



Original Article

International Journal of Educational Research and Technology

P-ISSN 0976-4089; E-ISSN 2277-1557

IJERT: Volume 5 [4] December 2014: 41-48

© All Rights Reserved Society of Education, India

ISO 9001: 2008 Certified Organization

Website: www.soeagra.com/ijert.html

## Analysis and Evaluation of one-and two-way Communication between the Moral Fabric Structures, Commitment and organizational conflict

Mohammad Hakkak<sup>1</sup>, Masoud Ghodsi<sup>2</sup>

<sup>1</sup> Assistant Professor of Management, University of Lorestan, Iran

Email: hakkak.m@lu.ac.ir

<sup>2</sup> PhD Student, University of Lorestan, Iran

### ABSTRACT

The present study investigated the relationship between the moral fabric of the conflict and commitment has been conducted among bank employees Melat Bank of Tehran Province. In this study, conflict and organizational commitment as the independent variable and the dependent variable is considered as a moral context. Research method is descriptive - survey has been analyzed using structural equation modeling. A survey of 196 employees Melat Bank branches in Tehran is that the sample size was determined by the method of Cochran 85. This random sampling and data collection are through questionnaire. Cronbach's alpha reliability coefficient of the test was determined using the entire questionnaire to 891/0. The results show that there is a positive relationship between conflict and commitment and moral fabric of the commitment effect is positive and significant, but the impact of organizational conflict, despite the moral fabric of the significant positive not been proved.

Keywords: Ethical context, organizational conflict, organizational commitment

Received 25.10.2014

Revised 12.11. 2014

Accepted 18.11.2014

**How to cite this article:** Mohammad H , Masoud G. Analysis and Evaluation of one-and two-way Communication between the Moral Fabric Structures, Commitment and organizational conflict. Inter. J. Edu. Res. Technol. 5[4] 2014; 41-48. DOI: 10.15515/ijert.0976-4089.5.4.4148

### INTRODUCTION

Ethical behavior and moral values is an important issue in many studies is associated with business ethics. All values are at the foundation of moral values. These values will help to establish and maintain standards of conduct that can affect people's actions that are appropriate for the organization. In particular, the standards or values of the organization are widely popular among its members to increase organizational success. Values are the foundation of any organization's culture and the common path and direction to all staff, policies and procedures that provide for their daily behavior. Recognizing the importance of values and their relation to culture, requiring that the fundamental values rooted in the foundations of personal and organizational values are to be determined. This research aims at the moral fabric of this banking network from the angle variables to examine conflict and commitment.

### PROBLEM STATEMENT

Most important is influences on the moral and emotional outcomes such as organizational commitment. Ethics research has shown employee understanding of ethical norms or practices or situations prevailing in the organization refers to the organization's ethical corporate culture, however, the moral fabric Melat Bank has paid limited attention to itself. Part of the bank's directors must be non-functional potential effects of a weak moral fabric of the organization to be aware of, such as reducing the effects of moral support tissue and increases conflict.

According to the above question is posed is:

- Does the moral fabric associated with conflict?
- Whether there is a relationship between organizational commitment and moral context?
- What is the relationship between conflict and organizational commitment?

These questions have not been conducted on this organization. So it is not clear that the moral fabric of relationship conflict and commitment among employees on how Melat Bank in Tehran. To answer these questions, try to present a preliminary study on the relationship between conflict and commitment on the

moral fabric of the organization's staff to study. This review Melat Bank in Tehran province using descriptive and correlational research staff comes to action. The results of this project can Melat Bank development plans through effective management of organizational ethical culture, to be used.

