

THE RELATIONSHIP BETWEEN ETHICAL CLIMATE AND CONFLICTS MANAGEMENT STRATEGIES IN WRESTLING CLUBS

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ABSTRACT

The aim of this research was to study the relationship between ethical climate and conflicts management strategies in wrestling clubs. The research method was descriptive-correlational type and data was collected through the field manner. The statistical population consisted of all experienced wrestlers (at least four years) in wrestling clubs of Golestan Province (N= 190). The sample was randomly selected based on Morgan sample size sampling table (n= 125). Data were collected using ethical climate questionnaires of Victor and Cullen (1988) and Putnam and Wilson conflict management strategies questionnaire (1982). Descriptive and inferential statistics were used to analyze the data. Percentage and frequency were used to describe qualitative traits, while indicators of center inclination and dispersion were used for quantitative traits. Pearson correlation coefficient was used to analyze and interpret the obtained data. Results showed a significant relationship between ethical climate and conflict management strategies. In the meantime, the strongest link was found between dimensions of Caring, ethical climate, strategies for cooperation and conflict management reconciliation, as well as between independent aspects of ethical climate and conflict management strategies. Thus, suggest that coaches should emphasize on cooperation strategy to solve and manage conflicts in wrestling clubs.

Keywords: Athlete, Coach, Conflict Management Strategy, Ethical climate, Wrestling Club

INTRODUCTION

Behavior in organizations is not simply a function of formal expectations, individual needs and organizational goals, but it is result of dynamic relationships between these elements. Participants in an organization bring a set of unique attributes, feelings, values, needs and motivations to workplace. These personal characteristics interfere with logical and planned aspects of organizational life and lead to emerge a collective sense of identity. This natural feeling of work has been analyzed through a variety of topics including organizational characteristics, social environment and climate. Each concept refers to the natural, inward and humane aspects of the organization indicating that there are common meanings and unwritten rules that guide organizational behaviors (Hoy & Miskel, 2007). The type of relationship between humans within an organization creates characteristics and climate of that organization. Organizational climate returns to general perceptions of employees to their work environment (Mirkamali, 1992). Socially and culturally, it can be said that how the perception of the colleagues and staff of an organization on norms, constraints and current behavioral practices in society and organization is strongly influenced by ethical climate governing their work environment (Godbold & Lees, 2013).

Ethics in organization are defined as a system of values, dowries and desires that characterize

good and bad practices for that organization (Alwani & Rahmati, 2010). One of the main factors in shaping inter-organizational relationships and employees' opinions is ethical climate (Lewis, Goodman, Fandt & Michlitsch, 2004). The concept of ethical climate was introduced about twenty years ago to describe how organizational environment affects ethical and ethical behaviors (Schwepker & Good, 2009). Ethical climate is a framework to create and reinforce acceptable norms, values and beliefs that may be associated with this view that "how works should be done", and they are measured based on common standards, values, beliefs and habits that shape general person's behaviors (Elci & Alpkan, 2009).

Results of studies indicate that ethical climate is associated with job satisfaction, organizational commitment, decreased willingness to leave job from workplace (Hasani & Bashiri, 2015), dimensions of job involvement (Momenpur, Hasani & Ghasemzadeh, 2015), organizational interest, efficiency, friendship, teamwork spirit, individual spirituality and organizational trust (Shirazi & Ahmadi, 2014). Selfish ethical climate is negatively related with components of correlation feeling and organization support, while compassionate ethical climate is directly related with organizational identity (Ghalavandi & Moradi, 2015).

Sports have always been intrinsically faced with common ethical issues. In addition to the Law and Code standards, athletes require ethical and

ethical guidelines that help them in their actions and behaviors and make possible a kind of harmony and unity to move toward the common and public collective manner. Ethical climate is one of the most important factors to shape inter-organizational relationships and employees and athletes conditions that have a significant impact on organizational efficiency (Elci & Alpkan, 2009). Considering ethical issues in sports and competitions has international and national origin. Ethical challenges in sport are inevitable and favorites for spectators, officials, referees, coaches and players in all governments and nations. Many ethical issues arise when an athlete wants to show a form of goodness that is used in sports. However, if it is asked the athlete to demonstrate proper technical performance, rather than being a good man, ethical problems will be started (Khabiri, 2002). Coaching behavior is also influenced by ethical climate of teams (Moradi & Zargar, 2015).

Conflict is a social situation that two or more people have no whether agreement on basic issues of organization or show emotional hostility. Conflict is an old organizational concept that has been always interested by theorists, in which there have been proposed various theories about its origin and how to solve or manage it. According two factors –wishes of us and others- there have been proposed five conflict management strategies: cooperation, compromise, avoidance, compromise and competition. Knowing consequences of different conflict management strategies is very important to select the most appropriate strategy. The most desirable method to solve conflict is that both sides in the conflict win (Rezaeian, 2008). Therefore, conflict is a phenomenon that has positive and negative effects on performance of individuals and organizations. Correct and effective use of conflict will improve performance and enhance health level of organization, while its ineffective use will reduce performance and create conflict and tension in organization. Effective use of conflict requires understanding its nature and causes creating and skills to manage and control that today, is considered as one of the best management skills (Rahim, 1999).

