Studying Relationship between (Outer-Inner) Control Source and (Role–Personality) Conflict by Second Level High School Headmasters of Township Khorramabad

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Abstract

The aim of this study was to investigate the relationship between control source and role-personality conflict by the second level high school headmasters of township Khorramabad. The Statistical population consisted of all the second level high school headmasters of township Khorramabad in the academic year 2014-15; among them 65 headmasters (35 men and 30 women) were selected as sample. In this research the Rotter's control scale (1966) role-personality conflict questionnaire of Rizzo, House and Lirtzman (1970) were used. The results of the data analysis showed there is a significant and positive relationship between outer control source and role-personality conflict by the second level high school headmasters of township Khorram Abad (0/01). This relationship was also confirmed for male and female headmasters separately (0/01). There was not resulted any significant difference between the average scores of headmasters' control source by male headmasters and the average scores of control source by female headmasters. Also there was not observed any significant difference between the average scores of headmasters' role-personality conflict by male headmasters and the average scores of role-personality conflict by female headmasters.

Keywords: Managers, Control source, Role-personality Conflict.

Introduction

One of the major obstacles to the realization of the goals of an organization is the existence of conflict among people. The conflict is considered as an inevitable and inherent part in the life of Organization; it is emerged often due to organizational characteristics. But one of the factors influencing conflict is the existence of different personality characteristics among people in the organization.

People are different with each other in terms of talents, interests and abilities and other personality characteristics. Obviously the individual differences cause a lot of differences in human behavior and the first of these differences is human personality. Because researches suggest that many Organization problems are associated with the personality factors. This means that these personality characteristics make people prone to do different behaviors in different situations [1]. So one of the aspects that should be considered in the recruitment and human resources employment, is the adaptation of psychological and personality characteristics of the desired job or post applicant.

The institution of education is more complex than all social institutions and the school like other official organizations should involve with tasks, management and orientation of the complex composition of the human resources. Individuals' personality, psychological, doctrinal, political, rational
and even physical differences on the one hand and different interpretations on targets of the individual, the Organization and the society on the other hand create the various conflicts in collective workplace including schools [2]. It is a natural and inevitable that the conflict and opposition in schools occurs similar to what happens in other work environments (Filiz, &. Conflict is a process through which an individual or a group thinks another individual or group opposes with his various interests, beliefs, values and perceptions of reality. Generally, when two people do not agree with each other, the conflict happens.

There are different forms of conflict and we can classify it into two categories of constructive and destructive conflict. Constructive or functional conflict encourages individual to more working effort, cooperation and creativity. Very low and enormous level of conflict is non-constructive and non-functional. Very enormous conflict is diverting and disorders duties. Very low conflict may increase effort but reduce creativity and higher levels of performance.

One of the major obstacles to the realization of the goals of an organization is the existence of conflict among people. The conflict is considered as an inevitable and inherent part in the life of Organization; it is emerged often due to organizational characteristics [3].

Conflict is inevitable thing and no one can claim that s/he will not confront or be confronted with it. The fundamental point is our attitude towards the conflict and dealing with it correctly and diagnosing its being right or wrong, based on its creating causes and proposing a reasonable and correct solution for optimum utilization of it.

Control source refers to how to control the environment. In other words, control source is a system of beliefs based on which the individual evaluates his successes and failures according to his abilities and weaknesses. Two types of orientation exist regarding control source: some people find the internal orientation believing that mastery, hard-working, caution and responsible behavior lead to the positive consequences. On the contrary, lack of skill, lack of effort and non-responsible behavior will lead to negative consequences. On the other hand, some people find external orientation, with the belief that events are determined through chance, the power of the unknown and uncontrollable factors. For these individuals, the behavior and consequence are independent of each other and since for them the results cannot be related to belief, they conclude that results may be out of their personal control (Rotter, 1966; quoted.

Philosophers have discussed the concept of control source in form of freedom and determination, sociologists as authority in opposition to "self-alienation" and psychologists as "Behaviorism" against "egoism".

Notwithstanding the beginning of the concept of control source as a psychological construct that is used for explaining the personality is casted officially in two past decades. This concept has been proposed by Julian Rotter. Rotter uses this term to represent the beliefs of individuals about the source or place of the controlling forces in their lives. Control is considered as a behavioral variable or brighter as the ability to manipulate and influence the environment. Radically speaking, the person knows only himself as responsible against his own behaviors or considers them out of his dominance.

Theory of control source has been elaborated about the individuals' doctrinal system in relation to the corroboratory sources. In this theory, it is assumed that individuals in terms of belief to control resources are divided into two categories: a group that attributes his successes and failures to the outside factors (chance, or difficulty level of task), has been called the individuals of the outer control source. On the relationship between the motivational causes and dealing with the life stress-causing events Rotter points out that those