

The Relationship between Interpersonal Conflict and Job Outcomes: Exposition of the Mediating Role of Perception of Organizational Politics

Mohammad Jafar Mahdian¹, Mahmood Yari²

¹Faculty of Islamic Azad University Boroujerd Branch – Boroujerd, Iran

²Department of Management, Boroujerd Branch Islamic Azad University, Boroujerd, Iran

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ABSTRACT

The present study was conducted with the aim of studying the relationship between team leadership and interpersonal conflict and job outcomes through perception of organizational politics. The job outcomes under this study included three important and negative outcomes of job stress, workplace deviance and intention to quit. The research methodology was descriptive-survey, and Statistical population included all the employees of Gas Company of Lorestan province of Iran. In order to conduct the present study, 224 employees were selected based on Cochran formula by using simple random sampling method. The research tool was the researcher-made questionnaire, and its reliability and validity was approved. The collected data were analyzed using Spearman's correlation coefficient and structural equation modelling (SEM) based on smart PLS software. The research results revealed that there is a significant and direct relationship between the perception of organizational politics and all the three job outcomes. Besides, there is a significant and direct relationship between interpersonal conflict and job outcome, and the perception of organizational politics intensifies this relationship.

KEY WORDS: Interpersonal conflict, perception of organizational politics, workplace deviance, job stress

INTRODUCTION

In many organizations, conflict exists as a serious issue. This phenomenon may not be so strong that causes the dissolution of the organization, but there is no doubt that it can have adverse effects on organization's function and/or result in conditions under which the organization loses many of its efficient employees (Robbins, 2011, p. 783). Conflict is a prevalent theory which is widely studied in several scientific fields (Speakman & Ryals, 2010. P. 188). Most of the conflict theorists believe that conflict is natural and practical, and it is an anomalous phenomenon and inseparable from human and organizational relationship. One of the most important intra-organizational conflicts is the interpersonal conflict. Contradiction at this level is considered severe and harmful and has a negative effect on the relationships. Interpersonal conflict is the simultaneous stimulation of one or two stimulant or incompatible demands, and because two sides of this process try to achieve a single goal, it leads to a hostile relationship (DuBrin, 2003, P. 142). The consequences resulting from interpersonal conflict are so destructive that it cannot be imagined it would have any positive impact. The job stress, intention to quit work and organizational workplace deviance are the behaviours of the employees in reaction to neglect of management in the area of keeping human resources.

Another organizational phenomenon which draws the attention of researchers is organizational politics. Today, existence of political behaviours in organizations is an undeniable fact. Of course, it is to be mentioned that political behaviours are inevitable in the organization and the managers who neglect organizational behaviours, cannot influence the goals or final results at all, as Zaleznik have said: "however we look at the organizations, whatever concept they are given, each organization is in principle a political structure" (Amirkabiri, 2006, 468). Perception of organizational politics is a degree to which the employees consider their workplace as an inherently political working environment in which everyone is seeking to maximize his/her personal interests and raise his/her status (Kacmar et al., 1999, p. 389). Kacmar & Ferris argue that the construct of politics is a three dimensional construct. They described three dimensions "as first, 'general political behaviour', individuals „self-serving behaviours to gain preferred outcomes, second 'go along to get ahead', in which individual show silence and act passively for their own benefits. Third, 'pay and promotion policies', individuals are involved in the implementation of policies and react politically in decision- making process" (Inam Ul Haq, 2011, p. 291).

In this study, job outcomes include job stress, intention to quit, and workplace deviance. One of the organizations' troubles is behaviours such as putting little effort into work, rumour spreading, carelessness, theft, deception, malice and sexual harassment by the employees. According to Robinson and Bennett, workplace deviance is "voluntary behaviour of organizational members that violates significant organizational norms, and in so doing, threatens the well-being of the organization and / or its members" (Dunlop and Lee, 2004). Robinson and Bennett's (1995) framework divide workplace deviance into two categories: interpersonal

