THE MULTIPLE RELATIONS BETWEEN CONFLICT MANAGEMENT STYLES WITH PSYCHOLOGICAL WELL-BEING EMPLOYEES OF MANUFACTURING COMPANIES INDUSTRIAL ESTATES IN ISFAHAN, IRAN

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ABSTRACT
The aim of this study was to study the relationship between conflict management styles with psychological well-being employees of manufacturing companies industrial estates in Isfahan-Iran. Research methodology, was descriptive and multiple of correlation type and statistical population of research all employees of manufacturing companies industrial estates In the 2014 they were selected from among 400 multistage sampling regular sampling method and random. The instrument included of conflict management styles (Yazdanabadi, 1993) and psychological well-being (Reef, 1989). Analysis of results was performed using of Pearson correlation and stepwise regression analysis. The results showed that predictors of their reception among the dimensions of conflict management styles, adaptive styles and avoidant in the negative direction. Environmental dominance has been predicted adaptive Styles and avoidant in the negative direction and corporate style in the positive direction. Predictors of a positive correlation with others and have purpose in life adaptive styles and avoidant in the negative direction and cooperate style in the positive direction. Personal development has been predicted adaptive styles and avoidant in the negative direction and cooperate style and competitive in the positive direction. Independence has been predictor of corporate style and competitive in the positive direction and avoidant style in the negative direction. Conciliation is not appropriate predictor of for none of components psychological well-being.

Keywords: Conflict Management, Psychological Well-Being, Employees of Manufacturing Companies

INTRODUCTION
In the last two decades has been widely studied psychological well-being research in the literature and imported social interactions of studies scope from of field of personal life (Cole, 2002). Reef (1989) believed that implies has legitimacy and much effort some of the aspects optimal of action, such as the realization of the goals of the individual and it may even be in conflict complete with short-term happiness (Ryff, 1989). Mental health included the inner feeling of well Being and ensuring of own efficiency, relying on own, potential competition, intergenerational dependency and self-actualization potential ability of intellectual and emotional and etc (Salimi *et al.,* 2010; Abaszadeh, 2003). Most psychiatrists, psychologists and mental health researchers overlook the positive aspects of health (Seligman, 2003). Well-being the word has the meaning of life with health and happiness (Jombikova and Kovea, 2009).
The feeling of well-being is the positive feeling and a feeling of general satisfaction of life which include self and others in various spheres of family, job, etc (Myers and Diener, 1995). Reef (1989), one of the psychological well-being theorists believe that there are a positive criterions for a positive psychological functioning for all theories about psychological well-being (Ryff, 1989). Ryff and Singer (2006), as the psychological well-being something more than happiness and satisfaction and raised it has six after own accept, Positive relationships with others, autonomy, environmental mastery, purpose in life and Personal Growth (Ryff and Singer, 2006). There are several factors that impact on individual psychological well-being. Enhancing the feeling of merit and facilitate receive good feedback and protectionist environment, and development trends of natural and seeking self-regulation (Rayan and Deci, 2001). How to deal with

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stress are among the factors that effective mental health and psychological well-being of people. Conflict social is a situation in which two or more people disagree about basic topics relating to the organization together or indicate feeling hostility relative to each other (Schermerhorn *et al.,* 2004).

The conflict refers to the process of perception and feeling any kind of incompatibility that arise within, or between individuals, groups or organizations and leads the hidden or apparent behavior conflicting on both sides (Shabani and Pourafshari, 2006) and is usually caused by of diversity in cases such as: Gender, race, culture, personal values, professional values and competition in scarce resources in the work environment (Wan, 2007). Branham and *et al.,* (2005), that is considered conflict component human activity impossible to avoid. Thompson contradiction could very know that the behavior occurs on behalf of the members of an organization to oppose the other members (Robbins, 2012). Robbins (2012), conflict in a process knows that indicating the nature of it is in those concepts, of perception or knowledge of opposition and scarcity and deterrence, and Lussier contradiction could situations knows in which it seems problem being addressed in side incompatible and uncoordinated (Ghorbani and Sanavi, 2007).

