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**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURES WITH  
ORGANIZATIONAL CONFLICT BETWEEN AIRLINE STAFF IN TEHRAN  
PROVINCE**

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**ABSTRACT**

Aim of this study is the relationship between organizational culture and organizational conflict between airline employees of Tehran province; population of the study consisted of 200 employees of the airline in Tehran.

In this study, based on simple random sampling, it is found that the respondents are selected based on sampling method of Morgan table. In this study, a sample size of 184 employees of the company is based on Morgan table. To analyze the data, descriptive statistics including frequency, mean, percentage, standard deviation, as well as inferential statistics to verify the hypothesis including Pearson correlation test was used.

Significance level of Spearman correlation coefficient was less than 5% ( $p$  value  $< 0.05$ ) was obtained that means a null hypothesis is failed and first hypothesis is verified. As a result, there is significant relationship between the organizational culture and organizational conflict between airline employees. Also, there is significant relationship between the employment challenges with organizational conflict between airline employees. The correlation coefficient ( $r$ ) is obtained -0.150. So the hypothesis is negative in terms of correlation coefficient, but it is average in terms of correlation intensity. Also, there is significant relationship between communications with organizational conflict among employees of airline. Correlation coefficient is obtained -0.119. So, this hypothesis is negative in terms of correlation coefficient but is strong in terms of correlation intensity and there is significant correlation between innovations with organizational conflict among employees of Airline

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Company. Correlation coefficient is obtained -.0040. So, this hypothesis is negative in terms of correlation coefficient but is strong in terms of correlation intensity. But, there is no significant relationship between confidences with organizational conflict among employees of Airline Company. The correlation coefficient( $r$ ) is obtained 0.069 and finally, there is significant relationship between social cohesion with organizational conflict among employees of Airline Company. The correlation coefficient is obtained 0.040. Then, this relation is positive in terms of correlation orientation and is average in terms of correlation intensity.

**Keywords: organizational conflict, organizational culture, job challenges, communication and innovation, confidence, social cohesion**

## INTRODUCTION

One of the fundamental missions of Human Resource Management is maintaining strong staff. Since maintenance measures are complementary to other initiatives and processes of human resource management, even if the recruitment, selection, appointment and other personnel actions carried out perfectly, without sufficient attention to the maintenance, results of management actions would not be so dramatic. Maintenance of human resources includes various aspects which can be divided into two categories:

The first is in relation to the preservation and strengthening of the employee's body, such as making health and safety of employees at work, sports and fitness programs and some similar services.

The second category includes items that reinforce employees' moral end workplace, such as insurance and retirement services

and personnel services. When having attention and applying these cases, job security is created in employees and leads to job satisfaction that it is of great importance (Abdolahi 1385).

In modern times, productivity is called a method, a concept and an attitude about work and life and actually one looks at it as a culture and a world-view. Productivity is involved in all aspects of work and personal and social life and is a key indicator of each country's per capita income and to increase the productivity of each country, its per capita income must increase (Eshghi Malayeri, Behrooz 1384). Conflict is a process during which due to lack of agreement on fundamental issues; one person intentionally tries to make efforts to prevent another person to cause his failure to achieve the goals. Conflict has two types. Basic and emotional conflicts that basic conflict occurs often in the form of a fundamental disagreement over work

goals and means needed to do them. And emotional conflict is related problems between the people and derived from their inner feelings.

Conflict has two constructive and destructive aspects which constructive conflict has led to positive results for the organization and destructive conflict leads to the loss of the organization. Conflict factors are divided into two categories: individual factors and organizational factors that individual factors include personal ethics, personality, values and beliefs, perceptions limitation and differences in cognition. Organizational factors include: organizational structure, organizational culture, and size of organization, technology and regulations, vertical conflict, horizontal conflict, line and staff conflict, role conflict including conflict situations in the organization. For solving conflict in the organization, direct conflict management and indirect conflict management are used. Indirect conflict management includes the use of common goals and hierarchical reference. And direct conflict management is possible with cooperation methods and opposition tools. For balancing conflict in the organization, participation of employees, reconciliation, development of guidelines, fair distribution of facilities and training of employees can be used. Every day work of managers is largely based on personal relations with

others and information exchange. However, relations among people, sometimes, cause potential conflicts and disagreements in the workplace. These conflicts and disagreements, sometimes pose problems not only affect the results of people's work but also their satisfaction. A manager who knows basic principles of the conflict has to be better prepared to meet inevitable situations successfully. Managers spend about 20% of their time for solving conflict and include conflicts that manager, directly, is one of the key parties. In other situations manager may act as an intermediary or their person who his task is to try to eliminate conflict between involved people.

