Analysis of the Impact of Organizational Culture on the Selection of Conflict Management Style
Case Study: Shiraz Social Security Organization

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ABSTRACT

Nowadays, growing complexity of organizations and differences of Individuals' views, attitudes and beliefs have made conflict as an inevitable happening! The purpose of conducting this research is to study whether organizational culture has any effect on the selection of the type of the management style or not? The statistical population of the research were 235 personnel at the first, fourth and fifth branches of organizations of social security in Shiraz city .118 samples were selected randomly with regard to Morgan table. The construct reliability of the questionnaire was confirmed by using Amos 18 and spss softwares. Face validity of the questionnaires were also confirmed by a group of experts. Cronbach's alpha for organizational culture questionnaire of Denison was %88 and for the five style of conflict management was %74 which confirm its validity. In this research the software of Amos 18 was used for analyzing the data. In fact, the method of structural equation was used in the present paper. Based on the findings of the research, the organizational culture has significant effect on the style of conflict management.
KEYWORDS: Organizational culture, conflict management, Denison's organizational culture.

1. INTRODUCTION

Nowadays due to importance of organizational culture, it has been widely studied by researches. Organizational culture which considered being a set of fundamental believes and values governing an organization have great effect on the organization's personnel. Organizational culture for the first time was suggested by Peter and Waterman in 1980s. Since then, academic centers started to talk about culture in organizations and companies. They have tried for developing and enriching concepts related to organizational culture (Dabaghi et al, 2010). Based on the social field theory, organizational culture is a kind of organizational social circumstance that influences the establishment of human resource management system. (Ferris et al 1999) consider culture as motivation, values, believes identities, and Interpretations or meaning of important events which develop through usual experience of organization or society members (House et al, 2002).

Studies showed that the type of organizational culture has a great impact on the performance of the organization and employee's behavior. According to the definition given for the organization, it is a social institution formed from individuals and their relationships.(Daft ,2010) .people in the organization interact with others in order to perform their tasks ; however , the growing complexity of today's world and differences in ideas , attitudes and believes make conflict as an inevitable constitute in the organizational life. Conflict like a coin has two sides, positive and negative, and the way of dealing with it determines the effectiveness on the organization. Conflict may change into hostility because of mismanagement. While the conflict and our interpretation of it have inclination towards negative image, it is not necessarily a negative phenomenon. There is still ability for conflict management to have effect on its consequences (Moghadam et al, 2008).

Constructive conflict leads to creativity in the organization and finally helps managers achieve organizational goals, while destructive conflict causes the organization to fall apart. Increasing of creativity in the organization leads to the promotion of quality and quantity services, reduction of costs, stopping the wastage of energy, reduction of bureaucracy, increasing of competition, efficiency, productivity, developing motivation and job satisfaction among employees (Moghadam et al, 2008).

Then dependent and independence variables of the research will be analyzed and finally findings will be presented.

Organizational culture

In Anthropology, culture considered to be an inevitable field in the individuals' lives. (Iivari & Iivari, 2011). Therefore, so many definitions have been presented for organizational culture; however, undoubtedly the most important definition is related to Shain, Hafsted and Waren Benis. From Shain's view culture is a patterns of fundamental hypothesis that develop discovery through gaining experience from external difficulties adaptability and internal

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integrity. (Tolfo & Wazlawich, 2008).Other definitions also are given as following, culture considered to be motivation, values, believes, identities, interpretations or meanings of significant events which develop through regular experience of society or organization members. (House & Javidan, 2002).Organizational culture refers to common meaning combination and matching of ten criteria of individual innovation , taking risk , leading, combining of activities , supporting the management, determining identity , incentive system , bearing conflict and communication pattern that constitute the basis of culture of an organization. These ten criteria are structural and behavioral dimensions (Esfahani & Kazemi, 1997).In the following table some definitions of organizational culture are presented.

