarchy in organization (Alvani, Meamarzadeh, 2005 147).

This study intends to respond to this basic question whether there is relationship between managers personality characteristics and their conflict management styles in Islamic Azad university of Mazandaran province?

3. Research background

Many studies have been conducted about research subject. Here, it is offered to some of these studies (researches).

Mirmohammadi research (2005) called "The relationship between personality characteristics and management styles of managers conflict of guidance school of Sanandaj city. The results of this study showed that there is a meaningful relationship between personality characteristics and management styles of managers conflict.

Haghighi (2006) conducted a study called "The relationship between personality characteristics and management methods of managers conflict of the ropy services insurance organization in Esfahan province" and the results of research showed that there is a meaningful and positive relationship between personality characteristics and conflict management methods and only there is no relationship between sadness spirit and conflict management methods and the sadness individuals are not able to choose fit styles and methods of conflict management.

Nabavi (2007) conducted a study called "the relationship personality characteristics and conflict management styles and efficiency of managers performance of sina bank in Yazd province, and the research results showed that there is a meaningful and positive relationship between styles and efficiency of managers performance, and among personality characteristics, there is no relationship between sadness spirit and conflict performance, and also, it was identified that among personality characteristics, desirability and responsibility flexibility and objectivism features are fit and suitable predictors for conflict management styles and efficiency of managers performance.

Alizadeh research (2007) called "the relationship between personality characteristics and job satisfaction and conflict management methods of managers of Tehran girl high schools, and study results showed that there is a meaningful and positive between personality characteristics and job satisfaction and managers conflict management styles of high schools. And among personality characteristics, flexibility, desirability and responsibility and objectivism are suitable predictors for job satisfaction and management styles of conflict managers.

4. Study hypotheses
4.1 Research main hypotheses
There is relationship between personality characteristics and management styles of manager's styles of mangers conflict in Islamic Azad universities of Mazandran province.
4.2 Research special hypotheses
1. There is relationship between managers personality characteristics and application ed avoidance method in dealing with conflict.
2. There is relationship between managers personality characteristics and application of compromise method in dealing with conflict.
3. There is relationship between managers personality characteristics and application of coordination style in dealing with conflict.
4. There is relationship between managers personality characteristics and application of reconciliation method in dealing with conflict.

5. RESEARCH METHOD

This study is descriptive because the descriptive research characteristics is objective and real description about a position and a subject, and the method has been choose for conduction of this research through its hypotheses features, the research method is correlation. In this study, the statistical community includes all managers (principals, deputies, managers and education authorities) of Islamic Azad universities of Mazandaran province that were 630 individual.

Also, in this study, it was determined the sample volume 253 individuals regarding to community volume and based on morgan table. The used instrument is questioner in current research.

6. Research hypotheses test
Main hypothesis of study:

There is relationship between manager's personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and application of conflict management styles.

Table 1: mutual correlation between variables of conflict management styles (avoidance, compromise, coordination, reconciliation, competitive) and personality characteristics (sadness spirit, objectivism, desirability, responsibility).

variable	Avoidance style	Compromise style	Cooperation style	Reconciliation style	Competitive style	Sadness spirit	objectivism	flexibility	desirability	responsibility
Criterion variable 1.avoidance	-	**0/898	**0/957	**0/970	**0/195	-0/062	**0/270	**0/307	**0/241	**/294
compromise	-	-	**0/944	**0/985	*0/153	-0/046	**0/257	**0/298	**0/247	**0/291
coordination	-	-	-	**0/933	**-0/187	-0/107	**0/268	**0/319	**0/211	**0/326
reconciliation	-	-	-	-	*0/149	-0/059	**0/268	**0/291	**0/244	**0/287
competitive	-	-	-	-	-	**0/186	-0/028	0/021	-0/035	-0/007
Predictor variable										
sadness spirit	-	-	-	-	-	-	-0/034	-0/113	-0/054	*0/150
objectivism	-	-	-	-	-	-	-	**0/249	**0/377	**0/218
Flexibility	-	-	-	-	-	-	-	-	0/50	**0/552
Desirability	-	-	-	-	-	-	-	-	-	0/109
responsibility	-	-	-	-	-	-	-	-	-	-