#### Theoretical Basics

##### Morality

One of the most important parameters for the success of the organization, ethics and organizational ethics issues described in humans, although it does not have the same perspective, but everyone wants to have success in the quest for success and success are the same. Organizations in achieving their success and accountability are the way a lot of experience. Management than to identify barriers and strategies is for planning to reinforce strengths and opportunities, not to increase the facilitating factors and obstacles overcomes problems. Ethics is a subject that has always been concerned with the human psyche and the collective wisdom and raising the amount of difference it has made at some point in the life of a person. In other words, any individual or community, and has never been immoral. Speaking on the criteria of good and evil is the same issue that is within the meta-ethics. It seems that in the context of our culture, the practice of moral and religious leaders, coaches and administrators at the individual level, organizational perhaps the solution is dependent on social and moral development and promotion of a belief or principle of useless knowledge. Avail the belief that complies with a set of values, norms and rules are acceptable. (Shafer, 2010) The practice of moral and religious leaders, coaches and administrators at the individual level, organizational and perhaps the solution is dependent on social and moral development and promotion of a belief or principle of useless knowledge. Here is the question that the scientific meaning of what is ethical behavior? What are the characteristics of an ethical behavior? Serious efforts have been made to the organization's ethical behavior at the individual level and the organizational level to develop an explanation? If such action were taken as systematic, objective and practical aspects of what it is? The school of Islamic morality, or between counsel and advice from the Imams (peace be upon him), elders, religious scholars in general and teachers in particular, we have ethics. This issue has been addressed, but in practice some of these things have reached a stage less. Perhaps the questions in the minds of many of us can recall several different forms, such as in the moral dignity has taken a positive word? Or a fluid term can be positive or negative? Do you have a comment or a general sense of morality? This means that the environment or ethics based on universal principles? Some of the ethical dilemmas of the type of inhibition are some of the factors that have facilitated. Some managers are cumbersome to deal with this problem corporate or individual can perceive beyond, the result of which is the ethic remains open, or speed. (Anantamula, 2010).

#### **CORPORATE ETHICS**

Corporate ethics as a system of the past, beliefs, principles, fundamentals, should be defined and should be determined on the basis of its good and bad practice to distinguish well from evil. (Amanda Hamilton-Attwell, 2008) Relying on ethics managers is able to decide what is good and what is bad. Who's the way it goes and who travels the wrong way. So managers in their tasks, such as decision making, evaluation, supervision, punishment and reward without morality is the organization cannot act decisively. If any man's work ethic and be present in life, work, sweet be combined with job satisfaction and self-satisfaction on the one hand and satisfactory progress and prosperity of the people and work on the other. The most dangerous man event moral and ethical boundaries are being broken, in which case nothing will be safe in humans and humanity. And it's dangerous and has a special administrative status because when someone goes out of scope and is linked to other human. This organization will face transplant if good ethics governing human relations disaster may be multiplied so that the highest criterion of morality is a human being created in every organization. Work discipline, compassion, showed gains, good mood and companionship, advice, humility, humility to deliver, serve the people, Newspaper, restraint and tolerance of the non-life care and many other good traits and good moral good practices highlighted in the management of such organizations And many other good traits and good moral good practices highlighted in the management of such organizations that they realized that in order to formulate and implement a code of conduct is essential in organizations. (Ansari Renani 2011). In this regard, the establishment of efficient mechanisms for implementing and institutionalizing ethical behavior in organizations large and wide set of ethics and morals in a way that enhanced that the objective should be reduced on the one hand and discrimination, injustice, frustration, and enhance the spirit of cooperation and collaboration, employee engagement, growth of individual and organizational development and the prosperity of the community would found.

General organizational ethics include:

- A) Trustworthiness: Everyone needs to protect people and property from the trustee at any time, facilities, rights of dignity and their honor.
- B) Service: Philosophy bureaucrats to serve the people. All brokers and staff at all levels are a public servant. It is considered as one of the administrative system, and as long as there is such a feeling. Brokers and administrative staff will treat the people with equity and grant wheel. But its status as a luxury that is a means to serve the people.
- C) Responsibility: Irresponsibility out of any sense of pace in the right direction and tilt and is untruth. Anyone who is at all times is accountable to all of their work. No agency cannot make any demands on people and their behavior did not answerable to anyone on the basis of least offensive and disrespectful not to people. Even people looking to express and are responsible for their behavior.
- D) Discipline of work: Organizing ability, Adornment, and the laxity of discipline and avoid any chaos in the work. This is the most important organizational ethics and no organization, and military customs without observing the way these things somewhere. The best organizations and systems with violating the discipline of work, and they corrupted their Positive aspects are worthless. In an office suite, capable officers, directors and employees without the discipline to do business will not succeed and will not benefit from the losses.
- E) Kindness: Doing things the love and service of the highest art is moral. Man finds beautiful and absolutely massive lives and hearts are attuned and create a spiritual revolution in the conduct of official relations.
- F) Tolerance: Tolerance should take all of their needs and the wishes of the people and impatience will not be tolerated and great service.
- G) Compliance equity: Observe equity in service to the public relations office and administrative system and pass the rule of justice and the rights of others to have the same rights and respect as equal to the rights of the parties arbitration and equal rights and self-giving to others is the most important rule is to protect the health and strength of the bureaucracy and the source of the heart transplant.

