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# **A review on educational styles and evaluating relationship between conflict and effectiveness**

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## **Abstract**

This study is done to investigate the effect of conflict management styles on employee creativity and organizational effectiveness in educational environments via comparative qualitative research methods. As a result, the relationship between social skills and self-sacrifice styles, cooperation and avoidance is statistically significant at the level of 0.01. In conclusion, in the formulation, modification and implementation of the employee evaluation plan, the employee members' views and suggestions should be used to help them understand what dimensions of their work and behavior are being evaluated.

**Keywords:** Educational Styles, Evaluating Relationship, Effectiveness.

## **Una revisión sobre los estilos educativos y la evaluación de la relación entre conflicto y efectividad**

## **Resumen**

Este estudio se realiza para investigar el efecto de los estilos de gestión de conflictos en la creatividad de los empleados y la efectividad de la organización en entornos educativos a través de métodos comparativos de investigación cualitativa. Como resultado, la relación entre habilidades sociales y estilos de autosacrificio, cooperación y evitación es

estadísticamente significativa a un nivel de 0.01. En conclusión, en la formulación, modificación e implementación del plan de evaluación del empleado, las opiniones y sugerencias de los miembros del empleado deben usarse para ayudarles a comprender qué dimensiones de su trabajo y comportamiento se están evaluando.

**Palabras clave:** Estilos educativos, evaluación de la relación, efectividad.

## 1. INTRODUCTION

Since there are differences of opinion and controversy in achieving the goals of the organization and the use of resources, many recent experts in the organization have come to believe that conflict is an inevitable aspect of organizational life. In spite, of the efforts of the organization and management to prevent it, it will still be choked off and will maintain your permanent presence in the organization. So the problem is not that: are there conflicts and disagreements? Because they will exist anyway, the important thing is how to deal with the problem and be addressed. This is important because of that confronting managers is one of the hallmarks of human resource leadership, which is the quality of conflict resolution, including the indicators used by Blake and Mouton to assess the recognition of leadership styles in organizations. On the other hand, the constructive or destructive nature of the conflict depends largely on how it is managed and controlled, a conflict situation and disagreement may not be so critical to the organization and may be useful to the organization, but the quality of conflict and conflict resolution by the director may create such a crisis and confusion in the organization and in the relations between individuals, which caused irreparable blows to affect the effectiveness and desirability of the organization. Most conflicts are created in certain stages, which can be known to manage conflicts.

Conflict is one of the concepts that manifest itself in human life, for example in organizations such as schools. But in dealing with this phenomenon, humans have always taken different paths and in organizations, managers have different styles to guide conflicts. Each student chooses a different style in dealing with conflicting situations and this choice shows the fundamentals of his thinking about the conflict phenomenon. Appropriate management decision-making in dealing with conflicts has caused the organization to move, dynamism, rejuvenate and maintain the school's organization, and in the event of a repressive approach and avoidance, long-term management loses its efficiency and effectiveness, and the forces and resources under its supervision do not go crazy or do not have enough activity to research organizational goals.

## **2. METHODOLOGY**

Fiedler (1967) conducted a study on the relationship between family health conflict and general health personnel of the Imam Khomeini Relief Committee in Shahrekord. In order to achieve this goal, 80 people were interviewed using a survey method of all the official employee of Imam Khomeini Relief Committee. The data collection tool was a questionnaire which included demographic variables. The standard questionnaire was used to determine the conflict between work and family and family with work by using the Standard NetMear Test, Bolsomec Moryan test and Goldberg questionnaire has been used to determine the general health. Data analysis was performed on descriptive and inferential levels using central and distributive statistics and mean comparison and

Pearson correlation coefficient. The results of the data show that in general, 46.74 of the respondents have a high level of conflict with the family, 22.22 at the average level and 31.24 at the lower level. Also, about 56% of respondents have a family - work conflict at a high level and 20.5% at an average level and 23.5% at a low level. In general, 85% of respondents are completely healthy, 13.7% are almost healthy, and 1.3% of their general condition is not good. Anxiety dimension is the worst indicator in the dimensions of general health which only 16.3% of respondents have been scored as good. The variables of education and the second job of the employee affect the conflict of work with the family.