$**p<0/01$ $*p<0/05$

The data of table 1 shows that:
1. There is no relationship between sadness spirit and avoidance style (r=0.062, p=0.326).
2. There is relationship between objectivism and avoidance style (r=0.270, p=0.01)
3. There is relationship flexibility and avoidance style (r=0.270, p=0.01)
4. There is relationship between desirability and avoidance method (r=0.241, p=0.01).
5. There is relationship between responsibility and avoidance style (r=0.294, p=0.01)
6. There is relationship between sadness spirit and compromise style (r=0.046, p=0.468)
7. There is relationship between objectivism and compromise style (r=0.275, p=0.01)
8. There is relationship between flexibility and compromise style (r=0.275, p=0.01)
9. There is relationship between desirability and compromise style (r=0.247, p=0.01)
10. There is relationship between responsibility and compromise method (r=0.297, p=0.01)
11. There is relationship between sadness spirit and coordination style (r=0.107, p=0.089)
12. There is relationship between objectivism and coordination style.
13. There is relationship between flexibility and coordination method (r=0.319, p=0.01)
14. There is relationship between desirability and coordination style (r=0.211, p=0.01)
15. There is relationship between responsibility and coordination style (r=0.326, p=0.01)
16. There is no relationship between sadness spirit and reconciliation method (r= - 0.059, p=0.357)
17. There is relationship between objectivism and compromise method (r=0.268, p=0.01)
18. There is relationship between flexibility and compromise style (r=0.297, p=0.01)
19. There is relationship between desirability and reconciliation style (r=0.244, p=0.01)
20. There is relationship between responsibility and reconciliation style (r=0.287, p=0.01)
21. There is no relationship between sadness spirit and competitive style (r=0.186, p=0.357)
22. There is no relationship between objectivism and competitive style (r= - 0.028, p=0.652)
23. There is no relationship between flexibility competitive style (r=0.021, p=0.734)
24. There is no relationship between desirability and competitive style (r=0.035, p=0.578)
25. There is no relationship between responsibility and competitive style (r= - 0.007, p=0.909)

Table 2: central correlation between variables of conflict management styles (avoidance, compromise, coordination, reconciliation, competitive and personality characteristics (sadness spirit, objectivism, flexibility, desirability, responsibility).

	Central correlation	square of central correlation	Lambdai vilkez test	K^2 test	df	p
1	0/437	0/190	0/722	80/235	25	0/001
2	0/278	0/077	0/893	28/028	16	0/031
3	0/142	0/020	0/967	8/182	9	0/519
4	0/112	0/012	0/987	3/187	4	0/527
5	0/015	0/00022	1	0/059	1	0/808

Regarding to obtained results, it is determined that study hypothesis is supported based on there is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and conflict management styles.

Hypothesis1: There is relationship between managers personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and application of avoidance style in dealing with conflict.

It has been used regression model through step by step method for determination of best predictor of conflict management styles among predictor variables.

It is note able that flexibility, desirability, responsibility and objectivism has been entered in equation. The obtained results has been represented in table 3.

Table 3. the summary of step by step regression analysis of variables of flexibility, desirability, responsibility and objectivism.

Step	Predictors variables	R	R^2	ΔR^2	Standard error
First	Flexibility	0/307	0/094	0/091	9/27
Second	Flexibility and desirability	0/381	0/145	0/138	9/033
Third	Flexibility and desirability and responsibility	0/402	0/161	0/151	8/96
fourth	Flexibility and desirability and responsibility and objectivism	0/418	0/175	0/161	8/911

The results of above table show that the flexibility variable able to justify 9/4 percent of variance (avoidance style) (R^2 =0.094). Addition of desirability variable to flexibility variable in second model has caused to add 5% variance (R^2 =0.145) and has abled to explain about 14/5 percent of variance (avoidance style). And with adding of responsibility variable to variables of flexibility and desirability to third model has been caused to add 2% variance (R^2 =0.161) and has abled to explain about 16/1% variance (avoidance style). And with adding of objectivism variable to variables of flexibility and desirability and responsibility to fourth model and has been caused to add 1% variance (R^2 =0.175) and has abled to justify about 17/5 percent variance (avoidance style).