## CONFLICT

The conflict has had many definitions. An example of this definition, conflict describes it as "inconsistent behavior by some members against other members of the organization to take place." Or conflict is a process that occurs when a party makes such an understanding that opposition wants to deal with him or him from reaching his goal to become or conflicts that occur when forms are incompatible activities. (Robbins, and Fredendall, 2002) It is understood by all parties to the conflict, because conflict is a matter of perception. If anyone is aware of a conflict, all agree that there is no conflict in this case. However, perceived conflicts may also be true, in many situations can be described as conflict situations, if employees do not perceive a conflict they do not conflict. Hence, there is a requirement that the parties to the conflict have to understand it. What are the common definitions of concepts such opposition, scarcity is prevented. And there is an assumption that is creating a conflict there are two or more counter-incompatible interests. Resources (either money, promotion, prestige, power or anything else) are not unlimited and their rarity, causing attitudes barrier (obstruction), to encourage others. The parties involved in a conflict are in conflict when one of the parties in achieving another objective is to prevent a conflict. Differences between the definitions provided by the conflict, the intention of the parties and that the conflict is merely a term that indicates the outward action is to be focused. Intent or purpose of this conflict, a debate on whether the conflict behavior should be seen as an act of intentional or the result of a conflict situation into account. Whether the conflict can only be related to the behavior and actions reveal whether the internal behavior, the definitions provided by the signs of conflict behavior, conflict resolution, taken as a measure of conflict and show. (Robbins, and Fredendall, 2002) Our definition of conflict, perceived conflict, disagreement, scarcity and create obstacles for each other, it does. Furthermore, we assume that the conflict should be given some sort of acts or deeds in secret or openly exist. We define this type of conflict: The process by which the person shall practice through a series of obstacles, tries to become a hurdle in achieving one's goals.

Conflict and organizational effectiveness

For most people, the term organizational conflict includes a negative meaning. An effective organization is typically a coordinated group of people who work together to achieve common goals. According to this theory cannot simply conflicts, coordination and teamwork necessary measures to help slow the organization's objectives. But there are other theories about the conflict. This theory argues that the conflict through the creation of incentives to change and improve the decision-making process, improves

the effectiveness of an organization. There are actually two types of conflict in organizations. Constructive and destructive are conflict. Conflict actually increases the incentive to meet the challenge while preventing destructive conflict and reduce the incentive to move. These two types of conflict are somehow associated with conflict theory, the traditional theory of conflict and interactionism theory in relation to conflicts that are opposite each other. Let's look at two theories focus.

Traditional theories of conflict

Traditional theories assume that all conflicts are bad. Therefore, any kind of conflict has a negative impact on organizational effectiveness. The traditional approach to conflict synonymous with terms such as extremism and violence, destruction is being unreasonable to assume. According to this view, one of the major responsibilities of the main management is to try to ensure that the conflict does not arise and if it does occur, prompt action to solve them. (Robbins, and Fredendall, 2002)

Interactionism theory

An organization free from conflict, organizational probably static, sedentary, and is insensitive to the change. Conflict, when the search result, achieving better ways of doing things and being willing to upset the status quo, constructive and useful. It is not change itself. The need for change is a stimulant. The driver of the conflict before helping to start changing conditions, the degree of dissatisfaction with the status quo exists. The organization that is free from conflict, not to start any internal forces within their organizational change. Clearly, interactionism approach does not argue that all conflicts are constructive and useful. Certainly there are conflicts that negatively affect the efficacy. Interactionism theory, in such cases, employees should seek to reduce the resultant conflict. Interactionism theory to the traditional theory, a large role for staff in dealing with conflict is allowed. Working employees, creating an environment that conflict arise, but should not allow such conflicts to reach extremes that the organization has suffered from a disease and injury. (Robbins, and Fredendall, 2002)