The results of the correlation between family-work conflict and general health indicate that there is no relationship between variables. The categories of work and family are in dissociable concepts. For many years, experts in the field of humanities have been discussing these topics. Undoubtedly, the necessity of addressing such an issue is imperative given the multiple and fundamental social changes that society has experienced. We believe that work and family are two important social institutions for the individual and society, which is the prime necessity to maintain the order and social stability and public health of the individual, the rational and efficient functioning of these two institutions. When these two social institutions do not have a parallel and positive performance, they will create a problem for the people of the community called conflict. The conflict between occupational and family roles is a special type of conflict between roles that interfere with one's life at the same time as different and incompatible demands arising from work responsibilities and family responsibilities. The process of modernization and industrialization of societies disturbs the balance of roles. This means to weaken the doing

role that multiplies and increases the roles, and multiplication of roles increases the possibility of choosing the opposite roles. In such a situation, it is very likely that we will face the phenomenon of double roles for a single social base. When structural changes occur in a transitional society due to the creation of roles, it prevents the individual from being able to simultaneously acquire some of the social bases. The conflict between the role of family and its gradual solution by reducing expectations of family status can be confirmed by using existing historical documents and considered valid as a basis for understanding many other processes of the social division of labor.

Garavan & Cinneide (1994) research and studies have shown that improving the work environment increases male employing performance and improving interpersonal relationships and increasing educational opportunities will increase the performance of female employees. Ulrich & Cole (1987) reported that pay-based performance improves employee performance and increased customer satisfaction. Somech (2005) in their research reported that an increase in employee motivation increases their performance. Somech (2005) have shown that there is a significant relationship between improving the work environment and the knowledge of employees. The results of Ashton (1984) showed that there is a significant relationship between the increase in motivation and the sense of responsibility and high performance of the employee. The results of the research Solimeno et al. (2008) indicate that there is a significant relationship between evaluation and feedback from the employee and their performance. Reports from research Sportsman & Hamilton (2007) indicated that there is a significant relationship between quality of working life as one of the factors that increase productivity and

performance of employees and customer satisfaction. Horton et al. (2012) also concluded that there was a significant relationship between employee participation in decision making and performance.

### **3. CONFLICT MANAGEMENT STYLES**

#### *3.1. Operational definitions*

Conflict Management: In this research, conflict management is to identify and manage conflict in a reasonable, fairly and effective manner in school, which includes avoidance, compromise, domination, reconciliation and collaboration.

- Conflict resolution styles: In this research, the conflict resolution styles are categorized by Thomas and include five avoidance, compromise, domination, compromise, and collaborative style.
- Avoidance-based conflict style: In this research, the avoidance-based conflict style is defined by a standard questionnaire from the organization's and management's book with a research approach written by Mohammad Moghimi and questions 1-9-12-20-25-30 in this questionnaire show the avoidance conflict
- Consistency-Based Conflict Styles: In this study, the Conflict-based Conflict Style is defined by a standard questionnaire comprised of the Organization's and Management's Book with a Research Approach by Mohammad Moghimi and Questions 2-6-

11-19-24-28 show Conflict based on reconciliation in this questionnaire.

- Conflict style based on the mastery of managers: In this study, the conflict style based on the mastery of managers through a standard questionnaire that will be identified from the book of organization and management with a research approach written by Mohammad Moghimi and questions 5-10-14-18-21-29 in this questionnaire show the conflict based on the mastery of the managers.

- Compromise-based Conflict Style: In this study, the Conflict-based Conflict Style is determined by a standard questionnaire that will be specified from the book of Organization and Management with a Research Approach by Mohammad Moghimi and questions 3-7-13-16-23-26 in this questionnaire show compromise-based conflict.