Conflict management is it means using the correct techniques of conflict resolution in the face of conflict (Mirkamali, 1992). In fact is the purpose of conflict management, Conflict management, non-functional or deleterious, individuals tend to manage and control to the negative conflicts through design methods as the given to them in style. During many years formed and have been classified numerous styles of conflict (Kreitner and Kinicki, 2005). In fact conflict management styles, method or specific behavior pattern is that person's will act faced with a conflict, according to it (Alvani, 2012). Lee (2011) has proposed that is devastating conflict in work environments and always has a negative impact and leads yield loss is gradual (Lee, 2011). Dreu and Beersma (2005) believe that May affect Person's self-esteem emotions associated with the conflict such as anger, hatred and fear and need to cognitive resources to confront these situations. Numerous styles of conflict many years of formed and sorted. Blake and Mouton (1964) they offered five different styles of conflict management that were as follows, solidarity, services (smoothing) dominance (coercion), avoidance, compromise (conciliation). Rahim and Bonoma (1979) as well as designed conflict management in a network of two in two. Attention to self (cooperation) are located on the horizontal axis of the network and caring for others (competitive) on the vertical axis and degree had been rated low as high (Kreitner and Kinicki, 2005). One must remember, this being is not conflict causes disturbance and the disintegration of relationships in the organization, but is ineffective management of conflict which causes the undesirable results. Conflict is reasonable limit a natural aspect and desirable in every relation and will be useful if you be done a constructive form of conflict management (Amiri, 2006).

Binti *et al.,* (2011), between the conflict And psychological well-being and Reich *et al.,* achieve a compromise between the style avoid occupational stress is a significant relationship (Reich *et al.,* 2007). Also show their ability to work, motivation and morale high if you have the staff of mental health and psychological well-being, and this has an impact on organizational performance. Therefore is of great importance study of factors that influence on the psychological well-being of employees. Accordingly, the study the aim is to determine is there a significant relationship between dimensions of conflict management with psychological well-being? And is conflict management is being able to predict the psychological well-being?

MATERIALS AND METHODS

The method of this research is descriptive multiple correlation. The research subjects have formed all the employees (male and female) based in companies Isfahan Industrial Estates in 2014. A total of 400 persons were selected as sample between the statistical population based on the sample size Cochran formula. The sampling method was style regular multistep sampling and random. So that was selected randomly assigned between the industrial estate in Isfahan the city as an example. Were selected Industrial Estate, Industrial Estate has been the Eman city (Oshtorjan) in Isfahan. Companies categorized by industry according to the type of activity and then they were selected between the three groups

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randomly as the sample. The three groups include the automotive spare parts manufacturing industries, foundry industries and the plastics producing industries. Then they were selected as sampled by random sampling method from each group three organization and also were selected 45 persons by random sampling method, for example, between the employees of each of the organizations. The 460 questionnaires were distributed and were used in the analysis of the results of 400 questionnaires were completed to correctly. Research instruments were as follows: Conflict management questionnaire: for assessment of Conflict Management, used by questionnaire of 30 questions prepared by the Izadi (1994); (Izadi, 2001). The questions in the questionnaire had been set to 5 Likert option of the completely agree to totally disagree. This questionnaire puts the respectively dimensions of cooperation, reconciliation, avoidance, compromise and competition. NekoeiMoghadam *et al.,* (2008) obtained amount reliability of the questionnaire using the test-retest, 0.93. In the present study will also it has been estimated the reliability dimensions of the questionnaire are presented by using Cronbach's alpha 0.67, 0.63, 0.07, 0.63, 0.74 and has been the reliability of will also 0.79.

