



## **The Comparison of the Conflict Management Styles and the Employees' Psychological Health With and Without Job-Personality Traits Congruence in Khuzestan Cement Industry**

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**K E Y W O R D S:** Personality-Occupation; Conflict Management Styles; Psychological Health

**ABSTRACT:** The objective of the current study is the comparison between the conflict management styles and the psychological health of the individuals with personalities congruent with their occupations and the individuals having personalities incongruent with their occupations. According to the nature and the objectives, the current study is an applied one and the causal-comparative method has been taken advantage of in order for the study to be performed. The study subjects are all of the employees working in Khuzestan Cement plant which totals 1050 in the time period between 2014 and 2015. Through the use of stratified-random sampling and by making use of Morgan Table the total number of 280 people was chosen as the sample volume. For collecting the data the occupation-personality congruence questionnaires derived from Briggs and Myers (1962), the conflict resolution styles from Putnam and Wilson (1989) and the general health (GHQ28) of Goldberg (1972) were taken advantage of. To analyze the information obtained from the questionnaires the independent cohort t-test and the multivariate analysis of variance were applied. The results showed that the solution-oriented styles (collaboration and compromise) and the non-confrontational styles (avoidance and giving in) is more in the individuals with the personality-occupational congruence than in the individuals without personality-occupational congruence. Also, the study findings revealed that the employees' psychological health in the individuals with personality-occupation congruence is more than the individuals without personality-occupation congruence.

### **Introduction**

Nowadays the communities' progress and advancement is to a great deal due to the optimal employment of the human resources and the human resource is one of the most vital strategic resources organizations can put in to use. The first step in the realm of the human resource is the employment and the recruitment of the man power. If this step is not performed properly, the presence of the inappropriate individuals in the organization brings about vivid and latent problems it is for sure that removing the symptoms of such inappropriate people after their establishment inside the organization would be highly difficult. So, in order to discount the problems arising from the early incorrect selection and recruitment of the man power there are policies speculated about in the organizations and one of the most significant of which is to make the occupation and the personality type congruent. The individuals based on their personality patterns have special needs, expectations, motivations and hopes. From the other hand, organizations based on their current objectives, duties and activities as well satisfy special needs, expectations and hopes, therefore, for each of the personality type a special job environment and a specific occupation is deemed appropriate. (Salimi Karaminya and Esmaeeli, 2010)

If the occupation is designed in a way that it is considered as fitting with the individual's traits it will motivate the individual and such is the case the man power productivity escalates. (Hosaka, 2008)

Conflict is one of the factors influencing the job-personality fit of the employees (Rabenz, 2001; tr.e' rabi, Rafi'ee and Asrari, 2006). Conflict is an apparent struggle, at least between two associated and interdependent parties from whom inappropriate and incongruent objectives, concepts, values, and/or beliefs can be comprehended (Hensel, 2006). The coexistence of various individuals with different personality traits, needs, beliefs, expectations has made inevitable the conflict emergence in the organizations (Owens, 2007). Psychological health is another factor which can be effective on the job-personality congruence of the employees. The psychological health concept including one's internal feelings of being a good person and being sure of one's efficiency, self-reliance, competing capacity, the inter-generation dependence and potential

thought and emotion self-blooming competencies (Toolayee, Lankarani, Naderi and Najafi, 2005). Also, psychological health can be translated as the body, mental and psyche healthiness (Milanifar, 2013). Paying attention to the psychological health is a very critical subject, since the soul and psyche are the fundamental drivers of the individuals performance, in line with this Gurpreet (2014) in a study entitled as “individual-job fit and the employees psychological health” came to this conclusion that the factor which can contribute to the staff members’ psychological health in the job environment is the job-personality congruence.

There are coherent studies performed regarding the job congruence and the types of the personalities based on the Mayers and Berges theory. As a specimen, Hughes (2015) in a study dealt with the survey of the relationship between the personality-job fit and the occupational performance of the employees. The results of the study illustrated that there is a significant relationship between job-personality fit and the occupational performance. Khalfi (2009) performed a study entitled as the comparison between the job performance, job satisfaction and the conflict resolution styles in the employees with the personality type congruent with the job and the employees without the personality type congruent with the job in the Jondishapoor medical Sciences University staff members. The study findings indicated that there is a difference between the employees with the job-personality fit and the employees without the job-personality fit from the job performance, job satisfaction (introversion and extroversion), conflict resolution styles (giving in, collaboration, standing one’s ground, compromise and avoidance) points of view. Paul (2008) in a study under the title of forecasting the inter-individual conflict resolution styles via personality traits, it was conflict resolution that the findings showed that the personality traits significantly and meaningfully predicted the conflict resolution styles.