Collaborative Collaboration Style: In this research, the conflict style based on collaborative effort is determined through a standard questionnaire that will be identified from the book of organization and management with a research approach written by Mohammad Moghimi and in questions 4-8-15-17-22-27, this questionnaire shows conflict based on Collaboration.

### *3.2. Approaches and methods for evaluating performance*



Owings & Kaplan (2012) also concluded that there was a significant relationship between employee participation in decision making and performance. In order to conduct the correct evaluation, we must identify approaches and methods for evaluating performance and identify the application of each in certain situations. In general, five approaches have been introduced in order to performance evaluation. These approaches are: comparative approach, features approach, behavioral approach, results in approach and quality approach.

A) Comparative approach: A comparative approach to performance management requires an evaluator to compare the performance of individuals with others. This approach often uses a comprehensive assessment of an individual or value function to rank people in a workgroup. At least three techniques are used in this approach, which includes: ranking, compulsory distribution, and fair comparison.

B) Individual characteristics approach: This approach to performance management emphasizes the development of certain characteristics that are considered desirable for the organization's success. The techniques used in this approach include a set of behaviors and features that include: initiative, leadership, competitive character, and individual evaluation.

C) Behavioral Approach: This approach attempts to define the behaviors that should be effective in its work. Various techniques have been defined in this approach, which requires that an evaluator shows these behaviors. These techniques include five

techniques: sensitive events, behavioral grading scales, behavioral observation scales, organizational behavior modification, and measurement centers.

D) Management Approach: This approach focuses on the management of goals, measurable results of a job and working groups. This approach assumes that one's individuality can be separated from the measurement process, in which case the results are the closest indicators of individual characteristics to organizational effectiveness. The two performance management systems that are included in this approach include management based on objectives and a system for evaluating and measuring productivity.

E) Quality approach: The four approaches mentioned above are traditional approaches to measuring and evaluating the performance of the employee. Two main features of the quality approach are customer orientation and error prevention approach. Promoting the satisfaction of domestic and foreign customers is one of the primary goals of the quality approach.

### *3.3. Methods of performance evaluation*

There are different methods for evaluating the performance of employees that can be categorized in each of the approaches mentioned. Which method is the most appropriate or best method for evaluation

depends on the organization's purpose of employee evaluation? And usually, a combination of different methods for evaluating employee is used. Friedberg et al. (1999) have presented the methods of performance evaluation in three general categories as follows:

A) Methods based on individual characteristics

- Graphics Rating Scales
- Mixed Standard Scales method
- Mandatory selection method
- Assay Method

B) Critical Incident Method

- Critical Incident Method
- Checklist method
- Behaviorally Anchored Rating Scale (BARS)
- Behavior observation scale

C) Results-based methods

- Management by Objectives
- Balanced Scorecard

Table 2-1 - Comparison of traditional and new assumptions about  
conflicts

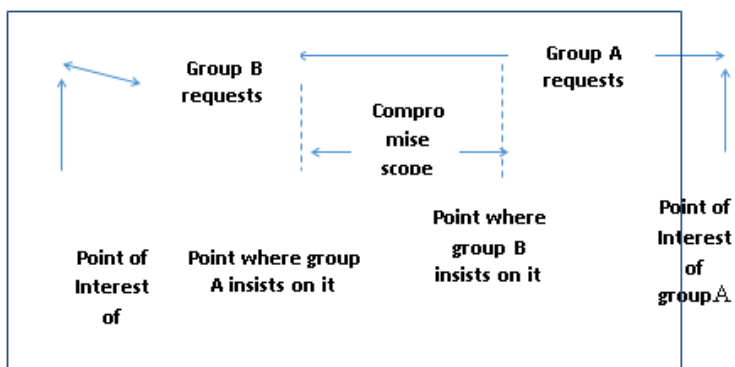
Row	Traditional attitude	new attitude
1	Conflict is inevitable.	Conflict is inevitable.
2	Conflicts arise due to management errors in the design and management of organizations or by problem makers.	Conflict arises for many reasons, such as organizational structure, inevitable differences in goals, differences in employee perceptions and values, and so on.
3	Disrupts the organization and prevents optimal performance.	Conflict causes cooperation and also the organization's avoidance of Non-homogeneous functions in different levels and levels.
4	The task of management is to eliminate conflicts.	The task of managing different levels of conflict is to manage and solve it for optimal organizational performance.
5	An optimal organizational performance requires elimination of conflict.	Organizational optimal performance requires a level of balance or moderate conflict.

