

Investigating the Relationship Between Conflict Management and Job Performance by Mediator Role of Innovation and Creativity in Small and Medium Companies of Gilan Province

¹Tahmures Lahuti Eshkevari and ²Forogh Roudgarnezhad

¹Department of Public Administration, International Branch, Islamic Azad University, Anzali, Iran

²Department of Public Administration, Islamic Azad University, Anzali, Iran

Abstract: There are people in organizations who compete for their power and benefits and some contradictions are seen in their affairs priorities and purposes. Actually, differences and contradictions are necessary for their organizations life survival to be able to adapt with their surrounding lives. This research investigates the relationship between conflict management and job performance by mediator role of innovation and creativity in small and medium companies in Gilan Province. The purpose of this research is applicable and methodology is descriptive-correlative. Samples include 268 managers selected by random sampling method. Instruments used in this research include questionnaire of Tomas conflict management strategies, Randsip and Motuwidlo and Van Scatter job performance. Reliability of questionnaire was obtained 0.701-0.914 using alpha Cronbach coefficient. Data was analyzed by Pearson correlation coefficient and theoretical model test using Lisrel Software. Findings showed significant relationship between conflict management aspects and job performance by mediator role of creativity in 0.01 level; nonetheless, just flexibility is conflict management aspects without indirect effect on job performance for creativity and wasn't confirmed. Management should try to improve employees' behaviors and creativity because this fact is significantly important in job performance and also tries to communicate better and makes effective teams.

Key words: Conflict management, creativity, innovation, job performance, small and medium companies, Gilan

INTRODUCTION

One of the main issues for organization management is facing with differences, conflicts and contradictions and conflict management is one of the most difficult yet the most important responsibility of each manager. One of the main obstacles of organizations purposes accomplishment is conflicts among people. Conflict is inevitable element of organizational life that is mostly made for organizational characteristics (Tunekehnezhad, 2005)

Promotion of job performance is one of the most important purposes that organizational managers seek it because it promotes productivity in society, national economy and also services quality and organization production. Job performance is a grade of a person's responsibility in his job. Performance is defined as activities as part of his job. Person's ability and intention have been introduced as main factors in his performance and productivity. It means how much a person has ability (knowledge, skill, experience and competence) and intention (motivation, interest, commitment and reliance)

to do tasks. It is believed that job performance has 2 elements: first element is task performance reflecting needs and necessities and second element is field performance including undefined and uncertain activities such as teamwork and support (Alirezaei *et al.*, 2013).

Job performance and in this regard creativity and innovation are significantly important in organizations for our country for having many rich resources and national wealth but they are not advanced and progressed economically. On the other hand, it has characteristics such as early return (short-term), flexible and need little capitals by certain attention to small and medium business. Of course, it is noticeable that governments' role is vital and necessary in all fields and always should act as a reinforcement not preventive factor; unfortunately, this great and reinforcing role of governments is preventive in most non-developed or developing countries.

Finally, this research investigates relationship between conflict management and job performance by mediator effect of innovation and creativity in small and medium companies of Gilan Province and answers the

sub-questions made by the following question: is there relationship between conflict management and job performance by mediator role of creativity and innovation?

Definitions of conceptions

Conflict management: Conflict or explicit contradiction is at least dependent on 2 parties that unadaptable purposes, values or beliefs are perceived (Dargahi and Farahani, 2007). Conflict is made when two or some values, purposes or beliefs are naturally contradicted without any agreement about them. Finally, conflict is a social situation in which two or some people disagree about main issues related to organizations or show little hostility to each other.

“Blick and Moton” were the pioneers proposing this conceptual design of managers reaction against conflict. According to their ideas, conflict management is necessary and complementary element of general management style; therefore, they investigated about general management styles based on 2D model of management network besides attention to people or production conflict solutions. Finally, they succeeded to identify five main and principal strategies to fight with conflict based on fifth styles of successful management which were later investigated by other researchers. These five strategies that are conflict management styles in this research include:

- Judgmental (oppression)
- Tolerance, flexibility (adaptation)
- Aloofness (detachment)
- Compromise
- Solution (confrontation)

Judgmental (oppression): This strategy has been used by various expressions of “imposing”, “competitiveness”, “oppression”, “showing control and certainty” in various literatures. It refers to using oppressive, judgmental and dictatorial methods to control conflict.