There are conflicts in sports organizations, including sports teams and clubs. By detailed look at the events and sports competition, it is observed that some athletes have high physical abilities and skills, but they are not able to show all their potential, because of various conflicts, which ultimately reduce overall team performance. Inappropriate and ineffective management of these conflicts create

unpleasant situations for clubs, investors, players, coaches and enthusiasts of sport teams (Lewis et al, 2004). Undoubtedly, sport nature provides a ground for many contrasts and conflicts and as a result, there will be plenty of problems for managers and practitioners (Heidarinejad & Mulla'i, 2010). Therefore, destructive or constructive nature of conflict consequences depends on how to deal with it and choose an appropriate strategy. In order to optimize use of conflict and increase effectiveness and efficiency, individuals must deal with conflict with an informed approach and seek to find a solution to solve conflicts that are accepted by both parties (Soleimani, 2015; Mozafari, et al, 2012).

On the other hand, organizations can manage ethics in workplace by creating ethical management programs. Ethical programs help organizations to maintain their ethical performance in turbulent conditions. Today, ethical management is one of practical areas of management that has a program approach and several practical tools. These tools include ethics codes, behavior codes, policies and procedures, methods for solving ethical problems. Knowing these principles in sport is a necessity for coaches (Soltani, 2003; Zamani, Farrokhi & Jaber Moghadam, 2009). One of functions of ethics in sports is to find a way that athletes can do what is ethical ly correct, when interfering with interests; in other words, they can apply the most appropriate way of dealing with one or more options (Josephson, 2013). Discussion of ethical issues or ethical climate of teams is a factor that might be able to set a limit on style of conflict resolution. In a sports team, people role is more important than other factors because process of team operations is performed by humans (coaches) and through humans (players). Therefore, managing sports clubs and teams by coaches is a difficult and complex task. So that technical skills are not sufficient, but coaches must have cognitive (ability to understand complexity of the whole team) and human skills to cooperate with players and affect their behaviors. Since different people with different responsibilities and positions in team sports play their roles and responsibilities, so there is common to conflict in such teams. Today, in media and sports news, we see poor wrestlers' results, resignation or abandonment of wrestling coaches, emigration of wrestlers to non-native teams and even accepting nationality of another country, which to some extent, they are rooted in personal or organizational conflicts. For this purpose, the present study aims to investigate the relationship between ethical climate and conflict management

strategies in Golestan wrestling clubs. In addition to describe ethical climate and conflict management strategies, it seeks to answer the question whether there is a relationship between ethical climate and conflict management strategies in wrestling clubs.

METHODS

Regarding the research subject and objectives, its method was descriptive-correlational type and data was collected through the field manner. The statistical population consisted of all experienced wrestlers (at least four years) in wrestling clubs of Golestan (N= 190). The sample was randomly selected based on Morgan sample size sampling table (n= 125). Data were collected using two ethical climate questionnaires of Victor and Cullen (1988) with 26 closed-ended questions and five-point likert scale with Caring, Law and Code, Law and Code, instrumental and independent subscales, as well as Putnam and Wilson conflict management strategies questionnaire (1982) composed of 30 closed-ended questions based on the five-point likert scale with subscales of cooperative, compromise, avoidance, compromise and competition styles. These questionnaires are standard measurement tools and have been used by researchers for many occasions. However, in terms of scientific accuracy and increasing validity of the research, validity and reliability of this questionnaire were again examined in statistical population of the study.

To ensure validity of the questionnaires, after their setting, there were used opinions of five

faculty members in management and physical education and their comments were considered in the final questionnaire. By a preliminary study on 30 patients of the population, there were used retest methods (ethical climate= 0.83 and conflict management strategies= 0.85) to ensure time reliability of the questionnaires; Cronbach's alpha (ethical climate= 0.86 and conflict management strategies= 0.71) was used to calculate their internal reliability. Descriptive and inferential statistics were used to analyze the data. Percentage and frequency were used to describe qualitative traits, while indicators of center inclination and dispersion were used for quantitative traits. Pearson correlation coefficient was used to analyze and interpret the obtained data.

RESULTS

The research results showed that among the subjects, 60.8%, 20.8%, 15.2% and 2.3% had diploma and less diploma, AA, MA and MB degrees respectively. Their mean age was 22.17 years old, and standard deviation was 5.701. The oldest and the youngest wrestler were 40 and 16 years old respectively. Among them, 13.6% had a history of participating in the tournament league and 9.6% had a history of membership in the national team. Table 1 shows descriptive statistics of the research variables and its related subsets. The overall level score was calculated based on average scores of subscales for each major variable. Accordingly, in maximum of 5, overall score for ethical climate and conflict management strategies were 4.012 ± 0.656 and 3.008 ± 0.712 respectively.