## COMMITMENT

Efficiency and development of any organization largely depends on proper utilization of manpower. As companies and organizations grow older naturally this force is also added to the problems. Directors in relation to issues constantly try to control their employees. Imagine hiring managers is that when a person is in a position to accept all of its terms. Some managers on the issue of employee satisfaction can be increased through reward and encouragement to do the work, they insist. One might think that employees, managers, subordinates, they must accept their orders. However, nowadays, due to the employees under financial pressure are much more attention and willingness to work on economic issues but gradually the staff interested and want to work with a sense of greater job autonomy in their work, thereby losing a great feel them. It is important that occupational and organizational commitment is an attitude. Recent developments within the definition and application of organizational commitment and its impact on performance have increased turnover and absenteeism. On the other hand, interest in having an attitude that is associated with the work, and the significance of the findings. Among these approaches are:

A) Job Satisfaction

B) Job Dependency

C) Organizational Commitment

Definitions and concepts of organizational commitment

Sheldon 6 (1971) organizational commitment as an attitude or orientation toward the person know the organization.

In fact, in most definitions of organizational commitment has raised at least 3.

1 - A strong belief in and acceptance of organizational goals and values

2 - Tend to make a strong effort

3 - A strong desire for sustainability

The definitions of organizational commitment, there are different definitions and classification of certain dimensions of each issue is considered. Among this category of almost a model of Allen and Meyer (1990) of the importance and reputation is more frequently used in research.

Based on Allen and Meyer (1990), organizational commitment has the following dimensions:

Emotional commitment 6: indicate the individual's identity and sense of belonging and affiliation with the organization's values and goals. Based on affective commitment, employees will remain in the heart loves.

Normative commitment 7: Sense of duty and moral obligation to stay in the organization. Based on normative commitment, employees will be aware that the sense of duty.

Continued Commitment 8: represents the understanding of the costs and consequences of an employee leaves the organization based on continuous commitment, because employees will be forced to stay. This kind of dedication, commitment and realistic account is also called.

### **IMPORTANCE OF ORGANIZATIONAL COMMITMENT**

Luthans has stated that the recent research literature, the general attitude of organizational commitment, an important factor for understanding organizational behavior and a good predictor of willingness to stay in the job are given. Such as satisfaction, commitment, two attitudes that are close together affect important behaviors such as relocation and absence. Porter, who has done research on the factors influencing the quit (turnover) suggests examining organizational commitment to predict more accurately the resignation of feedback such as job satisfaction, although these two factors are correlated with each other feedback. Commitment can also have many positive consequences; committed employees are more disciplined in their work, more time and more of such work. Managers need to maintain employee commitment to the organization and it can be used for employee participation in decision making and provide an acceptable level of job security for their commitment to further. The main issue is management commitment and ideas in writing. This idea is one of the fundamental values on which it is based organization and employees are evaluated based on the criteria for commitment. Often comes to questions such as: Will you be working overtime? Will you work weekends? Sooner or later you are going? Most managers believe that this commitment is an absolute necessity for organizational effectiveness. (Ernest et al 1386)

### **LITERATURE**

Hackett et al., (2005) in an article on the moral fabric of the impact of conflict commitment among Chinese accountants to examine the impact of conflict on the moral fabric of commitment among these is accounting. Hypotheses include:

- 1- Less than moral culture that fosters ethical behavior is positively associated with conflict.
- 2- The moral culture that fosters ethical behavior is more of a positive relationship with commitment.
- 3- Conflict has a negative relationship with commitment.

His study of all hypotheses is confirmed.

Bondeson, (1992) in their study as managing conflict, and commitment to ensure that the outsourcing relationship conflict negatively interface with the confidence and commitment. Bandision (1992), the research showed that the two methods executives is collaborate more training centers and adapted to apply conflict management and use of dominance techniques and avoid the less. Thomas (1977), the research found that men preferred method of coercion, if women are more inclined to approach reconciliation and cooperation. Nasiri (1993), in examining the attitudes of corporate managers in the telecommunications industry, Iran - Shiraz on how to deal with conflict between subordinates, methods for resolving conflict in order: 1 - Method of negotiation between the parties involved, 2 - way compromise between the parties involved, 3 - way power and 4 - the lack of attention to the prevention of conflict, has been effective.

### **RESEARCH METHODOLOGY**

This study is cross-sectional dimensions of time among research, applied research methods in terms of objective and is based on qualitative data among descriptive - survey. Data collection of pre-designed questionnaire Shaffer has been used with little modification.