Solution (associative partnership): This method tries to find solution to satisfy all parties instead of prevention. Associative partnership is a favorable and win-win method in which people try to associate ideas by facing with conflicts, conscious and free confrontation so that parties arrive to their goals (Ching and Sung, 2013).

Compromising: If both parties have conflict but one party has to set the conflict free or accept result, “compromising or adaptation” happened. “Compromising” is used when parties have valuable things but ready to lose some of them to get adaptation (Ibid).

Aloofness (detachment): Sometimes, people know detachment from conflict as the best solution. When a person feels conflict but his reaction is detaching himself he used aloofness strategy.

Flexibility (tolerance): “Tolerance” or calmness and self-devotion are against “oppression”. It includes attempt to satisfy reciprocal needs and benefits even if he devotes his needs and benefits. Manager or any follower of this style prioritizes reciprocal party benefits and needs to keep relationship, calmness and amicable and friendly space, it means he shows self-devotio (Ibid).

Job performance: This term has many definitions. In encyclopedia, performance means elements, implementation, display, significant task but it can be stated in a comprehensive definition that performance means both structure and result (Eraqi *et al.*, 2008)

In order to find out results of human resources performance and their efficiency it is necessary to evaluate human resources in organization. Recognition advantages and disadvantages of human resources and optimization and maturity of human force are done to get organizational purposes.

Management based on performance: In stabilizing performance purposes, cases such as strategic planning (adaptation the organization strategic purposes with employees’ purposes), job analysis, task analysis, job description, work competence and determination work purposes with employees cooperation. Other secondary issues in this field include: employees’ rights and salary, improvement of employees’ working trends, creativity, innovation, performance management of employees, management based on purpose, negotiation, employees’ improvement, supervision and training based on supervisors and learners (Ibid).

Creativity and innovation: Creativity means providing new thought and design to promote quality and quantity of organization activity; for example, increase productions and services, reduction costs, providing production or services by better method or newer productions and services, etc. (Aram, 2010).

The most serious reason of inefficiency of creativity training plans is emphasis of these plans on creativity thought as one of six effective resources on creativity where other factors also play role in success or failure of creativity training plans. Jorge F. Neller in his book of “Art and Creativity Science” mentioned four steps for creativity: readiness, hiddenness, easts and proofs.

Job performance, contradiction, creativity: Contradiction is effective on job performance and leads to success or failure of people in Kashan. One of important ways to increase a person's success in work is awareness of performance condition, advantage and weakness of his work. Therefore, necessity of a validation and accurate system is clarified here (Sadeghi, 1998).

Based on Kahn *et al.* (1964) theoretical model, role ambiguity experience can lead to contradicted reaction, stress emotions, self-confidence and dissatisfaction. Vaske *et al.* (2007) found that role ambiguity independently predicts efficiency and effectiveness of a person performance. Cohn determined proper ways to solve conflict in an investigation and expressed that conflict can be removed by communication.

The most favorable level of conflict prevents from depression, appraise creativity and reduce stress. Therefore, when conflict is placed in extreme conflict it can reduce effectiveness of group.

It should be mentioned that the difference between constructive and destructive conflict is not possible as a certain line standardly because no conflict level can be accepted or rejected in all conditions. It is possible that one type or limit of conflict can improve performance in a certain group. Yet, the same conflict can be destructive in another group or the same group in another time but what is absolute in its extreme level can't be constructive at all.

Therefore, if an organization gets to ideal level with no conflict it will have problem. Existence of conflict is sign of ability, activity and durability of organization but when it increases or intensifies it becomes a problem. It will become dangerous when organization wants to make motivation by it. It means, management wants to confront opposite groups and governs be so called "making conflict" (Daft, 2006).