According to the above mentioned subjects it is considered likely that the individuals doing a job congruent with their personalities enjoy greater satisfaction and are more liable and this in itself leads to their reduction of conflict and stress and eventually they will have higher psychological healthiness. In line with paying attention to the current topic the main fundamental issue of the present study is to find out whether there is a significant difference between conflict management and psychological health of the employees with the personality-job fit and the employees lacking the fit.

### ***Study objectives***

The determination of the conflict management styles differences in the individuals having personalities congruent with their jobs and the individuals without personality-job fit,

The determination of the differences between the psychological health and its aspects in the individuals having personalities congruent with their jobs and the individuals with personalities incongruent with their jobs

### ***Methodology***

The current study is an applied one and it is of causal-comparative (retrospective) type. The study subjects include all of the Khouzestan Cement Plant employees which reaches the total number of 1050 in the years from 2014 to 2015 and in the end 280 people were estimated as the sample volume by making use of Morgan Table and this final number was chosen based on the simple stochastic sampling method.

### ***Data collection tools***

The conflict resolution styles questionnaire: this questionnaire was invented by Putnam and Wilson (1989). This questionnaire introduces five styles of conflict resolution which are: collaboration style, giving in style, standing your ground style, compromise style, and avoiding the conflict style. The validity coefficient of the questionnaire based on the standard questions for the standing your ground conflict resolution style is 0.54 which is significant in the 0.0001 level. The conflict resolution collaboration style coefficient is 0.14 which is significant in the  $p < 0.05$  level. The avoiding the conflict resolution style coefficient is 0.38 which is significant in  $p < 0.0001$  level. The reliability coefficient of the questionnaire is 0.76 based on the Cronbach’s Alpha method and it is 0.67 according to the Spearman-brown method which is significant in the  $p < 0.0001$  level.

The psychological health questionnaire: the GH questionnaire includes 28 points. The aforementioned questionnaire, besides a general total score for the general health, yields four scores in each of its subscales to wit physical or bodily signs, anxiety and sleeplessness, social dysfunction and depression. The correlation between the data obtained from the two questionnaires (GHQ-28), (SCL.90-R) was reported 0.78 after it was administered to 244 subjects. Jones et al (1978) reported 0.76 as the correlation between the score of the two questionnaires (PSE.90) and (GHQ). Audreybig and George evaluated the validity and the reliability of the 28-question form of the GHQ questionnaire in a sample of 277 people in Nigeria and the reliability and validity were obtained 0.82 and 0.85, respectively. (Cited in Azad, 2008)

The personality-job fit questionnaire: this questionnaire was firstly published by Briggess and Mayers in 1962. Mayers and Briggess prepared this questionnaire as a self-evaluation through which the job-personality congruence would be revealed. Costa and McCrae (1989) in a study through correlating MBTI and NEO reported the validity coefficient as 0.72. Mohammad

Esmael (1386) reported the MBTI validity coefficient via the internal consistency for two Indian and Iranian cohorts 0.82 and 0.84, respectively.

The independent cohort t-test and the multivariate analysis of variance were used to analyze the data.

**Research findings**

**Study first question**

Is there a significant and meaningful difference between the employees having personality type congruent with job and the employees lacking the fit from the conflict management styles perspective?

To evaluate the question the multivariate analysis of variance (MANOVA) was used.

Table 1: The statistical results of Wilks Lambda regarding the conflict management styles

The source of the statistical index	Wilks Lambda	F-value	Significance level	Effect amount
Conflict management styles	0.823	8.200	0.001	0.176

Table 2: the variances equality test

Variable	F coefficient	Degree of freedom 1	Degree of freedom 2	Significance level
Conflict management styles	3.510	6	2.33	0.073

Table 3: the results of the multivariate analysis of variance, the difference of the mean scores for conflict management styles among the employees with personality-job fit and the employees lacking this fit.

