

An investigation of causes of conflict men and women officers working at the General Directorate of Sports

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Abstract

The aim of this study was to determine the causes of conflict male and female civil servants working in the General Directorate of Sports (GDS). In this study, between the ages of 20 to 55 different positions in different departments and employees participated in 44 male 33 female officers. 1-20 years of work of the officers, and 42 participants were married, 33 were single. In the study, Conflict Assessment Questionnaire consisting of 18 questions was used. In addition to age, gender, marital status and year of work were asked demographic information. The information obtained in the tables was arranged. Moreover chi-square test in 0.05 level was applied in order to understand whether there was a difference between answers. As a result of statistical comparisons, the answers given to the participants age, marital status, gender, and year of work according to the level of significance of the differences observed ($p<0,05$). As a result, the working parts of the participants is unable to communicate due to the reason of the conflict, the top authorities to take into account wishes of the staff and subordinates for keeping under constant control of the working environment was originated.

Keywords: Conflict, conflict management, reasons of conflict.

Spor Genel Müdürlüğünde Görev Yapan Kadın ve Erkek Memurların Çatışma Nedenleri

Özet

Bu araştırmanın amacı, Spor Genel Müdürlüğünde (SGM) görev yapan erkek ve bayan memurların çalışma yerlerindeki çatışma nedenlerinin belirlenmesidir. Araştırmaya SGM'de çalışan 20-55 yaşları arasında farklı birimlerde ve farklı görevlerde çalışan 44 erkek 33 kadın memur katılmıştır. Katılımcılar 1-20 yıl arasında çalışma yılı olan memurlar ve 42'si evli, 33'ü bekarıdır. Katılımcılara 18 sorudan oluşan Çatışma Değerlendirme Anketi uygulanmıştır. Ayrıca katılımcılardan yaş, cinsiyet, medeni durum ve çalışma yılı gibi demografik bilgileri de istenmiştir. Elde edilen demografik bilgiler tablolar halinde düzenlenerek verilmiştir. Katılımcıların sorulara verdikleri cevaplar arasında fark olup olmadığını belirlemek için 0.05 düzeyine göre kay-kare testi uygulanmıştır. İstatistiksel karşılaştırmalar sonucunda katılımcıların verdikleri cevaplarda yaş, medeni durum, cinsiyet ve çalışma yılı anlamlılık düzeyine göre farklılıklar olduğu görülmüştür ($p<0,05$). Araştırma sonucunda katılımcıların çalışma yerlerindeki çatışma nedenlerinin daha çok iletişim kuramamaktan kaynaklandığı, üst makamlarda görevli personelin astlarının isteklerini yeterince dikkate almadığı ve çalışma ortamının sürekli kontrol altında tutulmasından kaynaklandığı görülmüştür.

Anahtar kelimeler: Çatışma, çatışma yönetimi, çatışma nedenleri.

INTRODUCTION

Conflict is defined as the most general terms, the diversity among individuals. These differences, goals, values, opinions, needs and expectations can be among (2). Borisoff (3) have a more detailed definition, conflict, and stated that the opposing activities occur. Incompatible activity would

interfere with other activities or certain aspects make it less effective.

Conflicts today are all aspects of life and the importance of the very large phenomenon. Conflicts should not think of all the time as a negative, because conflicts detected and managed correctly, increase organizational performance contribute (1).

The source of the conflict, individuals, groups and communities understanding of the differences between the forms. Actually prepare the ground for the emergence of innovation and creativity in the conflict situation. Therefore, the conflict in an organization, there is an optimum level is useful for the organization. In that case, instead of properly managing the conflict to destroy provide opportunities to use effective communication skills and conflict resolution is required.

The perception of threat, or actual occurrence of conflict, is necessary for the initiation of conflict prevention or management measures and hence it is essential to address the concept of conflict before exploring how to prevent and manage such occurrences (6).

According to Eren (4), conflicts in organizations, encourages creative thinking, increases the tendency of research, enables a finding of solutions to the problems cannot be resolved for a long time, everyone can express an opinion, increases to motivate and increase their knowledge and capacities of individuals.