Researcher	Organizational culture
Ouchi , 1981	A series of institutes, a ceremonial that transferred basic values and believes of organization to its employees.
Deal & Kennedy, 1982	The work that we do in the organization.
Peters and Waterman , 1982	A series of dominant common values and coherent that with symbolic concept such as legends, myths, stories proverbs, stress are transferred.
Smircich ,1983	A series of key values, guidance believes and concepts that is common among organization members.
Davis , 1985	Organizational culture is common believes and values give meaning to that is common the organization members and for their achievement.
Shain , 1985	A pattern of basic hypothesis that a given group imparted, discovered or developed it in Order to learn how to counter with problem of external adaptability and internal integrity.
French , 1990	Considered to be an arranged pattern of believes feelings and norms That people believe in them because they are guidelines for their behaviors.
Hafsted , 2001	Organizational culture is group planning of the mind.

Yazdkhasty, A. and Ra jaeepoure. (2010)

Functional organizational culture

* Organizational culture gives the personnel an organizational identity.

* Organizational culture makes group undertaking easy. In organization with powerful culture employees feel responsibility towards values and objectives of the organization.

* It encourages the social stability. Organizations with powerful culture are famous for having rigid criteria in doing the works. They pay attention to the rules and regulations even in the smallest points and they create an atmosphere of commitment, emotion and hardworking in the workplace. It forms the employees' behaviors:

Organizations with powerful culture, contribute to their members to understand their environment and in this way shape their behaviors (Toosi, 1981).

Models and classifications of organizational culture

Theoreticians	Classification of different types of organizational culture
Deal & Kennedy , 1982	Strong , weak , middle culture
Peters and Waterman ,1982	Concentration on the action , close relations with clients , Independence , productivity , solidarity towards values , dominance and skill , simple structure culture
Quein,1985	Rational Ideology , agreement hierarchy culture
Millet,1986	Obsessive, abstained, political, bureaucracy culture.
Sunnyfield ,1989	School , club , baseball , team , military fortress culture
Denison ,1990	Inflexibility, cooperation missionary, and continuation based culture.
Denison and Spreitzer ,1991	Developing , group , intellectual hierarchy culture
Bergquist,1992	Collegial , managerial , developmental negotiation culture
Mcneil, 1995	Cooperation , bureaucracy , firm business culture
Dapson and Mcneil,1996	Entrepreneur , collegial , bureaucracy culture

Source: Yazdekhasti, A. 2008

The model that has been used as organizational culture is Denison model and it put forward in 2000. Its graphical model represents organizational culture in two internal and external dimensions. It also shows the degree of inflexibility in 12 indexes. Denison in his model considers the dimension of culture for the organization in four basic axes including job involvement, adjustment, adaptability and mission. Each of these dimensions is measured with these indexes (Rahimnia&Alizadeh, 2008):

1- Job involvement: this feature is measured through three indexes of powerful making, team making, and developing abilities. Effectiveness organizations make their personnel powerful. They constitute the organization on the pivot of workable teams and develop human resource at all levels. Commitment will increase among organizational personnel and they feel have roles in the decision making and these decisions directly affected their work and finally related to organization objectives (Motalebi et al, 2011).

2- Adjustment (stability and integrity): researches show that the organizations that are often effectiveness, their personnel's behaviors originate from basic values and they are stable and integrate. Leaders and followers become skillful in reaching to agreement (even when they have different views) and continued their tasks. Organizations with these features have powerful and distinctive culture and effect personnel's with three indexes.

Basic values: organization members are sharing in a series of values that constitute their identity and expectations.

Agreement: organization members are able to reach agreement in significant differences. The agreement includes both at the underneath level of culture and at the ability to achieve agreement.

Coordination and coherence: units of organization with different functions can reach to common goals if they work nicely together, and if organization boundaries not to be interfered.

3) Adaptability: organizations that are well – integrated will not change easily, therefore internal integrity and external adaptability are advantageous and preference by clients. They take risk, learn from their mistakes and have capacity to make changes. They are continuously making improvement the ability of the organization for respecting the clients. These features are studied by three following indexes.

Making change: an organization is able to find ways for making changes in one's needs. It also can identify the organization environment, responsible to tackle the future changes, current stimulants and client – oriented: to comprehend the clients and try to satisfy their needs in advance. In fact, client – oriented is a degree by which organization are guided to satisfy customers' needs.

Organizational learning: the amount of environmental signs that organization receive, or measuring creativity, knowledge style and extending the abilities.

4) Mission: It the most important feature. Successful organizations have these important features. Successful organizations have clear understanding of their direction and objectives. They define the strategic goals and depict organization landscape. This dimension is measured by three following indexes.