In model of this study, the variable of flexibility and desirability and responsibility and objectivism has been entered in equation and it's equation has been arranged as following:

$$\hat{y} = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$$

(avoidance style)= -84/333+0/670 (flexibility variable + 0/457 (desirability variable) + 0/91 (responsibility variable) + 0/313 (objectivism variable)

So, the research hypothesis is supported based on there is relationship between personality characteristics sadness spirit, responsibility, objectivism, flexibility, desirability) and (avoidance style)

Second hypothesis: There is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and compromise style.

It has been used regression model by using of step by step method for determination of best predictors of compromise conflict management styles among predictor variables. It is not able that flexibility, desirability, responsibility and objectivism has been entered in equation. The obtained results have been represented in table 4.

Table 4: the summary of step by step regression analysis of variables of flexibility, desirability, responsibility and objectivism.

Step	Predictors variables	R	R^2	ΔR^2	Standard error
First	Flexibility	0/298	0/089	0/085	8/628
Second	Flexibility and desirability	0/377	0/143	0/136	8/385
Third	Flexibility and desirability and responsibility	0/389	0/160	0/149	8/318
fourth	Flexibility and desirability and responsibility and objectivism	0/417	0/174	0/16	8/262

The results of above table show that the flexibility variable has abled to justify 8/9% variance (compromise style) (R^2 = 0/089). With addition of desirability variable to flexibility variable in second model has been caused to add 6% variance (R^2 = 0/143) and has abled to explain about 14/3 percent variance of compromise style. And with addition of responsibility variable to variables of flexibility and desirability in third model has been caused to add

2% variance ($R^2 = 0/160$) and has abled to explain about 16% variance of compromise style. And with addition of desirability and responsibility in fourth step has been caused to add 1% variance ($R^2 = 0/174$) and has abled to explain about 17/4% variance of conflict management (compromise style).

In model of this research, the variable of flexibility and desirability and responsibility and objectivism has been entered in equation and it's equation has been arranged as following:

$$\hat{y} = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$$

(compromise style) = - 15/933 + 0/578 (flexibility variable) + 0/435 (desirability variable) + 0/465 (responsibility variable) + 0/304 (objectivism variable)

So, the study hypothesis is supported based on there is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and (compromise style).

Third hypothesis: There is relationship between managers personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and coordination style in dealing with conflict.

It has been used regression model with step by step method for determination of best predictors (coordination style) among predictor variables.

It is not able that responsibility, objectivism, flexibility, desirability has been entered in equation. The obtained results has been represented in table 5.

Table 5. The summary of step by step regression analysis of variables of flexibility, desirability and responsibility

Step	Predictors variables	R	R^2	ΔR^2	Standard error
First	responsibility	0/326	0/106	0/103	8/492
Second	responsibility and objectivism	0/394	0/155	0/148	8/275
Third	responsibility and objectivism and flexibility	0/416	0/173	0/163	8/204
fourth	responsibility and objectivism and flexibility and desirability	0/431	0/186	0/172	8/156

The results of above table show that responsibility variable has able to justify 10/6% variance (coordination style) ($R^2 = 0/106$). With addition of objectivism variable to responsibility variable in second model has been caused to add 5% variance ($R^2 = 0/155$) and has abled to explain about 15/5% variance of conflict management of coordination style. And with addition of flexibility variable to responsibility and objectivism variables in third model has been caused to add 2% variance ($R^2 = 0/173$) and has abled to explain about 17/3% variance of coordination style.

And with addition of desirability variable to responsibility and objectivism and flexibility variables in fourth model has been caused to add 1% variance ($R^2 = 0/186$) and has abled to explain about 18/6% variance of coordination style.

In model of this research, the variable of responsibility and objectivism and flexibility and desirability has been entered in equation and it's equation has been arranged as following:

$$\hat{y} = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$$

(coordination style) = 16/386 + 0/578 (responsibility variable) + 0/351 (objectivism variable) + 0/567 (flexibility variable) + 0/310 (desirability variable).

So, the research hypothesis is supported based on there is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and coordination style.

And among predictor variables, there is relationship between variables of responsibility and objectivism and flexibility and desirability and moderate variable (coordination style) and are best predictor for criterion variable (coordination style).