### **Research background**

Overseas: In 1947, in Roper poll, 3000 workers of American factory are asked if generally believed that their job is really interesting and enjoyable or good but not very interesting and or lifeless and boring. More than two-thirds of them responded: It is interesting, 23% answered its good and only 7% said that their job is boring. Since then, hundreds of these studies are conducted. Generally, women are expressed job security more than men.

In 1951, E. Ginberg et al considered job security from different perspectives: They pointed to two types of job security:

1. Internal security that comes two sources: first, pleasure that human gain only from employment and activity.

Second, pleasure that is created due to observe progress and/or doing some social responsibility and emerging abilities and individual willingness.

2. External security that is associated with employment conditions and workplace and it is changing and evolving, for example. Workplace conditions, the wage and bonuses, the type of work and the relationship between worker and employer (employee and chief) can be named.
3. In 1955, we can point to the researches of Brayfield and Croket that complex and ambiguous relationship between job security and job performance have attracted organizational and regular attention of last fifty years. These two scientists and other scientists have reviewed relationship between job security and job performance and focused on adapting and matching discrepancies and inconsistencies that are seen in the results of individual studies.
4. In 1964 we can point to researches of Vroom in the area of job security, job performance and other job and work areas. Vroom and others in their researches concluded that there is no strong and comprehensive relationship between job security of employees and production power. Vroom reported that there was average relationship between

14 and 20 researches that he had reviewed. In Vroom researches, following relationships exist between job security and other factors.

A: there is negative relationship between job security and the possibility of resigning from the job; that is, a person who is satisfied with his job less likely to resign from his job.

B: There is negative relationship between job security and absenteeism; that is a person who is satisfied with his job less likely to refrain from attending work.

C: There is negative relationship between job security and the rate of accidents of work; that is, person who is satisfied with his job, less likely to meet with accidents in the workplace.

D: There is positive relationship between job security and efficiency; that is job satisfaction increases efficiency.

In 1966, Hulin in his study on the job groups and their interests and demands concluded that job satisfaction of female office employees who were employed in different office of purchase order has relationship with well-being and economic general conditions of the society. This means that in terms of job conditions, a person who lives in a comfortable environment is less likely to be interested in his job.

In 1969, several researchers and experts including Smith, Kendall and Hulin argued

that the security of job, in fact, represents several related trends. So, when we talk about security, we must clarify that Smith and others say that five job dimensions represent most striking features of the job that people show the passive reactions to them:

- Self – employment: the scope of tasks that employees are doing is interesting and provides opportunities for learning and responsibility.
- Salary: the salary of conceptual equality about salary and payment method.
- Upgrade opportunities: Access to the actual opportunities for progress.
- Administration: Technical and management abilities of administrators and considerations that administrators show for interests of the employees.
- Associates: the friendship, technical and supportive competence that associates show them.

Although other dimensions have been identified in the job security area (security of the organization's policy and job advantages), five mentioned dimensions are applied in examining job trend aspects.

In 1970, researches of Schwab and Cummings are conducted. Research results of these two persons were similar to the results of Vroom in 1964.

### **Research theoretical framework**

**Empowerment:** Empowerment brings different meanings to the mind including: granting authority and responsibility, granting more authorities to the employees, granting decision-making authority to subordinates, sharing in determining their professional fate, power sharing process with group members, more opportunity for freedom, improvement and applying empowerment. Alfred Balendra has identified environment conditions and enumerating four basic factors for it: 1) emotional support of the individuals when doing stressful things, 2) encouraging and giving positive feedback to them. 3) Introducing some successful people to them, 4) earning experience through doing a job successfully (Golabi, 1376).

Empowerment is not a set of arts, but creating and understanding relationship between individual and empowerment. Empowerment should be rooted in the behavior attitudes of the entire organization, manager and employees and basically, is the orientation in working with others.