* **Corresponding Author:** Mohammad Jafar Mahdian, Faculty of Islamic Azad University Boroujerd Branch – Boroujerd, Iran. E-mail: mjmahdian@yahoo.com

workplace deviance and organizational workplace deviance. Interpersonal deviance behavior is between individuals and employees of an organization who engage in deviant behaviors such as verbal and physical aggression. While organizational deviance is a behavior between employees and organization that engage in behaviors like theft, putting little effort in to work and sabotage. Theft is one of the outstanding examples of organizational workplace deviance which is more prevalent (Inam Ul Haq, 2011, p. 289). One of the most complete conceptualizations of deviant behaviours has been presented by Jelinke and Ahearne (2006), which is based on Neuman and Baron (1998) and Skarlick and Folger (1997). These concepts which are applied as the dimensions of deviant behaviours, include concepts such as stubbornness and pig-headedness, resistance to authority, avoid working, malice and aggression.

Another one of employees' job reactions is the intention to quit work. Economists and human resources researchers at the macro level as well as psychologists and behavioural sciences researchers at the micro level have looked at the issue of intention to quit work. In organizational terms and from the management science standpoint, the issue of intention to quit is a principle which goes back to the human resources management. According to Lambat et al. (2007) intention to quit, assesses the employees' intention to leave the organization and affects the dynamism of the workforce within the organization as well as ultimate fate of the organization in various forms. Quitting an organization may happen in different ways. The cases of removal from job can be divided into two mandatory and voluntary categories. The organizations' employees may leave the organization at their own will or against their will. Some of the major cases of mandatory removal from work are permanent or temporary removal from work, suspension, dismissal and retirement and unemployment insurance. If it is not possible to predict when the organization needs an employee, naturally, removal will be considered permanent and the employee usually leaves the organization by voluntary severance. The cases of voluntary removal from work include resignation, voluntary severance from employment, unpaid leave, retirement upon one's request, and the like (Mir Sepasi, 2010, p. 414). Any individual, who quits the organization, goes away with a store of knowledge and experience which its reacquisition requires spending a lot money and credit by the organization and it is not easily achievable. When employees leave the organizations, handling the organization's affairs would be interrupted and the efficiency of the organization is weakened even with quick employment of another individual (Alvani, 2010, p. 86). The employees, who intend to quit their job, ultimately will leave the organization in practice or will not be mentally present in the organization; the latter is called virtually quitting the work, and its negative consequences for the organization are much more than practically and tangibly leaving the organization (Rahim Nia & Nikkhah Farakhani, 2011, p. 2).

Stress which is called by a group of organizational behaviour scholars as the prevalent illness of the century, is another outcome which we investigate its relationship with interpersonal conflict and perception of organizational politics. Stress can be defined as the physical and emotional response that occurs when the requirements of the job do not match the worker's capabilities, resources or needs (del Valle and Bravo). The individuals' responses to external threats appear in three stages which are called stress phases. These phases are alarm, resistance and fatigue. In a general classification, the stressors are divided into two 'inter-organizational pressures and 'extra-organizational pressures. Stress has different personal and organizational negative consequences and effects which is classified as per its preliminary cause (Alvani, 2010, p. 228). Personal consequences are the results which mainly affect the individual. Even though the organization may be affected directly or indirectly by this consequence, this is the individual who pays a high price. The consequences of personal pressures can be divided into three groups of behavioural, mental and physical. The consequences which have a more direct impact on the organization than personal consequences are performance, resignation and attitudes. The final consequence due to stress which affects both the individual and the organization is exhaustion. Exhaustion is a general feeling of burnout and occurs when an individual is bearing a lot of pressure and the sources of satisfaction are too low (Moorhead & Griffin, 2010, p. 262).

Given the importance of the research topic, as it is shown in figure 1, in the present study it is tried to investigate the relationship between the interpersonal conflicts and job outcomes through perception of organizational politics of the employees of the Gas Company of Lorestan province of Iran.