### *3.4. Negotiation strategy*

When negotiating two methods or two strategies are used, we call them win and lose strategy and a no lose strategy.

Table 2-2 - Comparison of loseless strategy with strategy based on  
winning and lose

bargain	loseless	Win and lose
The amount of resources to be divided	Constant	Variable value
Admirable motives	I will go, you are playing	I will go, you are going
Primary benefits	Conflict of interest	Interests of both sides
Type of relationship	Short term	long time



Figu

re 2-2 - The range of bargaining to reach an agreement

Issues that arise in the negotiation process

There are three issues in this regard:

- 1- A sunglasses in decision making
- 2- The role of personality traits
- 3- The effect of cultural differences in negotiation and bargaining

Sunglasses in decision making include:

1. Insistence and obstinacy in commitment
2. Total winnings and lose
3. Commitment to the subject of admiration and insistence
4. Define the framework

5. Information existence

6. Regret after the contract

7. Excessive trust

The criterion or the main index is the effect of conflict on the group rather than the individual. It is rarely possible to have incompatible effects that conflict with the individual and the group. Therefore, the perception of individuals of a conflict may exacerbate its effect on the group. However, this should be taken into consideration, although a member of the group may be detrimental to the conflict because of the conflict and the results of his personal disappointment, but if the conflict reinforces and confirms the goals of the group. Of course, this constructivist is also relative; it is possible that a type or level of conflict that improves performance in a particular group is very destructive in another group (or in the same group at another time).

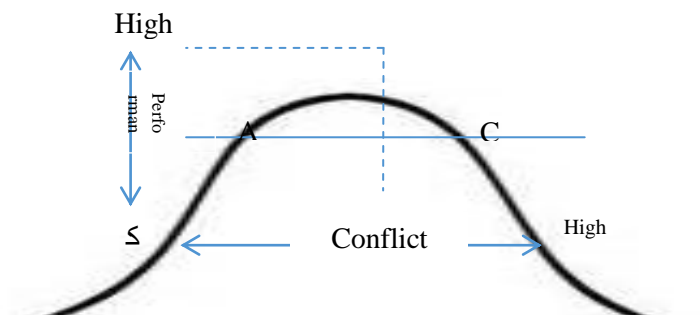


Figure 2.3 Contradictions and Performance

Table 2-3 - Unit conflict and unit performance

Condition	Conflict level	Conflict type	Characteristics of the units	Unit Result or performance
A	Low	Malicious	Stagnant, irresponsible and ignorant of changes, lacking any new ideas	Low
B	Optimal	constructive	Criticized, constructive, creative	High
C	High	Malicious	Confusing, tumultuous, without any cooperation	Low

### *3.5. Techniques for creating constructive conflict*

The theory of interactors emphasizes that the conflict at any time may be very low or very high, when the conflict is very low, managers are required to create contradictions in order to create constructive conflict (functional). This idea is a new idea and it requires more attention from organizational researchers.

There are some of the techniques of constructive conflict as follow:

1. Communications: Managers can distort and manipulate Messages and Communication channels and thereby create conflict. Creating ambiguity in the messages and giving them a threat disturbs the conflict. Information such as shutting down a factory, reposing people, removing a circle, or temporarily unpaid members of this information and distorting them can be done through informal

channels with undifferentiated and witnessed communications or through the hierarchy of authority.

2.Inconsistency: One of the ways of creating and provoking a unit in which recession and inertia dominate it is to add people to such unit that has a history of experience and values that are very different than the current members of that unit. Inconsistency can be real or fictitious.