Empowerment is a state of mind. An employee with formidable mental state experiences some feelings like followings: (Mirkamali 1371)

Control feeling on the implementation of work

Awareness feeling to the environment in which work is done

Responsibility feeling about individual work results

Equality feeling in receiving rewards based on individual and collective performance

Psychological Empowerment: Empowerment of the manpower is psychological concept associating with moods, feelings and belief of the individual to the organizational job and defined as the process of increasing internal motivation and consisted of two mechanical and organic approaches (Golabi, 1376).

A. Mechanical approach: Empowerment means delegating authority and power to the low – level employees.

B. Organic approach: Empowerment means taking risk, growth and change and also trust to and has five dimensions as follows:

Competence feeling: refers to the degree to which person can do job tasks skillfully.

Effectiveness feeling: is belief of the person that extent to which his performance will be effective in fulfilling objectives of the task.

Trust: refers to the superior and inferior relations.

Job autonomy: refers to the freedom of action and authority of the employee in determining necessary activities for doing job tasks.

Meaningfulness feeling: meaningfulness means value of career goals and internal

interest of person to the job (Abdolah: 1385).

They by completing kangaroo and Congo's (1988) motivation pattern not know empowerment only as the motivation increase, but know it as the increase of job internal motivation and introduce more comprehensive definition from psychological empowerment as the sets of motivational cognitive areas that in addition to the efficiency itself, includes three other areas (Mirkamali 1371), namely right to choose (autonomy), meaningfulness and effectiveness, and finally, they focused on the cognitive processes in their pattern. Their proposed pattern is shown in the following form. Pattern is similar to chain of stimulus social learning, organism, behavior and its response to the individual cognitive processes. This pattern is formed from six elements (ring). Continuous cycle of three elements of the environmental conditions, task evaluations and behavior has formed basic core of the pattern. Environmental conditions such as leadership style, authority delegation, job design, and rewarding system provide data for people about task evaluation consequences, conditions and events relative to the future behavior (Golabi 1376).

These data have formed task evaluation of the person (effectiveness, competence, meaningfulness, right to choose). It means

that task evaluation strengthens and maintains individual behavior and then this behavior affects environmental event. External observable conditions and events are as the actual affairs, but judgments and individual's behaviors are formed about tasks by perceptions that are beyond of the facts. Such perceptions are interpretations beyond perceptions of the facts (Eslamdoost 1377). So, internal motivation of the impulsive behaviors and tasks are not only affected by external events, but also interpretational events. So, two elements of general evaluation and interpretational styles are added for helping description of diversity in the task evaluation structure to the pattern. General evaluation refers to the individual's belief about effectiveness, competence, meaning fullness and right to choose. These beliefs are more abstractive. In contrast, they encourage specific evaluations of the individual's behavior in the job situation.

They form each other General evaluations are generalizations of the specific or job evaluations and interpretational styles refer to individual's process of the events. Three interpretational processes exist in this pattern through which individuals give meanings to the actual perceptions about tasks (Mirkamali 1371).

These processes provide perceptions associated with the job about how to do it well, causes of the past events and what

will happen in the future. Some styles are identified for these processes. These styles direct people to interpret events in the ways that may be equal to the facts. Interpretational process of the mental information relative to documental and visual styles is added. Particular styles in the implementation of each process have direct effect on individual task evaluation. Interpretational style play the significant role in the motivation cycle about whether individuals know themselves weak or strong, and adjust cycles of self – synergistic and self – inability. Finally, interferers provide variables effectiveness methods for increasing evaluation of the individual's task. Main strategies of the interferers include change in the external environmental conditions that task evaluations are based on them and change in the interpretational styles about that event (ShakeriNia 1376).

Job security: Job security has two objective and subjective dimensions. Objective dimension refers to the absence of the threatening factors in the organization and subjective dimension refers to the feeling and perception of no obstacles to the employment in the present and the future.

