Investigating of Relationship between Conflict and Trust on the Golestan Province Red Crescent Society Volunteer Groups

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Abstract: Conflict is the most important behavioral issues that, in several last deceed organizational behavior scholars intentioned to it .according to several idea about positive effects of management of conflict in organization relationship between conflict and many variables had been surveyed .in this research relationship between conflict and trust was surveyed. According to this, researchers studied the theatrical basic of research correctly and recognized main component s and variables by descriptive-survey method in this research and selected sample by random sampling and surveyed research assumptions in Golestan Red Crescent organization. Results of research shows that task conflict related with intergroup trust directly, also there is any relationship between relationship conflict and trust. Finally task conflict related with relationship conflict directly

Keywords: conflict; trust; functional conflict; relational conflict

1. Introduction

The employees of organizations should be respected and trusted. They should not be merely regarded as the beneficial means. The global companies consider learning as the key element of organizational growth and survival. Organizational learning is based on the available information and liable employees. In this regard, trust is considered as the key factor related to the background of the available information. Therefore, the employees should be trusted in order to stable the organization.

"Trust" is referred to the various interactions of coworkers, teams and inter-organizational environments (Dennis, 2004). Trust consists of five elements

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including honesty, worth, stability, loyalty and truth (Robbins & Stephen, 1999, pp. 6-22). Trust is made when the managers fulfill what they are obliged to do (Joseph & Winston, 2005, pp. 6-22). Moreover, organizations can increase their capitals based on trust (Blomqvist & Sthale, 2000). In reality, mutual trust is the key characteristic of the teams whose performance is high (Robbins, 2006). On the other hand, one of the main obstacles to the goals of the organization is the conflict among the persons. Conflict is the inseparable part of the organizations and is created by organizational characteristics (Shiri, 2001). Conflict is rooted from the difference between the characteristics of the persons. Evidence show that there is a linkage between organizational problems and personal factors, i.e. the personal characteristics prepare persons to behave differently. Undoubtedly, conflict affects on the performance of the organization and creates some conditions in which most of the experienced employees miss their works Cohen (2004) believes that although conflict treats the organizational co operations, it is a natural phenomenon. In order to examine the issue, the Red Crescent agency of Golestan, Iran, has been selected. The work groups of the agency have high performance, because it is geographically very large. One of the main element by which conflict can be controlled is the groups' trust. In this research, the relationship between trust and conflict of the groups is investigated. (Cohen, 2004)

2. Problem Statement

"Trust" has been regarded as one of the main issues relative to sociology. As a base for the social discipline, trust is researchable. It is the key element of inter-personal relationships. The low degree of trust causes the employees change the information. It also causes them to suspect each other and face up to many problems relative to decision-making. (Baird & Amand, 1995)

Trust could be made based on a suitable relationship through which persons are affiliated to each other (Yamaguchi, 2009, pp. 21-31). Co operations create more adaptations and remain for a long time (Ybarra & Turk, 2009, pp. 62-74). Despite the difference between their meanings, there is a linkage between trust and the condition in which it is created (Tharaldsen et al., 2009). Trust is the main part of social interactions, because when one prepares an opportunity for another, he/ she should be assured that there is a counter measure. For example, if one had been trusted in the past, he/ she should be trusted in the future (DeConinck, 2010). Face to face interactions create trust, because it is simply possible to exchange received signals (Zand, 1972, pp. 229-239). Evidence shows that evaluation systems affect on trust, but it is not clear which aspects affect on it and how attitudes affect on. It is hypothesized that there is a linkage between trust and the performance of evaluation system. Researchers show that performance quality increases the effect of performance evaluation on the current trust (Hartmann & Slapnic, 2009, pp.

722-737). Theoretically, the linkage between trust and growth is dependent on the way through which trust is made. When persons consider trust as a characteristic, it could not be developed. On the other hand, when persons believe that interactions affect on trust, it could be developed (Labonne & Chaseb, 2010). Job satisfaction, organizational behavior and performance are resulted from direct supervision. Meanwhile, organizational obligation is related to the organizational trust (DeConinck, 2010). Conflict is another process through which a group believes that another one affect on something negatively (Robbins, 1999). There are three viewpoints relative to conflict:

Traditional viewpoint by which one believes that conflict can destroy the group.