Medium and small companies: Various countries propose various definitions for a unit. These definitions are different according to structure of age, population, cultural and development degree. Small and medium agencies in various countries are high similar; nonetheless it is not possible to have a union definition. There are different disciplines and criterions to make different small and medium industries from big industries which criterions include: number of employees in productive industries, volume of investment, value of productions, selling amounts, etc. (Farajpour, 2013).

Definition of small and medium industries in Iran: Ministry of mines and industries in Iran and agriculture Jihad and cooperation organization know small and medium industries and services which have <50

personnel. Iran statistical center classified businesses to 4 groups of 1-9 personnel, 10-49 personnel, 50-99 personnel and >100 personnel and know business with <10 personnel as small and medium. Iran central bank also knows business with <100 personnel small and medium. In addition, based on investigations, the minimum time needed for the first growth step since establishment F business is 48-72 months. On the other hand, Iran doesn't have united definition for small and medium agencies but statistic center and central bank considers them with workforce <50 and 100 personnel for small and medium agencies, respectively (Ibid).

Therefore, conflict is effective on job performance of employees and lead to failure or success in their tasks. One of important ways to increase a person success in work is awareness of performance condition and advantages of his work to remove disadvantages based on his awareness level. This task is possible by evaluation people performances. Hence, necessity of an accurate and evaluator system is clarified here. Learning conflict management strategies are considered to improve adaptation and utilization evolutions of a vital investment for a person, family or organization. Conflict management doesn't protect us against changes and doesn't mean we arrive to our goals by having skills but enables us to familiarize with modern evolutions and find proper solutions to face with threats using opportunities. Experiences of today world show that important innovations and technology development won't happen in great governmental organizations and companies. Consequently, the only effective way to provide new products and quick development is making conditions for establishment of small industries and their competitiveness (Ibid).

Research conceptual model: Conceptual model of this research was adopted from Sung Chun article that investigates conflict management role with 5 elements of flexibility, solution finding, compromising, aloofness and oppression styles on personal performance and job satisfaction. In his model, job attachment was considered as mediator variable. Findings have important effects on personal-social networks. Regarding to conflict networks, people occupying the central position of conflict in relationship have negative effect on job performance and satisfaction. This study with social networks literatures and conflict hypotheses by description central conceptions ellipses to conflict networks. In addition, it shows that conflict centrality in performance is considered unique and job satisfaction is considered as an important factor. In this research, creativity is considered as mediator role to consider its indirect effect on job performance (Fig. 1).

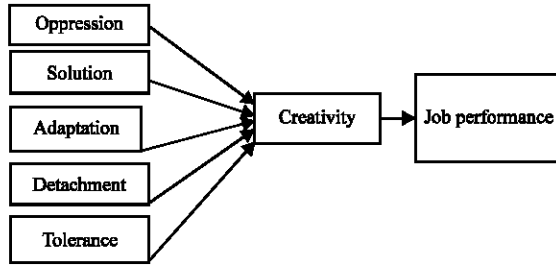


Fig 1: Research conceptual model

Research hypotheses and purposes:

- H₁: judgmental (oppression) style of conflict management has direct effect on creativity of small and medium companies’ managers in Gilan Province
- H₂: solution making (associative partnership) style of conflict management has direct effect on creativity of small and medium companies’ managers in Gilan Province
- H₃: compromising style of conflict management has direct effect on creativity of small and medium companies’ managers in Gilan Province
- H₄: aloofness (detachment) style of conflict management has direct effect on creativity of small and medium companies’ managers in Gilan Province
- H₅: flexibility (adaptation) style of conflict management has direct effect on creativity of small and medium companies’ managers in Gilan Province
- H₆: creativity has direct effect on job performance of small and medium companies’ managers in Gilan Province
- H₇: judgmental (oppression) style of conflict management by creativity has indirect effect on job performance of small and medium companies’ managers in Gilan Province
- H₈: solution making (associative partnership) style of conflict management by creativity has indirect effect on job performance of small and medium companies’ managers in Gilan Province
- H₉: Compromising style of conflict management by creativity has indirect effect on job performance of small and medium companies’ managers in Gilan Province
- H₁₀: aloofness (detachment) style of conflict management by creativity has indirect effect on job performance of small and medium companies’ managers in Gilan Province
- H₁₁: flexibility (adaptation) style of conflict management by creativity has indirect effect on job performance of small and medium companies’ managers in Gilan Province

MATERIALS AND METHODS

Research type: This research is applicable according to purpose and descriptive-correlative according to methodology.