#### **Conceptual model**

In this study, conflict and organizational commitment as the independent variables and the dependent variable is considered as a moral context.

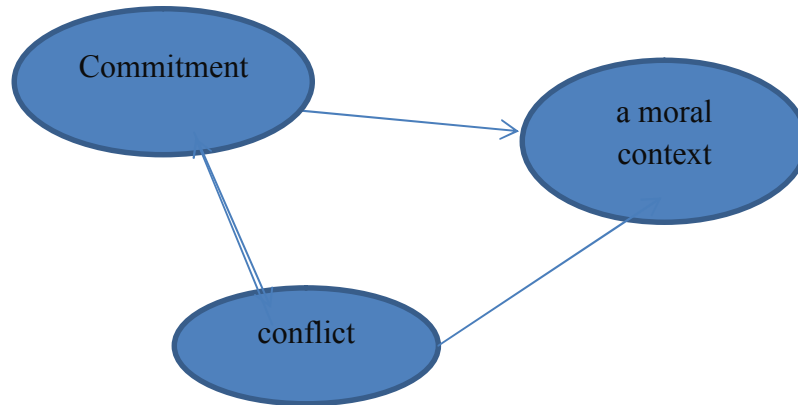


Figure 1. Conceptual model

Hypothesis

- 1 - There is a significant negative impact on the fabric of moral conflict.
- 2 - There is a significant positive effect on commitment and ethical context.
- 3 - There is a significant relationship between conflict and commitment.

RESULTS

As mentioned previously, to analyze data from AMOS software was used. In explaining the parameters of the fitted values should be noted that the index (Df/X2) if it is between 1 and 3 will address the verification of the model above. The second index, RMSEA is smaller than 0/10 model, the more efficient it will be, and the four-factor GFI and IFI, NFI and CFI are the indices between zero and one are located and whatever the one is closer to performance the model will be more. Figure 2 shows the output of the software in standardized coefficients.

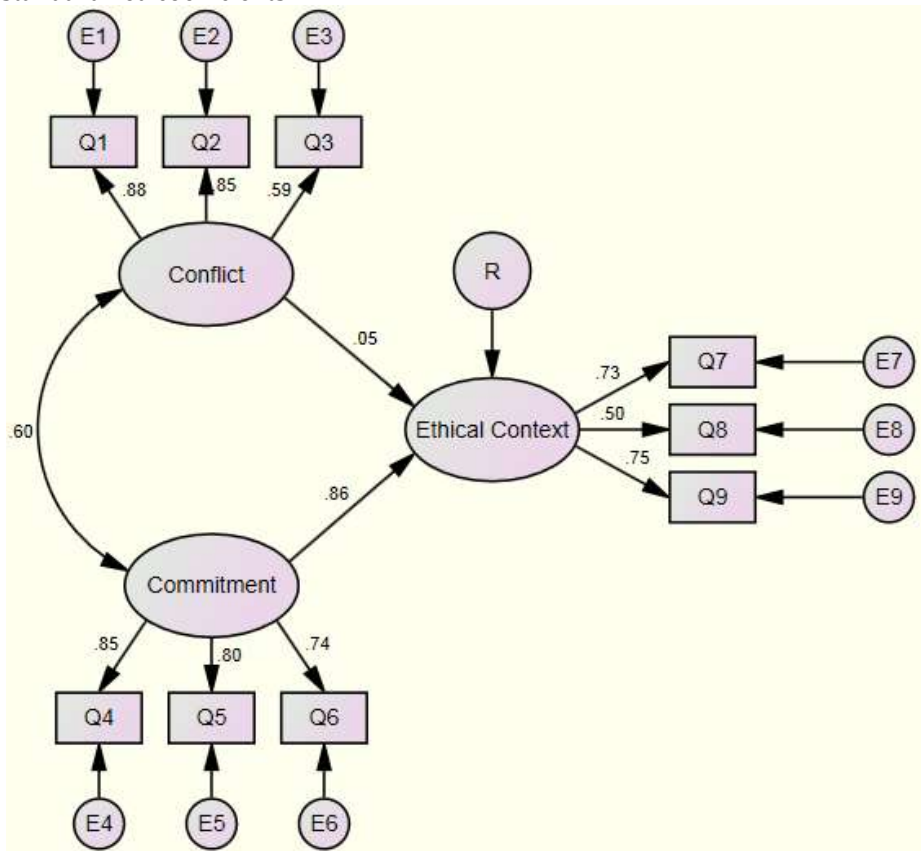


Figure 2 - Software output

Table 1 shows the parameters used to fit the model.