Job security is the feeling of having an appropriate job and ensuring its continuity in the future and lack of threatening factors of appropriate working conditions in that job. If individual a feels that has

appropriate job and be assured that will continue to work in that job until the end of service period and not be threatened from person or factors for playing roles and job tasks appropriately has job security. Job security feeling is a condition that is directed by individual's evaluation of individual, organizational and environmental conditions that not special factor threat the job security and he can ensure from his employment continuity in the present and in the future. Individual's evaluation of the threatening factor and weakness and inability is against the threatening factor of two determinative factors in the job insecurity. That is, when person evaluates threatening factor and threat nature more, and cannot deal with it and does not feel this ability in him, he will feel a greater degree of job insecurity (Golabi 1376).

## RESEARCH METHODOLOGY

Research methodology in present research is the use of descriptive statistics. The method applied in it is survey. When studies are limited to gather information about people and their thinking and they are asked about themselves and others, survey research is applied. Gathering such data is conducted in the survey researches. Absolute frequency and percent frequency in the form of table and graph are used for more and better understanding.

Population in the research includes 200 employees of Tehran Airline Company. In this research, based on simple random sampling, it is cleared that selection of the respondents is conducted based on Morgan table sampling method. In the research, sampling volume is 184 employees of the company based on Morgan table.

### Questionnaire validity and reliability

#### Questionnaire validity

Content and formal validity is used for measuring questionnaires validity. Content validity ensures that scale includes a series of sufficient items and sample for the use of concept.

The more indications of conceptual domain that is measured, more its content validity. Formal validity implies that how similar test questions, in appearance, are to an issue that is prepared to measure it. In order to formal and content validity of the research, questionnaire is given to supervisor and advisor and necessary corrections are done in the questionnaire after receiving their comments.

#### Questionnaire reliability

There are different methods for determining reliability. Cronbach Alpha coefficient used for determining questionnaires reliability. This method is used for calculating internal coordination of the measuring tools including questionnaires or tests measuring different features. In such a tool, answer of each

question can adopt different numerical values. For calculating coronbach's alpha coefficient, scores variance of questionnaires questions subset and the total variance should be calculated. Then, alpha coefficient is calculated using related formula.

Reliability coefficient of present research is calculated using the following formula:

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum S_i^2}{S_x^2} \right)$$

$\alpha$  = coronbach's alpha coefficient

k = number of questionnaires questions

$S_i^2$  = variance related to I th questions

$S_x^2$  = total variance of test

### Information Analysis Method

For analyzing in formation, descriptive statistics including frequency, mean, percent frequency, standard deviation is used and also, inferential statistics is used for determining true and false of the hypothesis that include Pearson correlation test.

### Research findings

#### 1. Description of research data

#### Gender

Table1. Respondents Gender

Row	Description	Number	Percent
1	Woman	255	63
2	Man	108	37
	total	360	100

252 (63%) were woman and 108 (37%) were men (most of respondents were women).

Table2. Age of respondents

Row	Description	Number	Percent	Compression Percent frequency
1	Less than 30 years	60	60	60
2	31 – 40 years	180	180	240
3	41 – 50 years	72	72	312
4	More than 51 years	48	48	360
	total	360	100	

60 (61%) respondents were less than 30 years, 180 (180%) were 31 – 40 years, 72 (72%) were 40 – 51 years, and 48 (48%) were more than 51 years (age of most respondent (312%) is between less than 30 to 50 years).

#### Education

Table3. Respondent Education

Row	Description	Number	Percent
1	Less than diploma	60	60
2	Diploma	75	75
3	AA	50	50
4	BA	175	175
	total	360	100

Education of 20 (20%) was less than diploma 15 (15%) was AA, 20 (20%) was diploma and 45 (45%) was BA.

#### Marital status

Table 4: Marital status of subjects

Marital status	Frequency	Percent frequency
Single	200	200
Married	160	160
Total	360	100

Based on above table, marital status of the single individuals is 200 (200%) more than married individuals that are 160 (160%).

Primary hypothesis: there is significant relationship between organizational cultures with organizational conflict among employees of Airline Company.

**Table 5. Summary of primary hypothesis examination results**

Name of variable	Correlation coefficient	r	significant
organizational culture	Spearman	- %24	0/787
organizational conflict			

Significant of spearman correlation coefficient test is less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. As a result, there is significant relationship between organizational cultures with organizational conflict among employees of Airline Company. Correlation

coefficient (r) is obtained -%40. So, this hypothesis is negative in terms of correlation coefficient and is average in terms of correlation intensity.