Index	Personality type-job fit	Mean	Standard deviation	F value	Degree of freedom	Significance level	Effect amount	
Solution-oriented styles	Collaboration style	Cohort with fit	3.724	8.23	1.32**	1	0.001	0.093
		Cohort without fit	2.807	0.65				
	Giving in style	Cohort with fit	2.813	4.52	5.074	1	0.023	0.057
		Cohort without fit	1.199	3.91				
Control style	Standing one's ground style	Cohort with fit	3.292	8.72	8.161*	1	0.011	0.063
		Cohort without fit	3.827	9.93				
Non-confrontational style	Avoidance style	Cohort with fit	3.705	8.62	17.054**	1	0.001	0.095
		Cohort without fit	3.930	6.44				
	Compromise style	Cohort with fit	3.413	7.79	2.726	5.24		
		Cohort without fit	2.726	5.24				

\*\*P≤\*0.01    \*\*P≤\*0.05

Based on the data obtained from table 3, the observed f is lower than the table's critical value in the error level of 0.05 in the conflict management styles, therefore, there is a significant difference between the personality-job congruent employees' conflict management styles and the employees lacking the job-personality traits congruence, the solution-oriented styles (collaboration and compromise) and non-confrontational styles (avoidance and giving in) are more in the employees with personality traits-job congruence than the employees lacking this relationship and the standing your ground style in the employees lacking the personality type-job fit is more than in the employees having the personality type-job fit.

**Study second question**

Is there a significant difference between the employees with job-personality traits fit and the employees lacking this fit from the perspective of psychological healthiness and its aspects?

The independent cohort t test was applied to analyze the psychological health.

Table 4: the results of the independent t test for the survey of the psychological healthiness among the employees having personality-job fit and the employees lacking the fit.

Variable	Fit	Number	Mean	Standard deviation	The means parity test		
					t	df	Sig
Psychological health	Cohort with fit	110	45.43	10.93	5.926	278	0.002
	Cohort without fit	170	31.76	7.85			

P<0.01

Based on the information from table 4 in the means parity test; the observed t is significant in p<0.01 level, therefore, there is a significant difference between the psychological health of the employees with personality-job congruence and the employees lacking this fit. The psychological health mean for the employees with personality-job fit is more than the employees lacking the personality-job congruence.

*Psychological health aspects*

The multivariate analysis of variance was taken advantage of to investigate the psychological health aspects.

Table 5: Wilks Lambda statistical results regarding the psychological health

The source of the statistical index	Wilks Lambda	F-value	Significance level	Effect amount
Psychological health aspects	0.920	13.736	0.001	0.188

Table 6: variances equality test

Variable	F coefficient	Degree of freedom 1	Degree of freedom 2	Significance level
Psychological health aspects	7.600	5	4.342	0.088

Table 7: the results of the multivariate analysis of variance of the psychological health aspects mean scores difference among the employees with personality trait-job fit and the employees without the fit.

Index	Personality type-job fit	Mean	Standard deviation	F value	Degree of freedom	Significance level	Effect amount	Statistical power
Physical signs	Cohort with fit	9.95	1.66	1.006	1	0.009	0.129	0.762
	Cohort without fit	13.22	2.25					
	Cohort with fit	10.04	1.89	10.078	1	0.021	0.119	0.75
	Cohort without fit	12.99	1.63					
Anxiety and sleeplessness	Cohort with fit	9.68	1.48	18.13	1	0.001	0.17	0.821
	Cohort without fit	13.52	2.61					
Social dysfunction	Cohort with fit	8.90	0.99	15.829	1	0.001	0.155	0.81
	Cohort without fit	12.51	1.84					

\*\*P<0.01 P<0.05

Based on the data obtained from table 7, the amount of observed f is significant in p<0.05 level in the entire aspects of the psychological health. Therefore, there exists a significant difference between the physical signs, anxiety and sleeplessness, the social dysfunction and depression of the employees with personality trait-job fit and the employees without this fit.

**Discussions and Conclusions**

Discussion about the first study hypothesis implying the determination of the differences between the employees having job-personality type fit and the employees lacking this fit from the points of view of conflict management, table 3, indicated that the solution-oriented styles (collaboration and giving in) and the non-confrontational styles (avoidance and compromise) in the employees with personality type-job fit is more than the employees lacking this fit and standing one's ground style in the employees without personality type-job fit is higher than the employees with personality type-job fit.