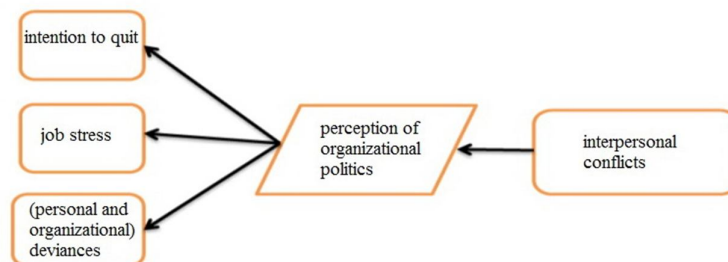


Figure 1. Conceptual model of the study

Although there are many studies on the consequences of interpersonal conflicts, there are fewer studies on the role of perception of organizational politics in this matter. Of the studies conducted outside Iran, we can refer to the one conducted by Inam Ul Haq in 2011 in Pakistan titled *The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics*. Respondents included employees working in upper management, middle management, and lower management. The qualification of respondents ranged from high school to post graduate. The results revealed that interpersonal conflict have a strong and direct relationship with job outcomes (job stress, intention to quit and, personal and organizational workplace deviance), and perception of organizational politics have a positive and direct relationship with these job outcomes. But there is no significant decrease in the effect size of interpersonal conflict on personal workplace deviance of the employees with the mediating role of perception of organizational politics and this hypothesis was not confirmed. Besides, perception of organizational politics, as the mediator variable, has a role in the relationship of the interpersonal conflict and employees' stress, employees' organizational workplace deviance and intention to quit, and reinforces it.

Chang et al. (2009) in a meta-analytic examination studied the relationship between perceptions of organizational politics and employee attitudes, strain, and behaviour. The research results confirmed the direct and positive relationship between perception of organizational politics and intention to quit. Besides, it was found that perceptions of organizational politics have direct and negative relationship with job satisfaction, affective commitment and task performance.

In a study conducted by Almost (2010), relationship conflict and negative relationship with managers and colleagues which are considered as the main forms of interpersonal conflict, are seen as the main stressors in the workplace. Based on the presented model, when there is high level of conflict with manager and colleagues, the level of pressure and burnout of the individual increases as a result of accumulation of stressors, job stress and conflict with managers and colleagues, and consequently, aggressive behaviours increase.

Sarhadi (2012), conducted another study titled *a Study of the Role of Perception of Organizational Politics and Organizational Support in Exhibiting Deviant Behaviour in Islamic Azad University, Boroujerd city branch*. He concluded that perception of organizational politics has a direct and strong impact on exhibition of deviant behaviours of the employees, and perception of organizational support has a reverse impact on exhibition of deviant behaviours in the organization.

Shohani (2012), in a study titled *the Effect of Political Behaviour on Performance of Petrochemical Company Employees of Ilam City of Iran*, concluded that political behaviours have a reverse impact on the employees' performance. It means the more the political behaviours increase in the organization, the more employees' performance decreases.

Given the subject of the study, the present research tries to investigate the following hypotheses as well as achieving the respective results.

Research Hypotheses

- 1- Interpersonal conflict has relationship with perception of organizational politics.
- 2- Interpersonal conflict has relationship with job stress.
- 3- Interpersonal conflict has relationship with workplace deviance of the employees.
- 4- Interpersonal conflict has relationship with intention to quit.
- 5- Perception of organizational politics has relationship with job stress.
- 6- Perception of organizational politics has relationship with workplace deviance of the employees.
- 7- Perception of organizational politics has relationship with intention to quit.
- 8- Perception of organizational politics mediates the relationship between interpersonal conflict and job outcomes.

RESEARCH METHODOLOGY

Statistical population included all the employees of Gas Company of Lorestan province of Iran which consists of 535 employees in 2013-14. Statistical sample of the study was determined based on Cochran formula as 224 employees. As in this study, reviewing the opinions of all the workers of Gas Company of Lorestan province including employees and managers was considered as the data collection source, random sampling method was used. The present research is descriptive-survey. In this study, interpersonal conflict is considered as the independent variable, workplace deviance, job stress and intention to quit are considered as the dependent variables, and perception of organizational politics is considered as mediator variable. In order to collect data, the researcher-made questionnaire was used. The whole questionnaire contains 27 items, of which items 1-6 are related to perception of organizational politics variable, items 7-10 are related to interpersonal conflict variable, items 11-16 are related to job stress variable, items 17-21 are related to workplace deviance variable and finally, items 22-27 are related to intention to quit variable. In order to measure the answers, the 5-point Likert scale with items (1) for totally disagree to (5) for totally agree was used. In order to measure the validity of the