Research sample and population: Statistical population of this research is collection of small and medium companies in Gilan province industrial towns which number is 750.

Research sampling method is random sampling: Morgan table was used in this research to determine sample volume that sample number for society with 750 small and medium companies was stated 260 that questionnaires were distributed and 268 ones were filled.

Research instruments: Conflict management strategies questionnaire (Tomas 30 questions, 1976). This questionnaire includes 30 questions which was prepared based on Tomas five-style model and was used to evaluate conflict management strategy.

In this questionnaire, managers answered in 6 parts of (A, B, C, D, E, F) with 5 questions in each part with spectrum of “never, seldom, sometimes, mostly” with scores of “1-4”, respectively. Enjoyment score of each style varies from the minimum of 6 scores to maximum of 24 scores.

Creativity evaluation questionnaire, Randsip: This instrument includes 50 expressions of Likret spectrum that responder should say his idea after studying item in five-point Likret spectrum of “fully agree, agree, no idea, disagree, fully disagree”.

If the obtained score is between 80 and 100 that person is very creative if between 60 and 79 he is middle to high level if between 40 and 59 his creativity is middle to low and if it is between 20 and 39 he is considered with low creativity level. If that person obtained score is <20, h is uncreative person.

Standard questionnaire of Motuwidlo and Van Scatter job performance: Variable of job performance includes factor of public job performance, technical job performance and inter-personal performance.

In order to investigate validity of questionnaire, content-formality method was used under supervision of counselor and supervisor and research questionnaire was discerned proper according to their ideas.

In order to determine questionnaire reliability, 15 questionnaires was distributed and collected from

Table 1: Main variables of research and their elements (Cronbach alpha)

Row	Variable/Element	Calculated alpha	Results
1	Judgmental (oppression)	0.763	Acceptable
1-1	Solution (associative partnership)	0.781	Acceptable
1-2	Compromising	0.924	Acceptable
1-3	Aloofness (detachment)	0.749	Acceptable
1-4	Flexibility	0.701	Acceptable
2	Creativity	0.843	Acceptable
3	Job performance	0.745	Acceptable

statistical population then alpha cronbach coefficient was calculated by SPSS Software. Since, calculated alphas are bigger than 0.7, research questionnaire has proper reliability (Table 1).

RESULTS AND DISCUSSION

Demographical characteristics of sample showed that male managers were 207 and female managers were 61; therefore, all received questionnaires were 268. Most managers have bachelor degree with 44.4% and working background of 6-10 years with 45.9% has the most frequency.

Before examining research hypotheses it is necessary to explore descriptive statistics of related variables and hypotheses; therefore in this part descriptive indexes of studied variables was reported in Table 2.

Table 2 shows results of descriptive indexes related to research variables, average and standard deviation indexes show data proper dispersion and kurtosis and skewness indexes shows normality of research variables distribution.

Investigating normality of research variables distribution:

In Table 3, Kolmogorov-Smirnov test results are reported to investigate normality of variables distribution for parametric tests. According to Table 3, Z-statistics of Kolmogorov-Smirnov is significant for all variables in 0.05 significance level. According to this findings, it can stated that variables distribution is normal and parametric tests can be used for research hypotheses.

Theoretical pattern test and research hypothesis: Since, correlation matrix id basis of causal models particularly in structural equations modelling before testing theoretical pattern, correlation matrix of research variables is shown with correlation coefficient and their significant level is shown in Table 4 to investigate the relationship among variables.