Table 1: Statistical description of the variables' data and their subsets

Variables	Average	Standard deviation
Ethical climate	4.012	0.656
Caring	4.403	0.904
Law and Code	4.446	0.915
Rules	3.986	0.888
Instrumental	3.681	0.651
Independent	3.546	1.224
Conflict management strategies	3.008	0.712
Co-operation strategy	3.590	0.763
Compromise strategy	3.451	0.749
Avoid Strategy	2.918	0.641
Compromise strategy	2.953	0.731
Competition strategy	3.131	0.802

The results of testing hypotheses regarding the relationship between ethical climate and conflict management strategies of coaches are shown in Table 2. It shows a significant positive correlation between Caring aspect of ethical climate and cooperation and reconciliation strategies of conflict management; there is a significant positive relationship between Rules aspects of ethical climate and cooperation and reconciliation strategies of conflict management; there is no significant positive relationship

between Law and Code aspects of ethical climate and cooperation and reconciliation strategies of conflict management; there is a significant positive relationship between instrumental aspects of ethical climate and cooperation and reconciliation strategies of conflict management; there is a significant positive relationship between independent aspects of ethical climate and cooperation and reconciliation strategies of conflict management.

Table 2: The Relationship between ethical climate dimensions and conflict management strategies

Conflict Management Strategies	Dimensions of ethical climate				
	Caring	Law and Code	Rules	Instrumental	Independent
Co-operation strategy	0.504*	0.387*	-0.146	0.075	-0.018
Compromise strategy	0.460*	0.428*	-0.012	0.128	0.165
Avoid Strategy	-0.050	0.001	0.002	0.162	0.327*
Compromise strategy	0.114	0.068	0.056	0.172	0.408*
Competition strategy	0.058	-0.018	0.133	0.273	0.301*

* $p \leq 0.05$, ** $p \leq 0.01$

DISCUSSION

The research results showed score points of ethical climate of the subjects based on their attitude toward questions regarding Caring, Law and Code, Rules, instrumental and independent dimensions. Mean of all subjects was 0.124 with standard deviation of 0.656. Although it is more than average, it is far from optimal situation. This means that ethical climate of wrestling clubs has potential to respond ethically to difficult ethical situations that is taking place in the professional world. The research results was consistent with the results of Hasani and Bashir (2015), Shirazi and Ahmadi Zahrani (2015), Mahmoudi et al (2015), Moradi and Zargar (2015) and Moemenpur et al (2015), but they are conflict to the results of Khabiri (2012), Ghalavandi and Moradi (2015) and Josephson (2013).

In conflict management strategies wrestling coach, the research results showed that strategy of cooperation with average of 3.590 ± 0.763 (out of 5) is in the intermediate level to the top. Using cooperation strategy is a sign of effective use of conflict because interests of both parties involved in the conflict are completely provided in this strategy (coach and player); therefore, although using strategy of cooperation is

average to high, but it should be increased and reach the desired level. Avoidance strategy with average of 2.918 ± 0.641 (out of 5) is in the low-middle level. Using avoidance strategy is a sign of non-productive and non-exploitative conflict because interests of no parties involved in the conflict are completely provided in this strategy (coach and player); therefore, although using this strategy is from medium to bottom but it needs to be reduced. The research results are consistent with results of Jamali et al (2015), Soleimani (2015), Amerium et al (2016), Mozaffari et al (2012), Janani et al (2010) and Rahim et al (1999). The research results show that using cooperative strategy indicates using constructive signs and using competition and avoidance strategies is a sign of non-constructive using conflict, and compromise strategies have various effects.

Other results of the research showed a significant relationship between ethical climate and conflict management strategies. In the meantime, the strongest link was found between dimensions of Caring, ethical climate, strategies for cooperation and conflict management reconciliation, as well as between independent aspects of ethical climate and conflict management strategies. The research

findings are consistent with the results of Soltani (2003), Zamani (2009), Janani et al (2010) and Rahim et al (1999) because their research results have shown that those who are in high ethical development use cooperation strategy more than compromise and avoidance strategies. Those who are at average level of ethical development than people with low ethical level use compromise and competitive strategies.

CONCLUSION

Thus, according the research results suggest that coaches should emphasize on cooperation strategy to solve and manage conflicts in wrestling clubs. They should provide rights of

wrestlers by creating a climate away from stress and taking into account ethical considerations, especially friendship aspect and protecting their rights to meet their interests. They should take into account ways in which both sides involved in the conflict, they can express their views and interests of both sides and at the same time, a technique to strengthen reconciliation.

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