Attitude and organization direction: clear strategic attitudes show organizational objectives and everybody can contribute to his / her unit.

Objectives and destination: objectives are linked by strategy mission and organization horizon view. It determines people functions.

Outlook: it has a common view about future situation. It expresses basic values tool. It accompanies the thought and work force of the personnel at the same time and decides on the direction (Monavarian & Bakhtaee, 2006).
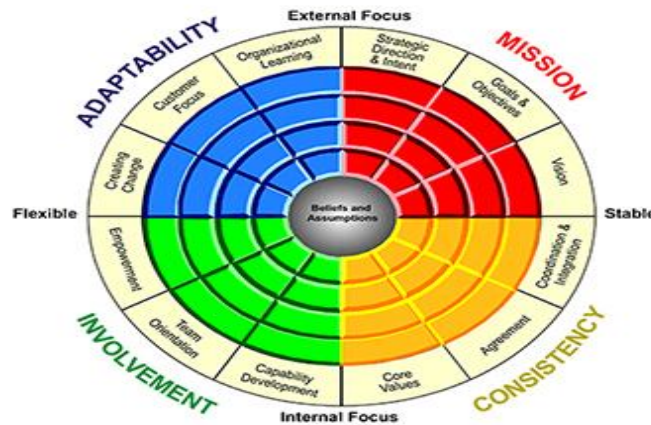
Figur1: Denison Organizational Culture Model (Denison, 1996)

Conflict

Conflict is a social situation in which two or more than two persons haven't agreement on something and they feel a little hostility toward each other. Conflict or lack of agreement refers to disagreement or struggle among two or more than two persons or groups. Different definitions have been given for the conflict but some basic subjects constitute it. Firstly, both sides should understand the conflict depends on people's understanding. Even though none of sides know the conflict, general agreement is based on that the conflict doesn't exist (Rezaiean, 2008).

Conflict is a process in which deliberate effort of individual (A) through blocking leads to individual's disability and disappointing in achieving the goals or increasing benefits (Rabbins, 1987).

Types of conflict

Destructive and constructive

Interaction view about conflict states that any conflict is not indecent because some of them strengthen group objectives and improve the performance. Therefore this type of conflict due to its positive impact is called the constructive conflict. On the other hand, some of the conflicts impede the good performance of the group; therefore this type of conflict is called destructive or harmful conflict. Distinctive features between destructive and constructive conflict in the form of policy is not clear.

None of the level of conflict in every situation could not be accepted or rejected. The basic index is group performance and the conclusion that may be achieved through the conflict.

Styles of solving the conflict

There are five ways to confront the conflict for the involving sides; namely, competition or obligation, cooperation, avoidance, compromising or reconciliation, flexibility (tolerance, suppleness).

Competing (obligation): if one person tries to achieve his/ her goal or wants to increase (without considering the effect that it may have on the opposite or opponent groups) he or she is competing. In the formal groups or in the organization, governing forces determine the type of efforts that are either losing or winning. People that are competing with each other try to solve the problem in favor of their interests. Therefore, they use their basis of power. The benefit of this style is its speed and the weak point is offending. (Seyyed Javadein, 2007).

Avoiding (Ignoring): In this tactic, staying away or preventing the problems is effective approaches. Avoiding style concerning trivial problems is effective and in the cases that expenses for tackling the conflict are more than advantages, they are used. However, in the field of critical problems seem unsuitable. Its strong point is economizing in the time and its weak point is creating a transitional situation so that in this case people shirk their responsibility. (Kreitner & Kinicki, 2012)

Compromising or reconciliation: reconciliation is and interactive approach that intensively needs interaction among people. When groups have the same power and confront with opposition goal it is recommended that they use this style. In this style there is no loser and it is a big advantage.

However, such a situation cannot be continued and it stop solving the problem creatively (kreitner & kinicki, 2006).

4. Accommodating (tolerance, flexibility): when a party tries to relieve the other side that is,to prefer the interest of the other party. In other words, one of the parties tries to show sacrifice in order not to stop relationship. This approach is called forgiveness or tolerance (seyyed Javadein, 2007).