Table 1 - Initial model parameters

RMSEA	GFI	CMIN/DF
0.79	0.888	9.783

As can be seen, none of the parameters in the model are not acceptable and therefore must act to amend the application to modify the parameters of the relationship. Accepting offers associated software compared to the measurement errors of observed variables (here the same questions, to play the role of observed variables) and re-run the software, the following criteria are:

Table 2 - Indicators of improved model

RMSEA	GFI	CMIN/DF
0.042	0.98	1.9

As can be seen performing his reforms were inadequate indicators of model fit may be approved. The following table shows the results of statistical analysis.

Table 3 - Results of test hypotheses

Hypothesis	Significant level	Result
First	230/	Rejected
Second	0/000	Accept
third	0.000	Accept

According to the above table and chart output software, Hypothesis 1, although the value of the regression coefficient is positive, but failed on the second and third hypotheses are to be approved by 0.95 confidence level. Note the significant values lower than 0.05 indicate significant relationships or effects are 0.95 confidence level.

**CONCLUSIONS AND RECOMMENDATIONS**

Given the relatively strong positive relationship between the variable contexts of moral obligation, based on the research findings, the following recommendations are offered.

- 1- Because staff either individually or in groups and interacting with others is considered as the most important factor of competitive advantage and organizational performance, and thus greatly affect its success. It is recommended that organizations have moral principles as inevitable attention.
- 2 - According to the moral fabric of increasing employee commitment and greater accountability and improved efficiency results in individual and group.
- 3 - Observe ethics in dealing with internal and external stakeholders to increase the legitimacy of the use of the benefits from increased manifold, the outcome is improved profitability and competitive advantage. Than the recommended steps to take in order to promote managers organizational ethics.
- 4 - Because the relationship between commitment and conflict is positive, it indicates that the routine works, static environments without any concerns and conflicts of interest are not employees, and therefore the design professions, and staff of interactions managers these cases should take appropriate steps to prevent these complications can occur.

**REFERENCES**

1. Ansari Renan, G. (2011), The alchemy of happiness of the ethics panel, the monthly policy.
2. Jvhch, Mary theory of translation Danaifar Hussein, Tehran: Publication thoughts
3. Nasiri, S., (2008). the attitudes of the telecommunications industry executives Iran - Shiraz on how to deal with conflict among subordinates, MS Thesis, University of Kerman.
4. William E.Shafer, (2010). Effects of ethical context on conflict and commitment among Chinese accountants. Vol.25, No.4, pp.377-400. Emerald Group publishing Limited.
5. Vittal s.Anantamula, (2010). Impact of cultural differences on knowledge management in global projects. Vol.40, NO.3, PP.239-253. Emerald Group publishing Limited.
6. T.L.Robbins, M.D., Fredendall, (2002). An integrative model of the empowerment process, Human Resource management.
7. Amanda Hamilton-Attwell (2008). Productivity and work ethic. Work study, vol.47, no.3, and pp.79-86

8. Hackett, R., Lapierre, L.M. & Hausdorf, P.A. (2005) Understanding the Links between Work Commitment Constructs. *Journal of Vocational Behavior*, No.58, pp: 392-409
9. Bondeson, Mike.J. (1992). Conflict Management at School: An unavoidable task. paper presented at the regional of the commonwealth council for educational administration (7 th, Hong Kong. August). ERIC.
10. Thomas, Kenneth (1977). Conflict and Conflict management. In M. D. Dunette (ed.) *handbook of industrial and organization psychology*. Chicago: Rand McNally, P.899-935.
11. Ernest, Garee. W. and et al (1993). Conflict management styles: Reflection on Jungian personality type preferences of the cooperative extension, north central Region Directors and Directors District Directors. Columbus: Ohio University Dept. of Agricultural Education.
12. Sheldon M (1971) Investment and involvements as mechanisms producing commitment to the organization, *administrative science quarterly*, vol. 16. pp 29- 47
13. Allen N, Meyer J (1990). The measurement of affective, continuance and normative commitment to the organization. *J. Occup. Psychol.* Vol. 63: pp.1-18