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Table 2: Descriptive indexes of research variables

Variables	Average	SD	Skewness	Kurtosis
Oppression	15.73	3.56	-0.05	-0.29
Solution making	18.50	4.49	0.12	-0.80
Compromising	16.35	3.89	0.02	-0.68
Detachment	15.98	4.03	-0.14	-0.74
Flexibility	13.12	2.73	0.60	-1.21
Creativity	161.89	50.03	-0.52	0.93
Job performance	24.31	5.07	-0.95	0.51

Table 3: Results of Kolmogorov-Smirnov test to investigate variables distribution normality

Variables	Z K-S	p-values	Result
Oppression	0.04	0.11	Normal
Solution making	0.06	0.09	Normal
Compromising	0.07	0.06	Normal
Detachment	0.09	0.08	Normal
Flexibility	0.08	0.07	Normal
Creativity	0.11	0.06	Normal
Job performance	0.14	0.07	Normal

Table 4: Correlation matrix of research variables

Variables	1	2	3	4	5
Oppression	1				
Solution making	-0.24**	1			
Compromising	-0.19**	0.57**	1		
Detachment	0.68**	-0.14*	-0.25**	1	
Flexibility	0.20**	0.11	0.13	0.12	1
Creativity	-0.35**	0.33**	0.41**	-0.34**	-0.07
Job performance	0.07	0.58**	0.52**	-0.08	0.16**

*p<0.05, **p<0.01

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Results of Table 4 based on results of Pearson correlation show that compromising (0.19) and solution (0.24) have significant relationship with oppression. Aloofness (0.68) and flexibility (0.20) have positive relationship with oppression, creativity has negative relationship with oppression (-0.35) and aloofness (-0.34) and didn't have significant relationship with flexibility (-0.07) and positive relationship with job performance (0.24). Job performance has positive relationship with solution (0.58), compromising (0.52) and flexibility (0.34) and negative relationship with oppression (-0.17). Positive relationship among variables shows that increase in each variable increases another variable vice versa. On the other hand, negative relationship among variables shows that decrease one variable decreases another vice versa.

Theoretical model test of the present research: Along with theoretical model test, a suggested conceptual pattern was investigated by structural equation modelling using maximum probability method. Fitting indexes was suggested by Gifman to investigate model fitting. These indexes include the following ones: Chi-square proportion to freedom degree (χ^2/df) that <3 are acceptable. Confirmative Fitting Index (CFI), Goodness Fitting Index

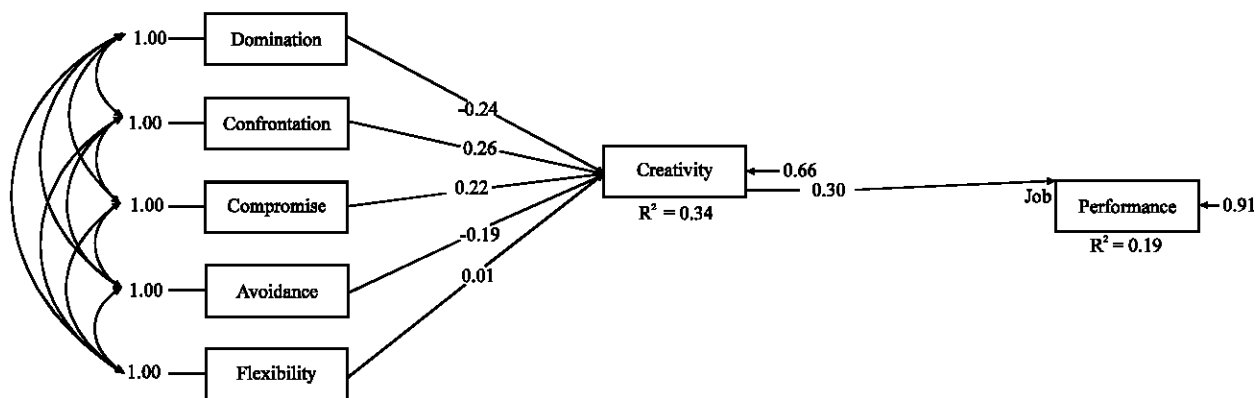


Fig 2: Tested mode of the present research

GFI) and Adjusted Goodness Fitting Index (AGFI) that all are >0.9, show proper fitting of model. Random Mean Square Error Approximation (RMSEA) that are <0.08 show proper fitting of model. Tested model in Fig. 2 shows standardized paths for research conceptual model. It is necessary to notice that each aspect of conflict management as output variable of model, creativity as mediator variable and job performance is output variable of the present research. In addition, t-statistics is reported for each path.