Collaborating (participation): if the groups that are in conflict with each other try to settle their differences, a kind of collaborating or cooperation will be happened and both sides will try to provide benefits for each other.

In this style all solution are taking into account and determine exactly the opposition and agreement views in order that causes and difference become obvious (seyyed Javadein, 2007).

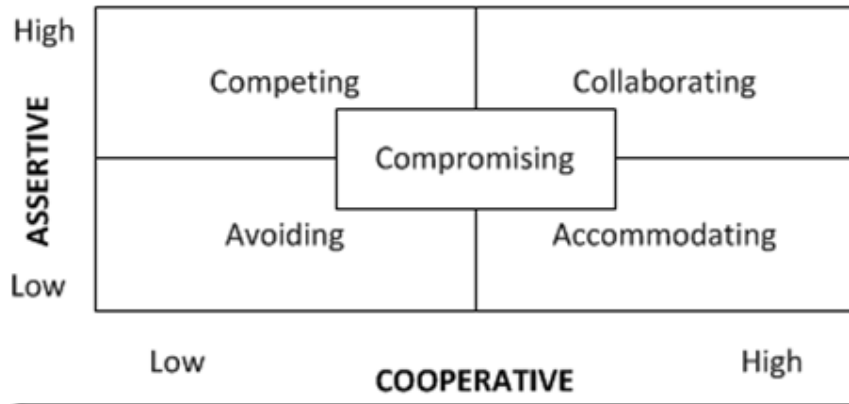In the following diagram Thomas and Kilman's, five conflict management styles are shown.

Figure1: diagram Thomas and kilman's five conflict management

LITERATURE REVIEW

In this part, some of the researches concerning the subject of the research will be discussed.

Internal studies

Bromand et al (2010) studied the relation between organizational justice and conflict management style, they concluded that insensitive manager to organizational justice is more concerned about procedures than process justice; therefore, in situation that the capacity of conflict is high use styles for solving the conflict that is a tactic.

Jahanyan (2011) carried out on experiment on the relation between emotional intelligence and conflict management among all high school assistants. These findings showed that there is no significant relation between emotional intelligence and conflict management.

Hosseini et al (2010) studied the relation between organizational culture and styles of revolutionary leadership and exchange of leader-subordinate. Findings showed that group culture has positive effect on the leader-subordinate, exchange and developmental coulter has positive effect both on the style of revolutionary leadership and leader-subordinate exchange. However, hierarchical culture has negative effect on both styles of leadership.

Abroad study

organization and they reached to the conclusion that organizational culture has relation with some dimensions of organization efficiency on the other hand, and stability or instability of the internal or external organization environment on the other hand. The values of the top-level manager has also Akts et al (2011) carried out a research under the title of the effect of organizational culture on the efficiency of the modification role in this relation.

Zahira et al (2011) studied the effect of leadership styles and organizational culture on the performance of the companies. He reached to the conclusion that through strong organizational culture and effective leadership companies can achieve effective business function. Therefore, organizational culture is a key element for the styles of leadership and company performance.

MacIntosh and Doherty (2010) in a study examined the effect of organizational culture on Job satisfaction and the intention of leaving the job. They reached to the conclusion that there is significant relation between cultural dimensions and the intention of the leaving the job and also there is significant relation between cultural dimensions and job satisfaction.

Kaushal and kwantes (2006) studied the relation between culture, power, personality and styles of solving the conflict. In the study, individualism and pluralism considered as culture dimensions and the style used for solving the conflict contained family, friendly relation, college and functionalism styles. The highest style for conflict management in this under investigation study was the style of friendly relation. Findings of the research showed that the culture has role in determining the strategy for solving the conflict.

Holta and Devore (2005) did a research under the title of sexuality, organizational role and styles of solving the conflict. Based on the findings of the research analysis individual culture in comparison with group culture used more obligatory style. On the other hand, Collective Culture in comparison with individual cultures uses cooperation and solving problem style most of the time.

RESEARCH METHOD

Statistical societies of the research are the first, third and fifth branches of the social security organization in Shiraz city. Statistical society volume is 230 that through randomly selecting 150 samples according to Morgan's table.

However 118 questionnaires came back that statistical operation carried out based on them. For analyzing the data SPSS 20 and Amos 18 software were used. For collecting the data for the research questionnaires were used.