Ryff's Psychological Well-Being Scales: Psychological well-being scale consists of 84 questions that has been prepared by the Ryff (1989). These located questions on a scale of the completely agree to Totally disagree spectrum of 6 degrees. Ryff (1989) implemented this test on a sample of 321 spectators who for the purpose of Normalization scales of psychological well-being. He has reported consistency coefficient subscales of this questionnaire without captions: autonomy 0.76, dominate the environment 0.90, individual growth 0.87, positively correlated with others 0.91, purposeful life 0.90 and self-acceptance 0.93. In a sample of 117 spectators who between 0.81 to 0.85 at a distance of 6 weeks has been the test-retest reliability from the subscale. In another study reported the internal consistency coefficient subscale autonomy 0.78, dominate the environment 0.77, individual growth 0.74, positively correlated with others 0.83, purposeful life 0.83 and self-acceptance 0.79. In the present study will also It has been estimated amount reliability dimensions of the questionnaire are presented by using Cronbach's alpha respectively to equal 0.72, 0.76, 0.71, 0.69, 0.78, 0.73 and 0.73 and has been the reliability of will also 0.84.

RESULTS AND DISCUSSION
Results
Stepwise regression analysis was used to examine the research hypotheses. Statistical analysis was performed with the use of statistical Package for Social Sciences (SPSS) version 21.

Table 1: Descriptive indexes marital satisfaction, job burnout, quality of life and dimensions

	Variables	M	S
	Cooperation	18.66	2.22
Conflict	Reconciliation	23.21	3.34
management	Avoided	15.52	3.33
styles	Compromise	15.83	2.71
	Competition	19.84	4.21
	Self-acceptance	58	8.37
	Dominate environment	59.06	8.96
Psychological	Positively correlated with others	59.06	8.96
Well-Being	Purpose in life	61.03	9.26
	Individual growth	61.83	9.52
	Autonomy	54.27	6.5

As can be observed in Table 1, in styles dimensions of conflict management is the 18.66 (standard deviation of 2.22), reconciliation mean 23.21(standard deviation of 3.34), avoided mean 15.52 (standard deviation of 3.33), compromise mean 15.83(standard deviation of 2.71) and competition mean (standard deviation of 4.21). Psychological well-being is in the self-acceptance mean 58 (standard deviation to 8.37), dominate environment mean 59.36 (standard deviation of 8.64), positively correlated mean with

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others 59.06 (standard deviation of 8.96), purpose in life mean 61.03 (standard deviation of 9.26) individual growth mean 61.83 (standard deviation of 9.52) and autonomy mean 54.27 (standard deviation 6.5). In Table 2, In The last step is to present the results of the stepwise regression analysis to predict the psychological well-being through the dimensions of conflict management. As in Table 2 have been presented, were components of conflict management styles in three steps predictive dominate environment. Conflict management styles, avoiding compromise styles were in the negative direction and cooperate in the positive style direction predictor of environmental dominate.

Multiple correlation coefficient has been the equal to respectively to equal 0.27, 0.31, 0.35 and have expressed multiple correlation coefficient indicate has been Compromise style 7.1 percent, 2.5 percent cooperate style and avoidant style 2.4 percent changes in environmental dominate. The beta coefficient indicates that of the dominate environment will be reduced with the addition of a standard in terms of style compromise and avoidance respectively to 0.215 and 0.162 in terms of the standard deviation and environmental dominate will be added by adding a standard deviation in terms of the of cooperate style the amount of 0.173 in terms of the standard deviation. The results presented in the Table 2 indicate that in self-acceptance were two steps prediction component of conflict management styles. Power has predicted self-acceptance compromise and avoidance styles in the negative direction. The multiple correlation coefficient, respectively equal 0.22 and 0.264 and multiple correlation coefficient indicate has been explain compromise style 4.8 percent and avoidant style of 1.3 percent of the self-acceptance changes.

Table 2: Multiple correlation coefficient between the components of conflict management styles and environmental control based on stepwise regression