Stoner's classification of a conflict, Classical, Neo - classical and modern perspectives indicated (5).

According to the modern management approach, business organizations, the existence of conflict is inevitable. Less impaired operation and efficiency of the organization of the conflict will cause a recession. In the same way that violent conflict is harmful (7).

There is no conflict in organizations, innovation, change, creativity, and performance may be negatively affected. At the same time, organizations are constantly in conflict resolutions and the high level of delay and to grant concessions for reasons such as not sufficient to solve the performance problems that are adversely affected, or even the survival of the organization is compromised (8).

Negative consequences of organizational conflict can be. Organizational conflict, individuals can impair mental and physical health, concentration can cause feelings of hostility and aggression, to loss of time and resources, distort the aims of the organization, individuals to see themselves superior to others, can lead to the aims and objectives of the organization and may result in the loss of people's feelings of self-confidence (9).

According to Robbins (10) organizational conflict process takes place in 4 stages. The first is the potential conflict. Communication, structure and personality variables may lead to conflict. The second is the sense of understanding and adoption of the potential causes of cognition and personalization stage. Third, phase behavior. These behaviors, competition, cooperation, compromise, avoidance and adaptation to occur. The fourth stage is result. The results can be functional or non-functional group success.

In this study, in the light of the information given above, male and female civil servants to determine the levels of conflict.

MATERIAL & METHOD

In this study, between the ages of 20 to 60 different positions in different departments and employees participated in 44 male 33 female officers. 1-20 years of work of the officers, and 42 participants were married, 33 were single. In this study, consisting of 18 questions developed by Başak (1) Conflict Assessment Questionnaire was used (Table 1). The survey was commissioned by the Likert scale and consists of (1) strongly disagree, (2) disagree, (3) undecided, (4) agree and (5) completely agree. In addition to age, gender, marital status and year of work were asked demographic information. The information obtained in the tables is arranged (Table 2). Moreover chi-square test in 0.05 level was applied in order to understand whether there is a difference between answers.

RESULTS

Used in the study, evaluation of the answers to questions of Conflict Assessment Questionnaire, according to the age, in the questions 4, 5, 11 and 13 were found to be significant differences ($p < 0.05$; Table 3).

Used in the study, evaluation of the answers to questions of Conflict Assessment Questionnaire, according to the age, in the questions 8, 14, 17 and 18 were found to be significant differences ($p < 0.05$; Table 4).

Used in the study, evaluation of the answers to questions of Conflict Assessment Questionnaire, according to the marital status, in the questions 2 and 6 were found to be significant differences ($p > 0.05$; Table 5).

Table 1. Conflict Assessment Questionnaire questions.

Questions	
1	I love my job. I do not think working in another area
2	I see myself as a team player at work
3	In my workplace, status differences leads to conflict
4	The use of common tools and equipment at work has led to disputes between individuals and groups
5	There are conflicts arising from different levels of civil servants at work to think different
6	There are conflicts due to differences in perception of employees at work
7	There are conflicts at work powers and responsibilities not clearly determined due to the
8	There is a conflict at work due to a lack of communication
9	Caused by the occurrence of consecutive jobs and interconnected conflicts at work
10	Some of the differences arising between the management styles of conflict management style and subordinates are expected
11	Conflicts of benefit arising from the workplace, there are differences
12	Technological changes, changes in the assignment of employees as well as new conditions gives rise to a conflict
13	Conflicts, without taking into account the decisions of the senior management of the expectations of the employees are experienced
14	Employees to act casual employees adversely affect the prevention and kept under constant control
15	Some employees work to establish dominance over other employees leads to conflicts
16	In some cases, request all employees to same behave or same way cause conflicts
17	Due to the size of the workplace, control difficulties and a lack of communication leads to conflicts
18	Appointments made by management leads to conflict

Table 2. Frequency and percentage distributions regarding the demographical variables of the research group.