Human relations viewpoints by which one considers conflict as a natural and unavoidable phenomenon.

Interactive viewpoint through which one considers conflict as a positive power which improves group performance (Robbins, 1999). Creative conflict is referred to the conflict by which the group's objective and performance is improved. Destructive conflict is referred to the conflict which prevents good performance of the group. Conflict is rooted from the personal relations, structures and variables (It includes behaviors such as misunderstanding, difference of opinions, criticisms, disagreement, treat and obliterations. (Robbins, 1999)

3. Conflict Types

Some authors have divided conflict into two types. Functional conflict which refers to the idea of group members relative to their decisions. It is usually appropriate to the positive performance. On the other hand, relational conflict is appropriate to the negative performance of the group.Functional conflict and relational conflict have been investigated (Jehn, 1995; Jehn, 1997; de Dreu, 1997; Simons & Peterson, 2000). Some others have divided conflict into two other categories: conceptual conflict and affective conflict. It is believed that two types of conflict (Conceptual conflict and affective conflict) are appeared during interaction process (Jehn, 1995). The first one is rooted from the difference between viewpoints, ideas and believes. The second is made by interpersonal disputes and emotional behaviors (Parayitam & Dooley, 2009, pp. 789-796). Researchers show that the difference between conceptual and affective conflicts should be mentioned because of their different results. Both conceptual conflicts and affective conflicts either improve or decrease the quality of decision makings, respectively (Amason, 1996, pp. 123-148). Through affective conflict, members consider the between-personal aspects instead of technical ones. (Parayitam & Dooley, 2009, pp. 789-796)

Between – group conflict and performance

Researchers have hypothesized that between-group conflict is resulted from the past performance. Most of investigations have illustrated that there is a meaningful linkage between the two categories. Some evidences describe management performance and theoretic cases relative to the relationship between group process and performance. Investigations predict mostly the group conflict of the performance. (Peterson & Behfar, 2003, pp. 102-112)

Evidence shows that the groups who experience slight functional conflict make decisions better than those who don't experience it. This is because the functional conflict causes more cognitive perception and the relation between functional conflict and group performance is resulted from the positive linkage between functional conflict and viewpoints of group members (Amason, 1996, pp. 123-148). Relational conflict is referred to the perception of personal disagreements. Relational conflict has been examined from along time ago (Deutsch, 1969; Evan, 1965; Guetzkow & Gyr, 1954; Janssen et al., 1999; Jehn, 1995; Wall & Nolan, 1986). Evidences show that there is a negative linkage between relational conflict, between-group trust and performance. Relational conflict affects negatively on the group performance through various methods: First, it limits the groups ability of processing information because the group consume their time on the problem solving (Evan, 1965; Jehn & Mannix, 2001). Third, it encourages the group members' misbehavior and increases their hostility (Baron, 1991; Janssen et al., 1999; Torrance, 1957; Walton, 1969). Generally, evidences show that relational conflict affects on the group performance. (Peterson & Behfar, 2003, pp. 102-112)

Due to the literature, relational conflict and functional conflict affect separately on the group performance. Therefore, it is reasonable to examine the idea of being dynamic relation. In other words, it is hypothesized that group performance affects on the future conflict of the group. For example, when a group receives a feedback relative to its performance, it is necessary to adjust the process in order to emphasize the final feedback. (Peterson & Behfar, 2003, pp. 102-112)

In this regard, the group should meet its errors, review the tension resources and decide how coordinate the new efforts. Literature appropriate to the past conflicts can form person's feedback when they face the new challenges. In reality, group can use before experiences in order to face the negative feedback (Simon&Peterson, 2000). The possibility of reverse causality has been recently mentioned by researchers. (Peterson & Behfar, 2003, pp. 102-112)

3.1. The Relationship between Conflict and Trust

Investigations about conflict and trust have encouraged researchers to consider special variables appropriate to the relationship between them (Langfred, 2004, pp. 385-399). Between – members trust is of great importance because it improves the group performance and job satisfaction (Langfred, 2004, pp. 385-399; McEvily et

al., 2003). McEvily et al (2003) believe that the trust between the members makes their decision makings possible and more effective.