3.Competition: Management can stimulate conflicts by creating competitive success among units.

### *3.6. Conflict management*

Most managers have experienced conflicting situations during work, and they have experienced this issue in an organization, and each manager is confronted in a particular way of dealing with conflicts. The cold-blooded manager passes over and ignores the problem, the other director reacts violently, and the other direction takes a peaceful approach to resolving the conflict. Maybe it is interesting and informative for managers who are aware of their style in confronting the conflicts of the organization and recognize their way in conflict management. This important issue can be obtained by performing questionnaires such as Marus Robert's questionnaire. In organizations, conflict can be created between the individual with the individual, the individual with the group, the group with the organization, the organization with the organization,



the formal organization with the informal organization. The important point is that conflict must be controlled in a way that cannot be chaotic due to the separation (avoidance) or the result of the exercise of dominance, that despotism does not result in it. Conflict management advises that it should try to deal with the situation and used the conflict as a creative force to create a positive change.

### *3.7. Conflict management styles*

The following figure is designed to identify and understand how to deal with conflicts. Using the two dimensions of cooperation (the amount of effort one party uses to satisfy the interests of the other party) and courage (the amount of effort that one party uses to satisfy his interests) are identified as five ways of coping with the conflict: cooperation (lack of courage and lack of co-operation), co-operation (lack of cooperation and lack of courage) and intermediate compromise of the dimensions of courage and co-operation.

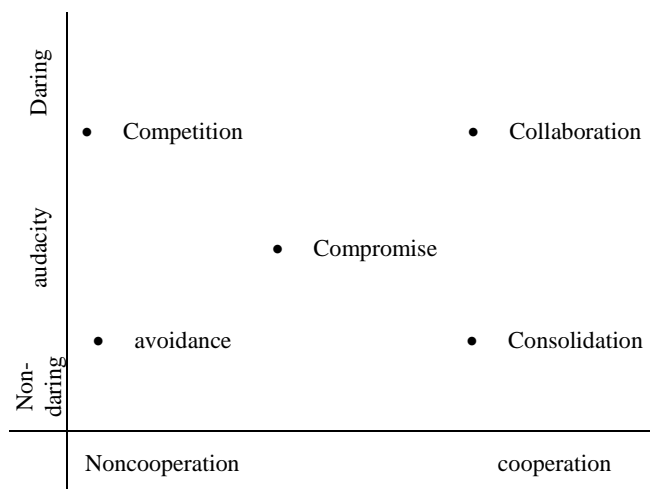


Figure 2-4-Dimensions of how to deal with conflicts

### 1. Competition (domination): Winning and lose

When one of the parties engages in pursuing their goals or advancing their interests, they will compete and play a role, without affecting the parties to the conflict. This win and lose struggles both in informal groups and in organizations tend to be used as the dominant power of the top official authority on both sides, and each of the parties involved conflicts use their own power bases to win.

### 2. Collaboration: win-win

When each side of the conflict wants to fully satisfy the issues of interest of all parties involved, we say that cooperation is in place, and the parties are seeking a return on the job for both sides. In collaboration, the

parties act in such a way as to reach the goal of solving the problem, which means, instead of adapting themselves to different views, they try to clarify the differences. Involved people consider all the different types of controversies, and the similarities and differences are explicitly taken into account and the causes or differences are identified from the outside, because the solution is in the interest of all parties involved, in order to resolve conflicts, this is usually referred to as win-win. Marriage advocates generally use this method as their means of work. Behavioral scientists who explicitly believe in the correctness and self-assurance of relationships, they are advocates of cooperative ways.

### 3. Avoidance

It sometimes happens that the confronting party is aware of its situation, but its method of accountability reflects withdrawal and suppression of conflict. B Deduction or the desire to evade the obvious manifestation of opposition leads to retreat. In this case, the parties involved will declare a natural separation, and each of them will restrict themselves in a realm that is separate from another realm. If the retreat is not possible or not desirable, the parties may resort to repression, that is, they will not disclose their differences. When members of the group need to interact due to the unreliability of their duties, concealing the conflict (repression) is more commonly used to retreat.