Variables		f	%
Age	20-25	7	9,1
	26-35	28	36
	36-45	31	40
	46-55	11	14
Marital Status	Married	42	55
	Single	35	46
Gender	Male	44	57
	Female	33	43
Year of Work	1-5	14	18
	6-10	39	51
	11-15	15	20
	16 +	9	12

Table 3. According to gender, Conflict Assessment Questionnaire answers given frequencies, percentages and chi-square test values.

Gender	1		2		3		4		5		X ²	Sd	p
	n	%	n	%	n	%	n	%	n	%			
4	21	27,3	28	36,4	26	33,8	2	2,6	-	-	8,324	3	0,040
5	5	6,5	8	10,4	18	23,4	16	20,8	30	39,0	16,147	4	0,003
11	5	6,5	9	11,7	24	31,2	27	35,1	12	15,6	10,929	4	0,027
13	5	6,5	20	26,0	17	22,1	20	26,0	15	19,5	12,772	4	0,012

Table 4. According to age, Conflict Assessment Questionnaire answers given frequencies, percentages and chi-square test values.

Age	1		2		3		4		5		X ²	Sd	p
	n	%	n	%	n	%	n	%	n	%			
8	6	7,8	35	45,5	17	22,1	17	22,1	2	2,6	30,091	12	0,003
14	-	-	27	35,1	18	23,4	26	33,8	6	7,8	21,439	9	0,011
17	15	19,5	34	44,2	18	23,4	10	13,0	-	-	20,857	9	0,013
18	-	-	33	42,9	21	27,3	22	28,6	1	1,3	18,616	9	0,029

Table 5. According to marital status, Conflict Assessment Questionnaire answers given frequencies, percentages and chi-square test values.

Marital Status	1		2		3		4		5		X ²	Sd	p
	n	%	n	%	n	%	n	%	n	%			
2	5	6,5	12	15,6	29	37,7	23	29,9	8	10,3	11,888	4	0,018
6	6	7,8	30	39,0	22	28,6	17	22,1	2	2,6	9,611	4	0,048

Table 6. According to year of work, Conflict Assessment Questionnaire answers given frequencies, percentages and chi-square test values.

Year of Work	1		2		3		4		5		X ²	Sd	p
	n	%	n	%	n	%	n	%	n	%			
8	6	7,8	35	45,5	17	22,1	17	22,1	2	2,6	24,146	12	0,019

Used in the study, evaluation of the answers to questions of Conflict Assessment Questionnaire, according to the year of work, in the question 8 were found to be significant differences ($p < 0.05$; Table 6).

DISCUSSION

According to Robert (11), the individual conflicts, largely due to environmental problems. Here are some of the environmental problems that lead to conflict individual. Stress, financial problems and materialism, family disputes, harmful substance abuse, individualization and being selfish, terrorism, treatment, disease, death cases cannot be prevented, the increase in crime and violence, overcrowding, and personal and social isolation, the pressure of the means of communication.

To perform the activities of workers in a business, you need to use common resources. This is where resources are scarce, resources to benefit the employees, will enter into competition with each other. This competition may engender a conflict (1). Therefore, according to sex, the use of common tools and equipment in institutions disputes between individuals or groups may occur.

Each manager has its own unique management style. Decision-making process such as the use of time and watch the different ways each manager. If there are significant differences on these issues between the manager and subordinates, they can be a cause of conflict. The polarization of relations between employers and workers organizations creates conflict. This polarization can lead to the organization of the parties' conflict with each other (12).

Improve communication between the two groups to resolve the conflict between these two groups is useful for preventing conflicts from time to time to meetings. On the other hand deal with the

conflicting groups can be easily sent a representative to each other (13).

Survey carried out by Basak (1) found that the conflict has created problems positions of assignments. It was also characterized by intense conflicts arising from differences in perception.

As a result, the causes of conflict in the workplace Sports General directorate civil servants working, can be said to be due to unable to communicate with them enough, top-level civil servants do not take sufficient account of his subordinates requests, constantly feel pressured because of the work areas are kept under control and to benefit arising from the workplace.

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