Trust refers to the positive expectations related to the others' behaviors and intentions. It is considered as a goal in order to organize the society by which the conflict is decrease (Tharaldsen et al., 2009). Researchers show that there is difference between group behavior and personal behaviors (Song, 2009, pp. 164-173; Simon & Peterson, 2000) revealed that "trust" acts as a mediator between conceptual conflict and affective conflict. They believed that the groups having high between-group conflict are saved against conflict in their relations. Trust improves the conditions through which the behaviors are affected and it also improves the performance (McEvily et al., 2003). During decision-making, the members present various viewpoints about the content, the structure, the performance and the way by which the information is interpreted. The capability of information acceptance is mainly related to the personal factors relative to trust (Simon &Peterson, 2000) believe that the increased functional conflict in a low-trust environment causes more relational conflict. They believe that the group members are usually interpreting the behavior of each other and they evaluate the intentions in order to know why they behave differently. Meanwhile, this process may cause some conflicts in their ideas (Jehn, 1997; Torrance, 1957). Functional conflict affects on relational conflict through informational processing (Peterson & Behfar, 2003, pp. 102-112). Ambiguous behavior is interpreted in the form of expectations of one about the group. These expectations can make predictions possible. When one loss his/her trust to another, he /she can interpret conflictive behaviors. (Peterson & Behfar, 2003, pp. 102-112)

4. Research Hypotheses

Hypothesis.1. There is a meaningful relation between functional conflict and trust.

Hypothesis.2. There is a meaningful relation between relational conflict and trust

Hypothesis.3. There is a meaningful relation between functional conflict and relational conflict

4.1. Research Methodology

From the objective and data perspectives, this survey is theoretical and quantitative, respectively. With regard to the title, the descriptive-measuring method has been used. In this survey, data has been gathered by interview and a questionnaire has been used in order to analyze data. The questionnaire includes 12 close questions with Likrets' five choice criterions (very Low, low, relatively, much, very much). The questionnaires were distributed among the sample which included the employees of Red Crescent of Golestan province. This is to say that

the research group selected the cases with regard to the statistical populations. In this regard, 100 out of 150 distributed questionnaires were collected and then analyzed. The path analyses and Lisrel software were used in order to investigate the condition of variables and analyze the hypotheses. Using the related information, the permanence coefficient of the questionnaire was estimated 0 /94. Also, in order to examine the reliability of the questionnaire it was reviewed by some of clear-sighted masters. The questionnaires were randomly distributed among the respondents. Data was also analyzed by use of structural equations, path analyses and Lisrel software.

4.2. Findings

In order to analyze the findings, the structural equations model by help of path analyses method was used. After being normality of available variables and being compatible of variances, the relation between variables was examined by use of meaning based model (fig.1). Figure.2 shows the final model of the research (P>/5)

Regarding the path analyses, hypotheses 1 and 3 show that there is a meaningful relation between dependent and independent variables. Due to the hypotheses 1 and 3, there are meaningful relation between functional conflict and trust (-0/59) and functional conflict and relational conflict (0/71), respectively.