First hypothesis: There is significant relationship between job challenges with organizational conflict among employees of Airline Company.

**Table 6: Summary of first hypothesis examination results**

Name of variable	Correlation coefficient	r	significant
job challenge	Spearman	- %15	%42
organizational conflict			

Significant of spearman correlation coefficient test is less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. Consequently, there is significant relationship between job challenges with organizational conflict among employees of Airline Company. Correlation

coefficient (r) is obtained -%15. So, this hypothesis is negative in terms of correlation coefficient but is average in terms of correlation intensity.

Second hypothesis: There is significant relationship between communications with organizational conflict among employees of Airline Company.

**Table7. Summary of second hypothesis examination results**

Name of variable	Correlation coefficient	r	significant
communications	Spearman	- 0/119	0/107
organizational conflict			

Significant of spearman correlation coefficient test is less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. Consequently, there is significant relationship between communications with

organizational conflict among employees of Airline Company. Correlation coefficient (r) is obtained -0/119. So, this hypothesis is negative in terms of strong in terms of correlation intensity.

Third hypothesis: There is significant relationship between creativity and organizational conflict among employees of Airline Company.

**Table8. Summary of third hypothesis examination results**

Name of variable	Correlation coefficient	r	significant
creativity	Spearman	-0/040	0/589
organizational conflict			

Significant of spearman correlation coefficient test is less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. Consequently, there is significant relationship between creativity with organizational conflict among employees of Airline Company. Correlation

coefficient (r) is obtained -0/040. So, this hypothesis is negative in terms of correlation coefficient but is strong in terms of correlation intensity.

Forth hypothesis: There is significant relationship between confidences with organizational conflict among of Airline Company employees.

**Table9. Summary of forth hypothesis examination results**

Name of variable	Correlation coefficient	r	significant
confidence	Spearman	0/069	0/350
organizational conflict			

Significant of spearman correlation coefficient test is less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. Consequently, there is significant relationship between confidences with organizational conflict among employees

of Airline Company. Correlation coefficient (r) is obtained 0/069.

Fifth hypothesis: There is significant relationship between social cohesion with organizational conflict among employees of Airline Company.

**Table10. Determining result of secondary fifth hypothesis**

Name of variable	Correlation coefficient	r	significant
social cohesion	Spearman	0/040	0/592
organizational conflict			

Significant of spearman correlation coefficient test is obtained less than 5% (P value < 0/05) that means rejection of null hypothesis and approving firs hypothesis. Consequently, there is significant relationship between social cohesion with organizational conflict among employees of Airline Company. Correlation coefficient

(r) is obtained 0/040. Then, this relationship is positive in terms of correlation and is average in terms of correlation intensity.

## DISCUSSION AND CONCLUSION

In this research, after analyzing findings, it is determined that organizational culture has direct and significant relationship with

organizational conflict. This finding concludes that organizational conflict as job and organizational interference can be controlled using organizational culture and presence of organizational climate. Organizational culture causes to control organizational behaviors of the individuals and because organizational conflict is considered destructive organizational behavior can have direct relationship with organizational culture. On the other hand, job challenge discussion can

Job challenge is considered as a job disorder indicative and this can be controlled by proper management and creating healthy organizational culture. Communication has direct and significant relationship with organizational conflict because type of organizational communication can have main role in preventing organizational conflict. Communications between manager with subordinates and employees with each other have determined this role. Creativity discussion also can have basic role on the organizational conflict. Based on Fidler views, each organization has full life cycle that can play key role for survival of each organization. So, in disturbance stage of the organization that is last stage of life cycle of the organization, organizational conflict is reached to its maximum and only creativity and innovation can remove this factor. But, most interesting part of this

discussion is that confidence has no direct relationship and effect on the organizational conflict. Hosseini and Kokabiyan (1389) concluded that organizational confidence has direct and significant effect on the organizational conflict. So, due to the contradiction between the findings, it is recommended to other researchers that conduct more research about this hypothesis. Finally, it is indicated that social cohesion has direct and significant effect on the organizational conflict.

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### Research Operational Model