questionnaire, the professors of the management field were asked for their opinions and their revising comments and suggestions were used in order to confirm the validity of the questionnaire. Besides, in order to measure the reliability of the questionnaire, first of all, 25 questionnaires were distributed as the pre-test and the achieved total reliability coefficient (Cronbach's Alpha) was equal to 0.877 which is an acceptable reliability. The reliability coefficient of the variables is presented in table 1. All the analyses were accomplished through SPSS 19 software and structural equation modelling (SEM) based on smart PLS software.

Research Findings

Hypothesis 1: Interpersonal conflict has relationship with perception of organizational politics.

Table 1. The Spearman's correlation coefficient for investigating the first sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.193	positive	=0.440rho	0.000	0.05

Given the findings presented in table 1, since the value of significance level (Sig. = 0.000) is below error level ($\alpha=0.05$), what is claimed by hypothesis one is confirmed. It means interpersonal conflict has a relationship with perception of organizational politics. Besides, given the resulted correlation coefficient (rho=0.440) and direction of correlation, it can be stated that the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.193$) indicates that the degree of correlation between interpersonal conflict and perception of organizational politics is 19.3 percent.

Hypothesis 2: Interpersonal conflict has relationship with job stress.

Table 2. The Spearman's correlation coefficient for investigating the second sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.262	positive	=0.512rho	0.000	0.05

Given the findings presented in tables 2, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypotheses two is confirmed. It means interpersonal conflict has a relationship with job stress. Besides, given the resulted correlation coefficient (rho=0.512) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.262$) indicates that the degree of correlation between the interpersonal conflict and job stress is 26.2 percent.

Hypothesis 3: Interpersonal conflict has relationship with workplace deviance of the employees.

Table 3. The Spearman's correlation coefficient for investigating the third sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.462	positive	=0.680rho	0.000	0.05

Given the findings presented in tables 3, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypothesis three is confirmed. It means interpersonal conflict has a relationship with organizational and personal workplace deviance. Besides, given the resulted correlation coefficient (rho=0.680) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.462$) indicates that the degree of correlation between the interpersonal conflict and organizational and personal workplace deviance is 46.2 percent.

Hypothesis 4: Interpersonal conflict has relationship with intention to quit.

Table 4. The Spearman's correlation coefficient for investigating the fourth sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.258	positive	=0.508rho	0.000	0.05

Given the findings presented in tables 4, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypothesis four is confirmed. It means interpersonal conflict has a

relationship with intention to quit. Besides, given the resulted correlation coefficient ($\rho=0.508$) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.258$) indicates that the degree of correlation between the interpersonal conflict and intention to quit is 25.8 percent.

Hypothesis 5: Perception of organizational politics has relationship with job stress.

Table 5. The Spearman's correlation coefficient for investigating the fifth sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.379	positive	$=0.616\rho$	0.000	0.05

Given the findings presented in tables 5, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypothesis five is confirmed. It means the perception of organizational politics has a relationship with job stress. Besides, given the resulted correlation coefficient ($\rho=0.616$) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.379$) indicates that the degree of correlation between the perception of organizational politics and job stress is 37.9 percent.

Hypothesis 6: Perception of organizational politics has relationship with workplace deviance of the employees.

Table 6. The Spearman's correlation coefficient for investigating the sixth sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.442	positive	$=0.665\rho$	0.000	0.05

Given the findings presented in tables 6, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypothesis six is confirmed. It means the perception of organizational politics has a relationship with organizational and personal workplace deviance. Besides, given the resulted correlation coefficient ($\rho=0.665$) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.442$) indicates that the degree of correlation between the perception of organizational politics and organizational and personal workplace deviance is 44.2 percent.

Hypothesis 7: Perception of organizational politics has relationship with intention to quit.