Research hypotheses test: Since, each path is considered as a hypothesis in causal models there are 6 paths and 6 hypotheses that direct relationships are there; therefore, it has direct effects. In this regard, direct effects of the tested model paths were reported with t and significance level and also determined variance in Table 4.

Table 5 shows that solution (0.16) and compromising (0.22) have direct and positive effect on creativity and oppression (-0.24) and detachment (-0.19) have negative effect and just flexibility effect on creativity isn't significant. These five variables or conflict management aspects totally determine 34% of creativity variance. In addition, Table 5 shows that creativity (0.3) has positive effect on job performance and is able alone to predict 19% of job performance changes. These findings show that effect coefficients and determined variance are considered significant and indicates this fact that criterion variables of model are able to predict predictor variables of model. In the rest, results of research direct hypotheses are mentioned.

Hypothesis 1 (oppression has direct effect on creativity): According to path coefficient and t statistics of Table 5, oppression with values (p = 0.001, B = -0.24 and t = -3.38)

Table 5: Paths coefficient estimation

Variables	Path			R ²
	coefficient	t-statistics	Significance level	
On creativity	-	-	-	-
Oppression	-0.24	-3.38	0.001	-
Solution making	0.16	2.47	0.05	-
Compromising	0.22	3.27	0.001	-
Detachment	-0.19	-2.71	0.01	-
Flexibility	0.01	0.24	NS*	-
On job performance	-	-	-	-
Creativity	0.30	5.15	0.001	-

has negative and significant effect on creativity; therefore, we can claim that increase oppression in organization reduces employees creativity vice versa. Hence, hypothesis 1 is confirmed, Sung *et al.* (2006) in a research showed that managers try by this strategy to solve matter to their benefit by oppression so root of many conflict don't solve and are just covered and appear later in various forms such as misunderstanding instructions, low working, negligence, etc.

Hypothesis 2 (solution has direct effect on creativity): According to path coefficient and t-statistics of Table 5, solution with values (p = 0.05, B = 0.16 and t = 2.47) has significant effect on creativity; therefore we can claim that increase solution in organization increases employees creativity vice versa. Hence, hypothesis 2 is confirmed.

Hypothesis 3 (compromising has direct effect on creativity): According to path coefficient and t-statistics of Table 5, compromising with values (p = 0.001, B = -0.22 and t = 3.27) has significant effect on creativity; therefore, we can claim that increase compromising in organization increases employees creativity and vice versa. Hence, hypothesis 3 is confirmed.

Hypothesis 4 (detachment has direct effect on creativity): According to path coefficient and t-statistics of Table 5,

detachment with values ($p = 0.01$, $B = -0.19$ and $t = 2.71$) has negative and significant effect on creativity; therefore, we can claim that increase detachment in organization reduces employees creativity vice versa. Hence, hypothesis 4 is confirmed.

Hypothesis 5 (flexibility has direct effect on creativity):

According to path coefficient and t-statistics of Table 5, flexibility with values ($p = \text{NS}$, $B = -0.01$ and $t = 0.24$) doesn't have negative and significant effect on job performance; hence, hypothesis 5 is not confirmed.

Hypothesis 6 (creativity has direct effect on job performance):

According to path coefficient and t-statistics of Table 5, creativity with values ($p = 0.001$, $B = -0.30$ and $t = 5.15$) has significant effect on job performance; therefore, we can claim that increase creativity in organization increases employees job performance and vice versa. Hence, hypothesis 6 is confirmed.

Hypothesis 7 (oppression has indirect effect on job performance for creativity):

According to path coefficient and t-statistics of Table 6, oppression with values ($p = 0.01$, $B = -0.17$, and $t = 2.82$) has negative and significant effect on job performance by creativity; as this relationship is satisfied with creativity we can claim that increase oppression in organization reduces employees job performance and vice versa. Hence, hypothesis 7 and mediator role of creativity are confirmed on relationship between oppression and job performance.