Criterion variables	Predictor variables	M	M2	B	t	S
Self-acceptance	Compromise	0.22	0.048	-0.19	-0.37	0.00
	Avoided	0.246	0.061	-0.12	-2.26	0.024
	Compromise	0.27	0.071	-0.215	-4.37	0.00
Dominate environment	Cooperation	0.31	0.096	-0.173	3.66	0.00
	Avoided	0.35	0.12	-0.162	-3.29	0.001
	Compromise	0.24	0.06	-0. 201	-4.04	0.00
Positively correlated with others	Cooperation	0.29	0.082	0.161	3.36	0.001
	Avoided	0.31	0.099	-0.136	-2.73	0.007
	Compromise	0.393	0.155	-0.358	-7.51	0.00
Purpose in life	Avoided	0.406	0.165	-0.115	-2.4	0.017
	Cooperation	0.42	0.176	0.108	2.36	0.019
	Compromise	0.241	0.058	-0.19	-3.85	0.00
Individual growth	Cooperation	0.304	0.093	0.13	2.47	0.014
	Avoided	0.337	0.114	-0.2	-3.83	0.00
	Competition	0.361	0.13	0.15	2.73	0.007
	Cooperation	0.223	0.05	0.16	3.07	0.002
Autonomy	Avoided	0.323	0.104	-0.29	-5.73	0.00
	Cooperation	0.354	0.125	0.17	3.08	0.002

The beta coefficient indicates that self-acceptance will be reduced in terms of the standard deviation by adding a standard in terms of the of style compromise and avoidance respectively to equal 0.19 and 0.12. As in Table 2 have been presented, components of conflict management styles were in three steps prediction positive relation with others. Had predicted positive relation with others compromise and avoidance styles in the negative direction and cooperation for power positive. The multiple correlation coefficient, respectively to equal 0.24, 0.29, 0.31 and multiple correlation coefficients indicate has been explain of the changes have positive relation with others compromise style 6 percent cooperate style 2.2 and avoidance style. The beta coefficient indicates that respectively to equal o.201 and 0.136 will be

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reduced in terms of the standard deviation of the positive relation with others and will be added to positive relation with others by adding a standard in terms of the of style compromise and avoidance and by adding a standard deviation in terms of the of cooperate style the amount of 0.161 in terms of the standard deviation.

As Table 2 has been shown, in three steps was prediction purpose in life styles of conflict management component. Predictive purpose in life has to compromise style, avoidance for the negative and corporate power in the positive direction. Multiple correlation coefficients respectively 0.393, 0.406, 0.42 and multiple correlation coefficients indicate has been purpose in life has been to explain of the changes compromise style 15.5 percent, avoidant style 1 percent and cooperate style 1.1 percent. The beta coefficient indicates that respectively to rate 0.358 and 0.115 of the purpose in life will be diminished in terms of the standard deviation by adding a standard in terms of the of compromise and avoidance style and a purpose in life will be added by adding a standard deviation in terms of the of cooperate style the amount of 0.108 in terms of the standard deviation. As Table 2 has been shown, in four steps were prediction Individual growth component of conflict management styles. Power predicted to have Individual growth compromise styles and avoidance in the negative direction, and styles corporate and competitive in the positive direction. Multiple correlation coefficient was respectively of 0.241, 0.304, 0.337, 0.361 and multiple correlation coefficient indicate has been compromise style 5.8 percent, cooperate style 3.5 percent, avoidant style 2.1 percent and competitive style 1.6 percent changes have individual growth to explain. The beta coefficient indicates that respectively to will be reduced 0.19 and 0.2 standard deviation in terms of the of the individual growth by adding a standard in terms of the of compromise and avoidance style and by adding a standard deviation in terms of the of the cooperation and competition style in terms of the standard deviation will be added to Individual growth respectively to amount 0.13 and 0.15.

As in Table 2 has been shown, component of conflict management styles were independence prediction in three steps. Power has independence predictive conflict management styles, cooperation and competitive styles in the positive direction and avoidance style in the negative direction. Multiple correlation coefficient was respectively of 0.223, 0.323, 0.354 and multiple correlation coefficient indicate has been to explain changes have independence cooperate style 5 percent, avoidant style 5.4 percent and competitive style 2.1 percent.

The Beta coefficient indicates that, by adding one unit standard deviation in terms of the cooperation and competition style and independence will be added to respectively 0.16, 0.17 and will be reduced independence by adding one unit standard in terms of the in terms of the standard deviation to amount avoidance style 0.29.