Table 7. The Spearman's correlation coefficient for investigating the seventh sub-hypothesis

Confirmation or rejection of the hypothesis	coefficient of determination, R^2	Correlation direction	Spearman correlation	Significance level	The degree of error
confirmed	0.426	positive	$=0.653\rho$	0.000	0.05

Given the findings presented in tables 6, since the value of significance level (Sig. = 0.000) is below error level ($\alpha= 0.05$), what is claimed by hypothesis seven is confirmed. It means the perception of organizational politics has a relationship with intention to quit. Besides, given the resulted correlation coefficient ($\rho=0.653$) and direction of correlation it can be stated the relationship between the two variables is positive and significant. The resulted correlation of determination ($r^2=0.426$) indicates that the degree of correlation between the perception of organizational politics and intention to quit is 42.6 percent.

Hypothesis 8: Perception of organizational politics mediates the relationship between interpersonal conflict and job outcomes.

For the investigating the hypothesis eight, the smart PLS software was used. First, in order to measure the fitting, reliability and validity of the conceptual model of the study, some main fit indices of the model were used through smart SPL software, and the results were as follows:

Table 8. Fit indices of the research model in Smart PLS software

Achieved value					Description	Index
Interpersonal conflict	Perception of organizational politics	Job outcomes				
		Intention to quit	Workplace deviance	Job stress		
0.807	0.771	0.794	0.727	0.856	Be larger than 0.70	Cronbach Alpha
0.845	0.836	0.828	0.845	0.891	Be larger than 0.70	Dillon- Goldstein p (composite reliability)
0.660	0.638	0.618	0.647	0.515	At least 0.5 indicates enough convergence, i.e. a latent variable can explain more than half of dispersion of its indicators.	convergent validity (AVE)
-	0.371	0.454	0.601	0.594	The values (R ²) of 0.67, 0.33 and 0.19 in Pls path models are described as considerable, moderate and weak respectively.	coefficient of determination R ²
0.807	0.162	0.275	0.384	0.299	Between 0 and 1	index of goodness of fit (GoF)

Given the software outputs presented in the above table, all the results confirmed the fit of the model (figure 1). So it is concluded that the model has a good fitting. Therefore, the final model (figure 1) has been able to properly describe the relationships between questions describing the variables. As the research variables are presented in the above table, the interpersonal conflict is the independent variable, job outcomes (intention to quit, job stress and organizational/personal workplace deviance) are the dependent variables, and the perception of organizational politics is the mediator variable. Since the achieved value of path (correlation) coefficient in all indirect paths related to the mediating role of perception of organizational politics is significant and positive, and has a significant difference with direct values (it is larger than direct values), the sub-hypothesis eight of the study stating the perception of organizational politics mediates the relationship between interpersonal conflict and job outcomes, is confirmed in the present study. Therefore, it is concluded that perception of organizational politics has a significant and positive mediating role in the relationship between interpersonal conflict and job outcomes.

DISCUSSION AND CONCLUSION

Given the confirmation of the first hypothesis, the achieved result suggest that in an organization with interpersonal conflict and aggressive and stressful conditions, employees increasingly feel that their organization is politically oriented, so the conditions continuously get worse. The results related to this hypothesis are consistent with the studies by Feriss et al. (2002), Kacmar et al. (1999), Karimi (2010) and Zareian (2008).

Given the confirmation of second, third and fourth hypotheses which respectively state the significant and direct relationship between interpersonal conflict, and job outcomes: job stress, workplace deviance and intention to quit, it can be concluded that in an organization in which employees experience interpersonal conflict, this conflict will be followed by different reactions; these employees either leave the organization, exhibit deviant behaviours or are forced to keep working under high stress in the organization. There have been many studies about the fact that interpersonal conflict is troublesome and problematic for the organization and its members. The results related to this hypothesis are consistent with the studies by Inam Ul Haq (2011), Baron and Kenny (1986) and Golparvar et al. (2010).

Given the confirmation of the fifth hypothesis which states perception of organizational politics has relationship with job stress, it can be concluded that when the employees perceive strong organizational politics, this is the cause of their stress. The results related to this hypothesis are consistent with the findings of the study by Goudarzi (2008) which state there is a significant and direct relationship between political behaviours of the managers and the degree of job stress.

Given the confirmation of the sixth hypothesis which states perception of organizational politics has relationship with workplace deviance, it can be concluded that the more an organization adopts organizational politics, the more deviant behaviours are exhibited in the organization. The results related to this hypothesis are consistent with the findings of Sarhadi (2012).