This finding is consistent with the findings obtained from the studies conducted by Gardner and Matinco (1996), Paul (2008), Khalfi (2009). The results obtained from table 3 has shown that the solution-oriented strategy which is comprised of two styles of conflict resolution and collaborative conflict resolution is applied more among the cohort with personality type-job fit than the cohort without personality type-job fit. Meanwhile, we should refer to the type of the organizational occupation within which the study has been performed. Due to the fact that the individual members of this organization should have characteristics such as decision-making participation, accountability towards the organization, discretion in respect to the ideals and the objectives and decision-making is not an immediate and instantaneous process and the type of data collected and the type of decisions which are made is through the careful evaluation of every aspect which is more superior to the instantaneous decision making, there is a need for collaboration and compromise conflict resolution styles, since these two styles are appropriate for situations the objective of which is learning or for getting to a successful agreement or when the individuals enjoy equal powers. Also, at the beginning of the discussion on the topic it was stated that the employees with personality type-job fit are more willing to perform the conflict resolution styles proportionate to their jobs therefore such individuals take more advantage of these two styles regarding the occupational pertinence. The study findings showed that the standing one's ground style is more in the employees without personality type-job fit than in the employees with personality type-job fit. In elaboration on this hypothesis one can refer to the advantages and the appropriate situations for the utilization of the standing one's ground style. This style of conflict resolution if used in the following situations will provide many advantages: 1. When the immediate and decisive action is vital. 2. In performing the necessary and immediate tasks. 3. When the individuals know how to conduct properly. Form the other hand, since the Cement company works need not to be conducted immediately and decisively and the works should be performed based on the preprogrammed plans, therefore, the use of the standing ones' ground style is not consistent with the situations and conditions of such an organization. So, the employees with personality type-job fit used this conflict resolution style less than the employees without personality type-job fit.

Moreover, the findings showed that the non-confrontational styles (avoidance and giving in) is more in the employees with personality type-job fit than the employees without personality type-job fit. In the elaboration on this finding it can be stated that the utilization of the non-confrontational strategy which is comprised of two styles of avoidance and giving in is appropriate for the following situations: 1. When the alternative data collection necessitates immediate decision-makings. 2. When the individual finds out that he or she has made a mistake. 3. When the individual gives his or her subordinates the opportunity to improve their skills via learning from mistakes. 4. When the target is to satisfy others and to continue cooperation with them. 5. When the coordination and stability are of a great importance. Working in manufacturing organizations such as Cement Factory is consistent with such conflict resolution styles, since the individuals should work in line with the actualization of the organizational goals and try to satisfy their managers and the employers. Also, the success of the organization is dependent upon the coordination between all of the components and constituents and decision making in the organization depends on the thorough and precise information regarding the sales market and the organization internal conditions. Also, because the managers of the cement plant deal with the human staff members in various occupational ranks and these staff members are not devoid of making mistakes and they must be given the chance to gain experience and have in-service trainings in order to heighten their performance, therefore, it is expected that the individuals with personality type-job fit will show greater tendencies towards such styles.

Discussion regarding the second hypothesis signifying the difference between the employees with personality type-job fit and the employees without personality type-job fit from the psychological health point of view and its aspects; the results obtained from tables 4 and 5 indicated that the employees with personality type-job fit enjoy a greater psychological health than the individuals without personality type-job fit.

The results obtained in the present study are relatively corresponding to the results obtained by Toolayee et al (2005) and Zare' et al (2007), Dino and Cooper (1998), Baros (2006). For the elaboration on such hypothesis it can be said that when the employees have a job consistent with their personality types, they feel they are competent, responsible, and they need to progress and to be organized and the physical signs, anxiety and sleeplessness, social dysfunction is observed less frequently in them and eventually they will enjoy higher psychological healthiness. Also, individuals with personality type-job fit have perseverance, self-discipline, programming and order and they show reliable precision and generally they are logical, so it can be deduced that it is likely that the physical signs, anxiety and sleeplessness, social dysfunction, depression is less in such individuals and they enjoy greater psychological healthiness since every healthy being and eligible for a healthy psyche shoulders his or her life responsibility and behavior and will act normatively and responsibly, will face the realities with realism and will decide based on the logic and affection. In other words, if the individual's personalities and their jobs fit, their transfer and moving them to the other positions will be reduced to the minimum extent possible and therefore their psychological health will be increased to the maximum extent possible. An individual having incorrect congruence with his or her job will surely show no interest in his or her job. While an individual starting his or her job after appropriate coordination will more likely have lesser physical signs, anxiety and sleeplessness, social dysfunction, and depression and he will enjoy the higher psychological health. In fact, the fit between the jobs and the personality traits and the quality of the individuals'

personalities is of a great value in the individuals' job consistencies and the consistency capability plays a great share in the individuals' occupational success and it can be effective on the individuals' psychological health as well. Since individuals having personality trait-job fit will be more comfortable and they enjoy more appropriate consistencies.

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