The second hypothesis showing that there is a linkage between relational conflict and confidence was not confirmed. On the other hand, as illustrated in the below figure, about 64 % of the inter-organizational trust is related to the effect of internal variables of the model and about 36% of it is related to the external variables. Finally, the indexes related to the suitability of the final path model (table.2) show that the model is very suitable.
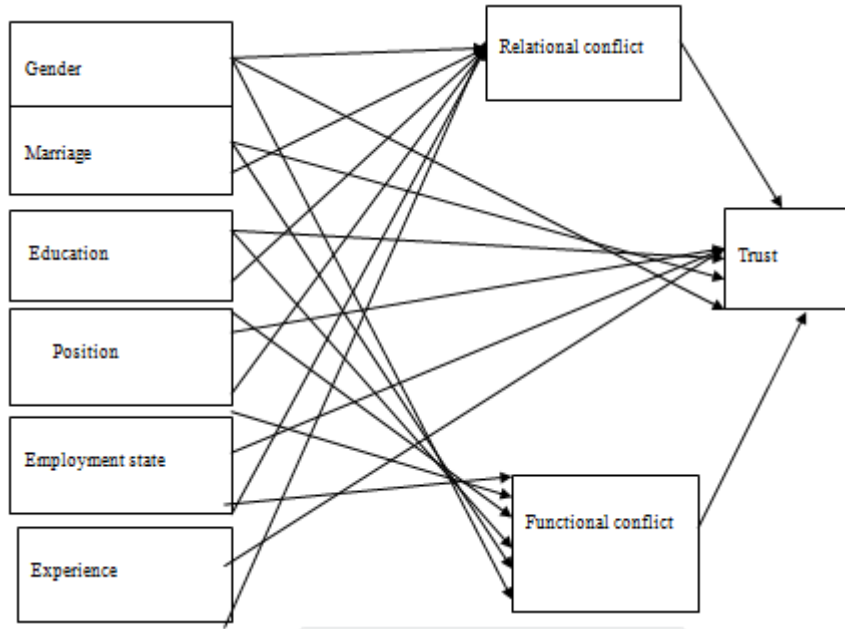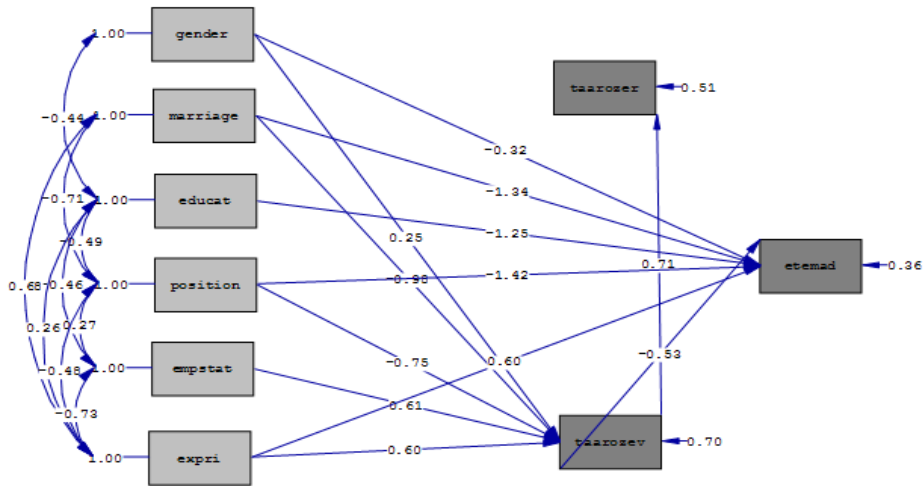
Figure 1. Meaning-based model of the relation between conflict and trust

Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Figure 2. Final model of the relation between conflict and trust

Table 1. The degrees of direct (indirect) relation and the total effect of the variables in the final model of the relation between conflict and trust

Relations	Estimated degree	Standard degree	Standard error	T-value	Meaningfulness level
Relational conflict and functional conflict	0/71	0/65	0/079	8/03	P < 0/05
Functional conflict and trust	-0/53	-0/63	0/069	-5/49	P < 0/05
Gender and functional conflict	0/25	0/35	0/092	2/26	P < 0/05
Marriage and functional conflict	-0/98	-0/78	0/20	4/24	P < 0/05
Position and functional conflict	-0/75	-0/51	0/13	-3/84	P < 0/05
Employment state and functional conflict	-0/61	0/69	0/17	3/46	P < 0/05
Experience and functional conflict	0/60	0/57	0/22	2/70	P < 0/05
Gender and trust	-0/32	-0/30	0/075	-3/88	P < 0/05
Marriage and trust	-1/34	-1/36	0/16	-7/33	P < 0/05
Education and trust	-1/25	-1/22	0/12	-9/98	P < 0/05
Position and trust	-1/42	-1/43	0/15	-9/34	P < 0/05
Employment state and trust	0/60	0/63	0/10	3/57	P < 0/05
Gender and relational conflict	0/23	0/23	0/07	3/44	P < 0/05
Marriage and relational conflict	-0/51	-0/51	0/14	-3/52	P < 0/05
Position and relational conflict	-0/33	-0/33	0/10	-3/43	P < 0/05
Emp state and relational conflict	0/45	0/45	0/12	3/66	P < 0/05
Experience and relational conflict	0/37	0/37	0/15	2/42	P < 0/05
Gender and functional conflict	-0/22	-0/21	0/06	-3/50	P < 0/05
Marriage and functional conflict	0/49	0/46	0/14	-3/58	P < 0/05
Position and functional conflict	0/32	0/30	0/09	3/48	P < 0/05
Emp state and functional conflict	-0/44	-0/41	0/12	-3/72	P < 0/05
Experience and functional conflict	-0/36	-0/34	0/15	-2/44	P < 0/05