Hypothesis 8 (solution has indirect effect on job performance for creativity):

According to path coefficient and t-statistics of Table 6, solution with values ($p = 0.05$, $B = -0.15$ and $t = 2.23$) has positive and significant effect on job performance; as this relationship is satisfied with creativity, it we can claim that increase solution by creativity in organization increases employees job performance and vice versa. Hence, hypothesis 8 and mediator role of creativity are confirmed on relationship between solution and job performance.

Hypothesis 9 (compromising has indirect effect on job performance for creativity):

According to path coefficient and t-statistics of Table 6, compromising with values ($p = 0.01$, $B = 0.17$ and $t = 2.76$) has positive and significant effect on job performance; as this relationship is satisfied with creativity we can claim that increase compromising by creativity in organization increases employees job performance and vice versa. Hence, hypothesis 9

Table 6: Estimation indirect effect coefficients

Variables	Path			R ²
	coefficient	t-statistics	Significance level	
On job performance from	-	-	-	0.19
Oppression	-0.17	-2.82	0.01	-
Solution	0.15	2.23	0.05	-
Compromising	0.17	2.76	0.01	-
Aloofness	-0.16	-2.40	0.05	-
Flexibility	0.01	0.24	NS	-

and mediator role of creativity are confirmed on relationship between compromising and job performance.

Hypothesis 10 (aloofness has indirect effect on job performance for creativity):

According to path coefficient and t-statistics of Table 6, aloofness with values ($p = 0.05$, $B = -0.16$ and $t = 2.40$) has negative and significant effect on job performance; as this relationship is satisfied with creativity it we can claim that increase aloofness by creativity in organization reduces employees job performance and vice versa. Hence, hypothesis 10 and mediator role of creativity are confirmed on relationships between aloofness and job performance.

Hypothesis 11 (flexibility has indirect effect on job performance for creativity):

According to path coefficient and t-statistics of Table 6, flexibility with values ($p = \text{NS}$, $B = -0.01$ and $t = 2.23$) doesn't have significant effect on job performance. Hence, hypothesis 11 and mediator role of creativity aren't confirmed on relationship between flexibility and job performance.

CONCLUSION

On one hand, existence of differences, dangers and different intentions in employees of an organization; on the other hand, organization durability on associative partnership and cooperation among people endangers organizational content against organizational conflicts inevitably. On the other hand, dominant structure on organizations based on hierarchy and vertical and horizontal differences, rigid and inflexible administration systems, sub-systems and various groups with different benefits and purposes, NASA communicative system, lack of resources and facilities particularly mismanagement make organizations turbulent and vulnerable systems talented for all stresses, conflict and incompatibilities to align organizations and people for their purposes and ideas.

Anyway, confrontation with conflict and its management have significant role in success of managers. If conflicts are constructive, leads to new thought and creativity and provide innovation, change and

constructive evolution, finally we can get to organizational purposes and improve decision making quality.

SUGGESTIONS

Suggestions of the present research can be stated that: managers revise their organizational structure, move toward non-centralization, involve employees in process of decision making and designate necessary authorities to do tasks. For this purpose, managers sometimes should hold informal meeting for employees and managers.

Revising and improvement of human resources distribution (distributive justice) particularly in salary and rewards significantly influence on organizational reward and chance of promoting job performance.

Increase in creativity and innovation of employees, employees consistency increaser in organization, sense of satisfaction, attachment, dependency and involvement of employees to organization, reduction in employees exit, subsidence, active social behavior, non-absence of working, empathy and help to others, reduction job stress, and also financial success of organization and increase efficiency in utilization to transcend organizational purposes and enjoy society from organizational benefit and employees' attempts.

Superior managers should have proper, principal, respectful and correct behavior with employees and make this sense that their cooperation, participation and creativity are respected in organization.

Employees and organization staff want to have information about their performances. Result of performances are usually provided at the end of each year; therefore it is better result of employees performances is given to them in shorter terms to prevent from accumulation of affairs.

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