Discussion

The results showed that the predictive of self-acceptance among the dimensions of conflict management styles, styles of compromise and avoidance in the negative direction. Predictive environmental dominance and positive relation with others and were purpose in life styles of compromise and avoidance in the negative direction and cooperate style in the positive direction.

Individual growth was predictive styles of and styles of cooperation and compromise and avoidance for the negative competitive in a positive direction. Were independence predictive cooperation and competition styles in the positive direction and avoidant style in the negative direction. The results of the present study has been the consistent with findings Panatik *et al.,* (2011), Reich *et al.,* (2007), that obtained a significant correlation between conflict and mental health aspects And with the findings of Song *et al.,* (2006), Ghafouriyan and Falamarzi (2010) and Zare and Keramati (2005), that obtained a significant correlation between job performance and organizational conflict. Defined as avoidant style with avoiding confrontation with the conflict or to postpone a solution, ignores the interests of the both sides (Varton and Cameron, 2001).

In passive will retreat or the subject is suppressed in fact, when a person recognizes the existence of conflict.

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Therefore, advantage of this style conflict management, leads to the weakening of self-concept, sin feelings and feelings of victimization and this through negative effect on interpersonal relations, sense of control and mastery of environment, tend to purpose switching and trying to achieve them, a sense of growth and development and independence and autonomy. Compromise management style that attention on the both sides also tendencies and their demands as well benefits and expectations of other side and orientation towards the collaboration (Izadi, 2001), as well as to independence, ⎪as predictive Power for other components of psychological well-being in the negative direction. This strategy is used when the parties have valuable things but are willing to reach an agreement some of them will lose and when is appropriate that the two sides are equal in terms of power (Robbins, 1999). In enterprise environments that will be great emphasis on the hierarchy and defines will be relations based on the organizational hierarchy, causes to lose a sense of equality and on the other, there are few opportunities for progress and to promote within the organization, more people will guide towards the use of competitive strategy to the method of compromise.

Therefore using this method of conflict management had a negative impact on psychological well-being persons gives the sense of losing and passivity of the people. Apart from this result was obtained, of course, if the conditions are organizations such that there were no economic problems today, people in the organization did not feel of discrimination, there was a healthy competition in organizations and was more the development of abilities and competencies.

The results indicate that there is interpersonal compatibility in the environment job the affect competition and anxiety in work environment. Competitive management style has been the in the positive direction predictive for Individual growth in the positive direction. Competition strategy represents methods are to use autocratic, imperious and domineering to control the conflict (Izadi, 2001). The use of this strategy is for the person establishes its own domination and resolve the conflict their favor (Robbins, 2012). As in mentioned adaptation strategy, when people see little opportunity for advancement and promotion in ahead and defines the criteria for selection and promotion many and not the merits and abilities of persons with relations, therefore causes loss of feeling of equality and on the other hand, there are few opportunities for advancement and promotion within the organization, which brings more people to use competitive strategies.

So by using conflict management strategy gives persons the feeling of winning, growth and success and having independence and autonomy and is considered as a Reinforcing in the corporate environment. In fact, you can say that this is the result of inappropriate organizational culture. The compromise is not a good predictor for any of the components of psychological well-being. The study also has limitations, including those that have been done on the employees of manufacturing companies industrial estates in Isfahan-Iran, therefore, observe the side of caution to be required in generalizing the results to other employees, including technical employees of other cities and towns.

The results of the present study offered the following suggestions for managers and human resource managers and organizational consultants in the field of human resources: more attention to the needs and demands of the individuals in the organization and attract more participation of individuals in making decisions; Planning and action for reducing stressful factors in organizations attention to occupational problems, family and social life through psychological and counseling services.

It is recommended to the managers to build relations based on communion in the organization closer to its employees so they can find a better understanding of their situation; planning to create a happy and fun, especially for leisure in the organization aimed at improving the employees morale, employees motivation and increase the level of happiness that will lead to improved individual and organizational efficiency; strengthen teamwork and create opportunities for cooperate sincerely between individuals in the organization through educational programs and consulting services; Provide education in the field of communication skills and conflict management practices to employees for periodically with the aim of improving the level of relations and reduce interpersonal conflicts.

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