For studying the organizational culture Denison's questionnaire and for styles of conflict management the five style of conflict management were used.

Validity and reliability of questionnaires

In order to study the reliability of the questionnaires SPSS software were used. The resulting Cronbach's alpha for Denison's organizational culture questionnaires was 188. The resulting Cronbach's for the styles of conflict management was 474. Therefore, based on these coefficients the question airs used for the research had reasonable reliability.

In order to study the construct validity, Amos 18 was used. The following tables show the statistical results of the study. In case,

Research hypotheses

Main hypothesis:
Organizational culture has significant effect on the conflict management.

Secondary hypothesis
Organizational culture has significant effect on the avoidance style
Organizational culture has significant effect on the obligatory style.
Organizational culture has significant effect on the flexibility (tolerance).
Organizational culture has significant effect on the compromising style.
Organizational culture has significant effect on the collaborating style.

The main model of the research

In this model which has been drawn by Amos 18 software the relation between Organizational culture and styles of conflict management schematically presented.
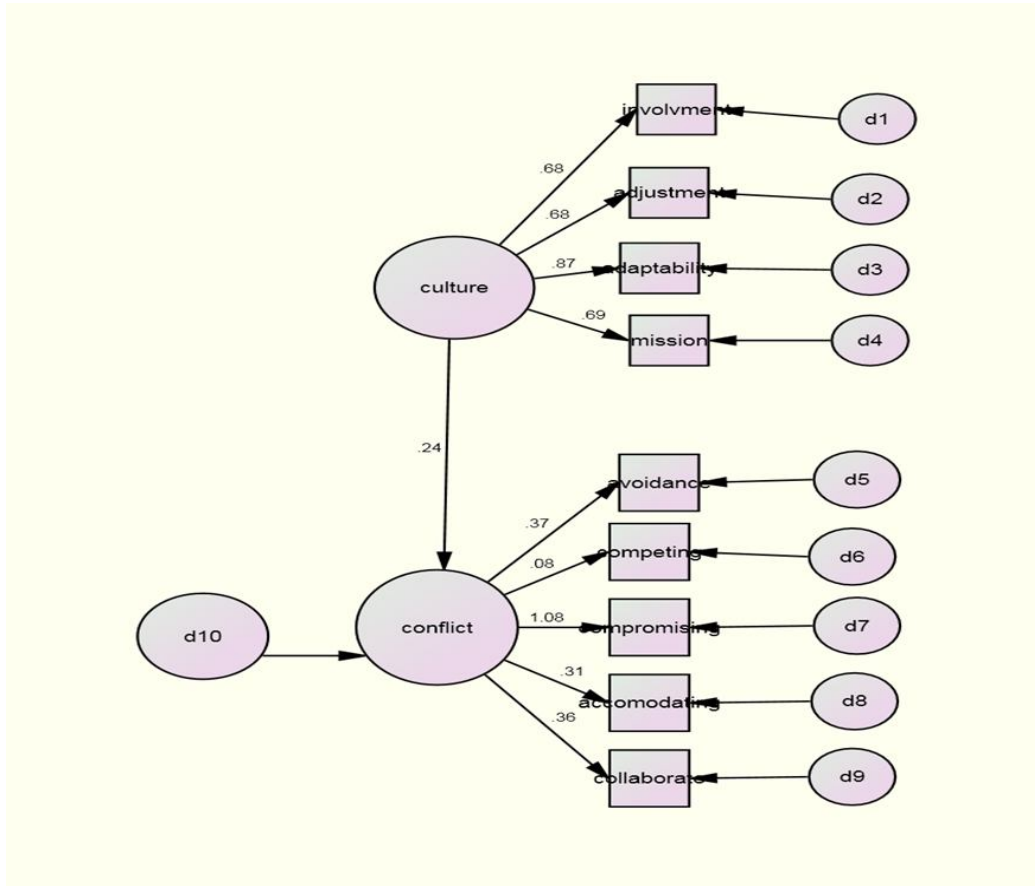
Research Findings

In this research, organizational culture considered as independence variable and the styles of conflict management that includes obligatory avoidance, compromising, Flexible and collaborating styles as dependent variables.