### 4. Alignment

When the parties involved want to calm their opponents, they may be ready to take precedence over their interests. That is, one of the parties

wants to be sacrificed in order to keep the relationship intact. This is called alignment. When a manager has disagreements with the employer of an organization, it is unlikely that one of them would prioritize his interests due to alignment with the other.

## 5. Compromise

When both parties are expected to lose something, both share in it, and as a result, work on a compromise. There is no definite winner and loser in the compromise and each controversial issue contributes. In other words, if the contradictory subject is not divisible, one of the parties reciprocates the other by giving up something worthwhile, so the compromise character of the parties is to pass something. Negotiations between unions and executives are among the situations that require a compromise to reach a solution and agreement on contracts. Various Conflict Situations: Here, it is not a good idea to divide the conflict situations based on its consequences, as shown in Figure 2-7, conflict situations can be divided into five types:

### 1- Lose-lose position

In this situation, the party involved does not have any inclination to win or not. In the lose-lose position, even the party may be interested in the conflict to reach such a stage of deterioration that both parties are worse off than before. A murderous - Suicide event is an extreme example of this situation. The absurd, depressed and depressed people may get caught up in this situation.

## 2- lose-win position

It represents a situation in which one of the parties involved finds it inappropriate to oppose or surrender. This usually happens when the other side is stronger, or that there is hope that the other side will compensate in the future. In wars and conflicts, the weak side may eventually come to this conclusion.

## 3- Win – lose Position

In this case, one side of the conflict mobilizes its full potential and its ability to win and defeat the other side, in the win-lose position of the involved parties, they believe that only at the expense of another loss, they can win.

Some of the features of this mode include:

- There is a clear difference between us and them (insider-non-insider) between the parties involved.
- The parties involved will mobilize all their strength and power against each other to win in a win and lose atmosphere. Each party understands and analyzes the cases only from their point of view.
- The emphasis and emphasis on conflict resolution are to achieve the goals, aims, and values of the conflict of interest and forms personal judgment and right.

- Controversial issues obscure all of the group's activities and cannot be separated. Also, the planned outcome is not attributable to these activities. These tendencies may ultimately lead to a climate of horror and violence.

#### 4- Win-win position

In human and organizational point of view, this situation is the best and most desirable situation. In win-win situations, behaviors are usually performed, speeches are being made and solutions are searched that have the benefit and interest of both parties. Therefore, in this case, the forces and initiatives are more focused on solving problems than knocking on the other side. As can be seen, these situations implicitly indicate the type of tendency and win of the parties involved in the conflict resolution as well.

Be win		Be lose	
2- lose - win	1-	lose - lose	I want lose
4- win - win	3-	win - lose	I want win

Figure 2.5 Different Situations of Conflict

#### **4. DISCUSSION AND CONCLUSION**

Friedberg et al. (1999) in their research have been rooting for interpersonal conflict (among children). Their research sample consists of 276 elementary students. As a result of the overall study, the study concluded that: A great deal of agreement with these children, coupled with further development and rewards, is due to interpersonal conflicts and adaptation. Bray & Jouriles (1995) found that women in the grass had lower levels of exercise than their own strengths, while men did not have such an experience. Medina et al. (2005) in a study on 200 athlete students showed that conflict and interference in the role of the sport have a negative relationship with mental health. There was a significant relationship between psychological and mental health. Also, in this study, there was a significant negative correlation between an athlete's role and exercise performance. Therefore, the results of this research are in contradiction with the results of research by (Aram & Salipante, 1981; Antawati & Nurdibyanandaru, 2019). Among other results, there is no significant difference between the perceived contractility rate by male workers and their performance. There was no significant difference between Conflict correlation and job performance of male employees with Conflict correlation and job performance of female employees.