The degrees of total affect in final model of path analyses

Gender and relational conflict	0/23	0/23	0/07	3/44	P<0/05
Marriage and relational conflict	-0/51	-0/51	0/14	-3/52	P<0/05
Position and relational conflict	-0/33	-0/33	0/10	-3/43	P<0/05
Emp state and R.conflict	0/45	-0/45	0/12	3/66	P<0/05
Experince and relational conflict	0/37	-0/37	0/15	2/42	P<0/05
Gender and functional conflict	0/35	0/35	0/09	3/79	P<0/05
Marriage and functional conflict	-0/78	-0/78	0/20	-3/89	P<0/05
Position and functional conflict	-0/51	-0/51	0/13	-3/77	P<0/05
Emp state and functional conflict	0/69	0/69	0/17	4/07	P<0/05
Experience and functional conflict	0/57	0/57	0/22	2/53	P<0/05
Gender and trust	-0/51	-0/49	0/09	-5/43	P<0/05
Marriage and trust	-0/87	-0/83	0/20	-4/33	P<0/05
Education and trust	-1/22	-1/15	0/12	-10/27	P<0/05

Position and trust	-1/12	-1/06	0/17	-6/76	P<0/05
Emp state and trust	-0/44	-0/41	0/12	-3/72	P<0/05
Experience and trust	0/27	0/26	0/18	1/52	P<0/05
Functional coflict and relational	0/65	0/65	0/08	8/31	P<0/05
conflict	-0/63	-0/60	0/07	-9/12	P<0/05
Functional conflict and trust					

Table. 2. The indexes related to the suitability of final model of the relation between conflict and trust

Title	Degree	Agreeable Scope	Result
NNFI	0/99	NNFI>0/9	Accepted
IFI	1/00	IFI>0/90	Accepted
NFI	0/97	NFI >0/90	Accepted
CFI	1/00	CFI >0/90	Accepted

5. Conclusion

The current research shows that functional conflict of an organization decreases its trust, but there is no meaningful relation between relational conflicts and inter-organizational trust. This is because the relational conflicts of the employees are not rooted from the organizational factors, but they are rooted from the personal characteristics of the employees. Results show that there is a direct relation between functional conflict and relational conflict in the organization. In other words, the more functional conflict, the more relational conflict is increased. Relational conflict results in negative performance of the group. As Para tam and Dulia (2009) state, during the relational conflict the emission contractions and tensions become some parts of functional and the group members consume their time on between-personal factors. By the increase of functional conflict the relational conflict is also increased and causes the decrease of the group performance. Peterson and Behfa r(2003) believe that functional conflict stimulates relational conflict through information processing. However, because the relational conflict decreases the group performance, the managers can omit it by presenting some procedures. As illustrated in the final model of the research, there is a meaningful relation between trust and the variables of functional conflict including gender, marriage, education, position and experience. Also, there is a meaningful relation between the variables and relational conflict. On the other hand, there is no meaningful relation between demographic variables and functional variables. Therefore, this is to say that the above mentioned variables can be indirectly related to the relational conflict through functional conflict. Due to the results of path analyses, rather than the functional conflict variables, there is a meaningful relation between trust and the demographic variables including gender, marriage, education, position and experience. It seems that women experience more trust in

comparison with men. Therefore, the degree of organizational trust will be decreased by the increase of education and position. Finally, this is to say that the employees with more work experience have more trust to the organization.

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