The main secondary hypotheses of the research each have studied separately. The statistical results are presented as following.

		Reject or accept the hypothesis	Model parameters		
P	**CR**		**CFI**	**PCFI**	**RMSEA**
0.009	2.605	Reception	1	0.722	**0**

With respect to the obtaining significant level of accepting or rejecting of the hypotheses which is less than 0/05 and the obtaining relative critical which is more than 2, so the main hypotheses of the research is confirmed. Therefore, the organizational culture has positive and significant effect on the conflict management. In order to study the acceptability of the model of the research, the indexes of Model practice have been used. The RMSEA index shows whether formulated model is acceptable or not?

This index is known as one of the indexes of practice badness and its amount is between zeros to 1, the smaller obtaining amount for the formulated model, the more it is acceptable. In testing the hypothesis RMSEA, the amount is equal to zero therefore, based on this index the formulated model for testing the hypothesis is acceptable. PCFI index seems essential for the acceptability of the Model. The amount of %50 towards up for this index is acceptable.

		Reject or accept the hypothesis	Model parameters		
P	CR		CFI	PCFI	**RMSEA**
0.009	2.605	Reception	1	0.722	**0**

In the following table, frugal comparative practice index is equal to 0/722 which shows that this model is acceptable. CFI index or comparative fitness index has been formulated in order to study acceptability model based on its comparison with independence model. The index gets amounts ranging from zero to one and the amount over 0/90 that in most sources is interpreted as acceptable amount. In the above table the index is one. Therefore, based on this

index the formulated model is acceptable with respect to the amount of P (significant level) that is bigger than %5 and a CR (critical relativity) that is less than 2 therefore, the hypothesis is rejected. Therefore, based on the Findings of the research cultural organization has no significant effect on avoidance style. The amount of RMSEA is equal to zero. Therefore, based on this index the formulated model for testing the hypotheses it is acceptable.

		Reject or accept the hypothesis	Model parameters		
P	CR		CFI	PCFI	RMSEA
0.29	-1.04	Rejection	1	0.667	0

The amount of PCFI index in the above table is 0/667 that is more than 0/5 therefore according to this index model testing of the hypothesis is acceptable. The amount of CFI in the above table is equal to one that is higher than %90, therefore based on the index the formulated model is acceptable.

		Reject or accept the hypothesis	Model parameters		
P	CR		CFI	PCFI	RMSEA
0.52	0.64	Rejection	1	0.611	0

With respect to the amount of p that is bigger than %5 and CR that is less than 2 therefore the hypothesis rejected. Therefore, According to the finding of the research organizational culture has no significant on the obligatory styles.
RMSEA is equal to zero therefore based on the index the formulated model for the testing of the hypotheses is acceptable. The amount of PCFI index in the above table is 0/611 that is higher than 0/5 therefore, based on the index testing model the hypothesis is acceptable the amount of CFI in the above table is equal to one that is higher than %90 therefore based on the index also the formulated model is acceptable.

			Model parameters		
P	CR	Reject or accept the hypothesis	CFI	PCFI	**RMSEA**
0.002	3.132	Reception	1	0.611	**0**

With respect to obtaining significant level accepting or rejecting the hypothesis that is less than %5 and also obtaining critical relativity that is more than 2 therefore, findings of the research the organizational culture has positive and significant effect on the flexible and tolerance. The amount of RMSEA is equal to zero therefore Based on the index the formulated model for testing the hypothesis is acceptable. The amount of PCFI index in the above table is 0/611 that is higher than 0/5.

Therefore, Based on the index, testing model of the hypothesis is acceptable. The amount of CFI in the above table is equal to one that is higher than %90 therefore, based on the index the formulated model is acceptable.

		Reject or accept the hypothesis	Model parameters		
P	CR		CFI	PCFI	**RMSEA**
0.3	1.035	Rejection	0.995	0.66	**0.027**

With respect to the amount of P that is bigger than %5 and also CR that it is less than 2 therefore the hypothesis is rejected. Therefore based on the finding of the research organizational culture has no significant effect on the compromising style.
The amount of RMSEA is equal to %27 therefore, based on the index the formulated model for testing the hypothesis is acceptable the amount of PCFI in the above table is 0/66 that it is higher than 0/5 therefore based on the index testing model of the hypothesis is acceptable the amount of CFI index in the above table is equal to 0/995 that it is higher than %90 therefore based on the index the formulated model for testing the hypothesis is acceptable.