Fourth hypothesis: There is relationship between managers personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and application of reconciliation style in dealing with conflict.

It has been used regression model with step by step method for determination of best predictor of conflict management styles (reconciliation style) among predictor variables. It is not able that flexibility, desirability, responsibility and objectivism has been entered in equation. The obtained results has been represented in table 6.

Table 6. The summary of step by step regression analysis of variables of flexibility, desirability, responsibility and objectivism.

Step	Predictors variables	R	R²	ΔR²	Standard error
First	Flexibility	0/291	0/084	0/081	8/375
Second	Flexibility and desirability	0/370	0/137	0/130	8/147
Third	Flexibility and desirability and responsibility	0/393	0/154	0/144	8/083
fourth	Flexibility and desirability and responsibility and objectivism	0/409	0/168	0/154	8/034

The results of above table show that flexibility has abled to justify 8/4% variance of compromise style (R^2 = 0/084). With adding of desirability variable to flexibility variable in second model has been caused to add 5% variance (R^2 = 0/137) and has abled to explain about 13/7% variance of reconciliation style. And with addition of responsibility variable to variables of flexibility and desirability in third model has been caused to add 2% variance (R^2 = 0/154) and has abled to explain about 15/4% variance of reconciliation style. And with addition of objectivism variable to variables of flexibility and desirability and responsibility in fourth model has been caused to add 2% variance (R^2 = 0/168) and has abled to justify about 16/8 variance if reconciliation style.

In model of current study, the variables of flexibility, desirability, responsibility and objectivism has been entered in equation and it's equation has been arranged as following:

$$\hat{y} = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$$

(reconciliation style) = - 10/750 + 0/542 (flexibility variable) + 0/419 (desirability variable) + 0/541 (responsibility variable) + 0/283 (objectivism variable).

So, the study hypothesis is supported based on there is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and (reconciliation style). And among predictor variables of flexibility, desirability, responsibility, objectivism and reconciliation style and are best predictor for critertion variable (reconciliation style).

Hypothesis 5: There is relationship between managers personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and application of competitive style in dealing with conflict.

It has been used regression model by using of step by step method for determination of best predictor of competitive style among predictor variables. It is not able that sadness spirit has been entered in equation. The obtained results has been represented in table 7.

Table 7. The summary of step by step regression analysis of sadness spirit variables

Step	Predictors variables	R	R²	ΔR²	Standard error
First	Sadness spirit	0/186	0/035	0/031	5/950

The results of above table show that sadness spirit variable able to explain 3/5% variance (competitive style) (R^2 = 0/035).

In model of this study, the sadness spirit has been entered in equation and it's equation has been arranged as following:

$$\hat{y} = a + b_1 x_1$$

(competitive style) = 28/229 + (0/066) × (sadness spirit variable).

So, the research hypothesis is supported based on there is relationship between personality characteristics (sadness spirit, responsibility, objectivism, flexibility, desirability) and competitive style. And among predictor variables, there is relationship between sadness spirit variable and criterion variable (competitive style) and it is best predictor for criterion variable (competitive style).

DISCUSSION AND CONCLUSION

In relation to main hypothesis of research, the results of regression analysis showed that there is meaningful and positive relationship between personality characteristics and conflict management styles and in first focal correlation, the variables of responsibility, flexibility, objectivism and humanism have most factorial load as predictor variables and have relationship with styles of coordination, a voidance, compromise and reconciliation and are suitable predictors for these styles. There is relationship between sadness spirit and competitive style in second focal correlation. In third focal correlation, the characteristics of humanism, sadness spirit, responsibility are suitable

predictors for competition and reconciliation styles. In fourth focal correlation, there is relationship between variables of flexibility, objectivism and reconciliation style, and in fifth focal correlation, there is most relationship between characteristics of objectivism, responsibility and competitive style and can predict the competitive style. This result is align with research findings of Madanipour (2008), Esmaili (2009), Alizadeh (2007), Hghighi (2006), Kuin (2005), Yatchaman (2007).

In these studies, it was determined that there is a meaningful and positive relationship between personality characteristics and conflict management styles, and there is relationship between characteristics (responsibility, flexibility, objectivism and humanism) and methods of coordination, avoidance, compromise and reconciliation and can predict these methods, and there is a meaningful relationship between sadness spirit and competitive style, and it is suitable predictor for his method.