- There is no significant difference between the job performance of female and male employees.

-The level of perceived conflict by women and men is not significantly different.

Medina et al. (2005) have published research entitled Conflict Management Strategies in Managers of Lorestan Province Hospital. According to the research findings, there was a significant correlation between conflict management strategies and gender. Bonaccorsi & Piccaluga (1994) conducted research entitled The Relationship between Emotional Intelligence and Conflict Management Styles among Girls High School Principals in Isfahan City in the academic year of 2006-2007. In this study, 5 components of self-awareness, self-regulation, motivation, empathy and social skills were investigated to evaluate the variables of emotional intelligence and to examine the conflict management styles of five competition, sacrifice, compromise, cooperation, avoidance style. In general, the findings showed that:

- There is a significant relationship between emotional intelligence and conflict management styles.

- The relationship between manager's self-awareness and competency and sacrifice styles is not statistically significant at a level less than 0.05, but the relationship between managers' self-awareness and compromise styles, cooperation, avoidance is statistically significant at the level of 0.01.

- The self-regulatory relationship between managers and competency and sacrifice styles is not statistically significant at the level of 0.05, but the relationship between managers self-regulation with compromise, co-operation and avoidance styles is less than 0.01 in significance.



- There is a significant relationship between self-esteem, compromise, and co-operation statistically at the level of 0.01, but the relationship between motivation and competency and avoidance styles is less than 0.05.
- The relationship between empathy and competitive styles and self-sacrifice are statistically significant at the level of 0/05 and the relationship between empathy and compromise styles, cooperation, and avoidance is statistically significant at the level of 0.01.
- There is a significant relationship between social skills and competitive styles and compromise at the level of 0.05. Also, the relationship between social skills and self-sacrifice styles, cooperation and avoidance is statistically significant at the level of 0.01.

## **5. SUGGESTIONS FOR FUTURE RESEARCH**

Researchers who deal with conflicts of research should pay attention to the following cases:

- 1- Due to the fact that the selection of inappropriate individuals in the organizations creates obvious problems, it is recommended that organizations consider the suitability of a job, fit with the type of personality in the recruitment and training of human resources. Therefore, recognizing the differences in perceptions, mental and physical abilities and personality traits will help each other to understand the different levels of employee performance, and will reduce organizational conflicts.

2- Creating the necessary support for the participation of employees and the use of their new ideas and ideas for solving conflicts that will lead to innovation and flexibility.

3- In the formulation and revision of the appraisal plan of the employees, the employees' opinions and suggestions should be used so that they also understand what dimensions of their work and evaluation are being evaluated.

4- Managers of the departments with a delegation of leadership style, providing the necessary privileges to employees, and improving the communication status among the units, carrying out its activities, with more efficiency and effectiveness, and reducing the level of interpersonal conflict.

5- Given the fact that the selection of inappropriate individuals in organizations leads to obvious and hidden problems, it is recommended that organizations take into account the recruitment and supply of human resources (suitability of a job, proportionate to the type of personality). Therefore, recognizing the differences between attitudes, perceptions, mental, physical and personality traits will help each other to understand different levels of employee performance, and will reduce organizational conflicts.

6- Creating the necessary cultural context for the participation of employees and the use of their new ideas in conflict resolution, which leads to innovation and willingness.

7- In the formulation, modification and implementation of the employee evaluation plan, the employee members' views and suggestions should be used to help them understand what dimensions of their work and behavior are being evaluated.

8- Managers of the departments, following the leadership style, provide the necessary privileges to employees and improve the communication status between the units, carry out the activities of that department with more efficiency and effectiveness and reduce the level of interpersonal conflict.

9- If managers are able to provide effective leadership in their supervised unit, they will be familiar with the individual and personality differences of their staff. Managers can have a moral and respectful relationship with their employees while respecting and respecting the law and regulations, honesty in speech, and respect for humility and respect for other employees, in accordance with the rules and regulations, increase their sense of trust towards themselves and the organization.

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