			Model parameters		
P	CR	Reject or accept the hypothesis	CFI	PCFI	**RMSEA**
0.035	2.11	Reception	0.983	0.573	**0.047**

With respect to the obtaining amount for P that it is less than %5 and also the obtaining critical relativity that it is more than 2 the hypothesis is confirmed. Therefore, based on the findings of the research the organizational culture has positive and significant on the collaborating style. The amount of RMSEA is equal to 0/47. Therefore, based on the index the formulated model for testing the hypotheses is acceptable.

The amount of PSFI index in the above table is %573. That it is higher than 0/5 therefore based on the index testing model is acceptable the amount of CFI index in the above table equal to 0/983 that it is higher than 0/90 therefore based on the index the formulated model is acceptable.

DISCUSSION AND CONCLUSION

In the research Denison's model of organizational culture has been used for the analyzing the effect of organizational culture on the styles of conflict management including obligatory, avoidance, compromising flexibility (tolerance) and collaborating based on obtaining findings, organizational culture has positive and significant effect on the conflict management. On the other hand organizational culture has only positive effect on the conflict management of flexibility and collaborating style. However, organizational culture has no significant effect on obligatory, compromising and avoidance style.

Based on the obtaining results of statistical analysis and based on Denison's organizational culture model, the most important feature of organizational culture in this organizational is the commission dimension. This shows that the personnel of the organization have clear understanding from their goals and the outlook of the organization and they have trends and strategic – orientation.

The second important feature of the culture in the organization is the involvement dimension. As it mentioned before, this dimension is measured with 3 indexes of empowerment, team making and development of abilities. As a result with respect to obtaining results personnel in the organization feel that have roles in decision makings and believe that those decisions have effect on their works.

On the other hand, based on the obtaining results personnel mostly have used the style of flexibility (tolerance) for conflict management. And as it is mentioned before in the style of conflict management of tolerance (flexibility) one of the sides tries to show sacrifice in order not to disconnect the relation.

This behavior is called sacrifice or tolerance. Therefore, based on the results organizational culture is effective on the tolerance style. This shows that most personnel in the organization make use of the style of flexibility and prefer of the style of flexibility and prefer the interests of others to their interests.

This issue can influence the performance of the organization and stop innovating.

For example, Yazdani and Yaghoubi, (2011) Evaluated the Relationship between Organizational Culture and Organizational Commitment. In their study, organizational culture has been defined in ten factors based on Robins' theory and organizational commitment has been evaluated based on the theories of Porter, Green Bauk and Barron According to the this results, there is a significant positive relation between organizational culture and organizational commitment; and also there is a significant relation among organizational commitment and the factors of organizational culture including management support and organizational identity and there is no significant relation among organizational commitment and other factors of organizational culture including individual initiation, risk tolerance, the reward system based on organizational communication pattern performance, control system, managerial direction, conflict tolerance and integration.

Suggestions

Organizational culture as a dominant pattern of believes, values in the organizations members has potential effect on the organizational behaviors of the personnel. Therefore, it is recommended to the managers of the organizations that they recognize the dominant organizational culture in order that whether the existing organizational culture at the organization is the supporter of values and supreme goals or not? On the other hand, the organizational culture may be effective in the conflict management among personnel because it is an important constituent of working life of personnel. Therefore, an enrich organizational culture could help personnel to modify working conflict with respect to the culture of the organization so that they made use of the present conflict to reach creativity, efficiency, and constructive competition. With regard to the results of the research, organizational culture has significant effect on the conflict management. Results showed that the personnel have paid attention to the organization's outlook and missions and for the conflict management; they have more used the style of flexibility. This showed that most of the people would cope with the conflict which it could influence the organization performance.

Suggestions for future researchers
1-Considering the effect of organizational culture on other organizational components.
2 - The use of other models for measuring organizational culture
3 – The study on the effect of conflict management on organizational performance
Limitations of the research:
1 - Lack of cooperation of all employees in the organization to fill out questionnaires
2 - Some of the questionnaires were not returned by employees

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