In relation to first research hypothesis, the results of multiple regression analysis displayed that there is a meaningful and positive relationship between personality characteristics and avoidance style.

(flexibility, humanism (desirability), responsibility and objectivism able to predict the avoidance style and predict 30/7%, 22/6%, 15/4%, 12/9% of changes of criterion variable (avoidance method) respectively. This result is align with research result of Mirmohammadi (2005). Haghighi (2006), Nabavi (2007), Alizadeh (2007), Madanipoor (20087), Biyoura and Salivan (2004) and Kouin (2005).

In this study, it was identified that there is a meaningful and positive relationship between personality characteristics and conflict management styles including avoidance method, and these characteristics able to predict the changes of avoidance method.

In relation to second hypothesis of research, it has been used multiple regression analysis with step by step method for testing of above hypothesis.

The results of regression analysis test showed that there is a meaningful and positive relationship between personality characteristics and compromise style and characteristics of flexibility, desirability, responsibility and objectivism can predict the compromise style, and each of variables can predict 29/8%, 23/3%, 15/7% and 13/5% of changes of compromise style responsibility. This result is consistent with obtained findings of research of Yatchman (2001), Macnamara (2007), Haghighi (2006), Alizadeh (2007), Madanipoor (2008), Esmaili (2009), Mirmohammadi (2005), Javadpoor (2008), Javanshir and Radfar (2008), Alahyari and Dehghan (2009), Kouin (2005), Biyora and Salivan (2004) and piterson (2006).

In these studies, it was determined that among personality characteristics, flexibility and desirability, responsibility and objectivism able to predict the conflict management method including compromise and in fact, these people choose the compromise style because compatibility, sociability, having good relations to others and also they want the others to have positive idea about them and undertake responsible of their tasks until to obtain a result that is agreed of two sides of conflict.

In relation to third hypothesis of research, the results of regression analysis test showed that there is a meaningful and positive relationship between personality characteristics of responsibility, objectivism , flexibility and desirability can predict the changes of cooperation style and predict 32/6%, 22/6% 15/7% and 12/3% changes of cooperation style responsibility and are best predictors for cooperation style . this result is consistent with research findings of Yatchaman (2007), Mac Namara (2007), suichek (2008), Runteri and SpitRez (2008), haghighi (2006), Alizadeh (2007), Madanipoor (2008), Esmaili (2009). It was identified that there is a meaningful and positive relationship between personality characteristics and conflict management styles, and the characteristics of responsibility, objectivism, flexibility and desirability are suitable predictors for conflict management methods but competition style.

In relation to fourth hypothesis of research, the results of above hypothesis showed that there is relationship between personality characteristics and compromise method and the variables of flexibility, desirability (humanism), responsibility and objectivism can predict the compromise method and each of them predicts 29/1%, 23%, 15/7% and 13% of changes of compromise style. This result is align with study result of Esmaili (2009), Alahyari & Dehghan (2009), Javanshir and Radfar (2008), Alizadeh (2007), Piterson (2006), Pirs and Danavan (2006), Mac Navara (2007), Ronteri and Spiterz (2008), Showartez and Denison (2008), Grin (2009). In these studies, it was determined that there is relationship a meaningful and positive relationship between personality characteristics and conflict management styles including compromise method, and these characteristics able to predict the charges of conflict management styles.

In fact, the managers are rational and are consistent with others and seek to solve the conflicts and try to consider all sides and benefits of addressed and are accepted to others, use the compromise method.

In relation to fifth hypothesis of research, the results of above hypothesis test showed that there is a meaningful relationship between personality characteristics and competition method, and only sadness spirit characteristics can predict 18/6% of competitive style changes and is best predictor of competitive style changes and

is best predictor of competitive style. This result is align with research findings of showartz & Denison (2008), Green (2009), Swichek (2008), Javanshir & Radfar (2008), Javadpoor (2008).

These studies show that sadness spirit characteristics are suitable predictor for competitive method. In fact, one cannot adjust with others and only think about his/her benefits and seeks to perform his/her goals, dislikes to communicate and cooperate with others, choose the competitive style in conflict solution.

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