Given the confirmation of the seventh hypothesis, which states perception of organizational politics has relationship with intention to quit, it is found that the results related to this hypothesis are consistent with the research findings of Rashidi (2008) and Asgaripour (2008) which state one of the factors affecting the employees' intention to quit, is how reward is given to the employees. How reward is given to employees refers to the policies of payment and promotion. Besides, DuBrin and Moorhead & Griffin believe that money plays a major role in attracting, maintaining and quitting of the employees. The presented findings are consisted with the achieved result.

Given the confirmation of the eighth hypothesis which states perception of organizational politics mediates the relationship between interpersonal conflicts and job outcomes, the achieved results show an organization environment in which interpersonal conflict does not occur separately and individually, but the organizational politics perceived by the employees mingle with it and simultaneously in a short chronological order creates a stressful and undesirable environment which result in negative job outcomes (job stress, workplace deviance and intention to quit). In fact, interpersonal conflict and perception of organizational conflict as two causes of pressure together provide stressful conditions and a tense environment for the employees and intention to quit, workplace deviance and employees stress is the result of a stressful environment.

Based on the results of hypothesis two, three and four, interpersonal conflict has relationship with major and negative job outcomes; however, perception of organizational politics has no relationship, such that employee's perception of organization's politics intensifies the relationship. Besides, based on the results of hypothesis 5, 6 and 7, the perception of organizational politics has relationship with serious organizational outcomes; however, when these two phenomena (interpersonal conflict and perception of organizational politics) are mingled, the conditions are much worse.

The study conducted by Inam Ul Haq (2011) can be named as one of the studies conducted outside Iran. In Inam Ul Haq's study, the mediating role of perception of organizational politics in the relationship between interpersonal conflict and personal deviance was not confirmed, but the mediating role of perception of organizational politics in the relationship between interpersonal conflict and job stress, organizational deviance and intention to quit was confirmed, and this part of results is consistent with results related to hypothesis 8 of the present study. Furthermore, the research results of Baron and Kenny revealed that perception of organizational politics strongly mediates the relationship between interpersonal conflict and stress, and this part of their results is consistent with present research results. It was also revealed that perception of organizational politics conditionally mediates the relationship between interpersonal conflict and employees' intention to quit.

Suggestions

- 1- It is suggested that managers adopt proactive behaviours instead of reacting to the phenomena of interpersonal conflict, and pay enough attention to the personal characteristics and backgrounds of the individuals when employing them in order to prevent entry of inappropriate employees.
- 2- Since one of the most important dimensions of perception of organizational politics is the dimension of policies related to salary and benefits, policies of giving reward and how the employees are promoted, it is suggested that the managers and directors should establish the regulations and procedures of the organization in a way that the decision making processes, processes of implementing policies and the policies related to raising salary, giving reward and promotion be clear to all the employees. Heavy financial burden and personnel costs of an organization are not a sign of employee satisfaction, but it is important how to distribute it. Besides, organization's managers should explain the employees' performance evaluation criteria as well as existing regulations for employee's promotion to them.
- 3- Reinforcing the critical spirit in employees through managers who accept criticism by holding sessions in which the managers', directors' and employees' performance is reviewed and criticized as well as by creating an atmosphere of accountability among managers and directors of the organization.
- 4- It is suggested that managers use management tools which are available for handling and dealing with interpersonal conflict. It seems that holding training courses for more familiarizing managers with conflict management styles, holding courses for teaching negotiation and bargaining techniques to employees and managers as well as teaching how it is possible to overcome anger, can be helpful.
- 5- Although individuals have a certain behavioral background according to which they manage and handle conflict, the best behavioral style in the real world for confronting any phenomena of conflict depends on the special situation of that conflict, and because in this study interpersonal conflicts mingles with perception of organizational politics, it is suggested to managers and directors of the organization to adopt a combination of behavioral styles (adaptive, preventive, competitive, compromise-oriented, collaborative, confrontive, and process control) along with restricting political behaviors in the organization.

Given the fact that the topic of this study is an international subject and the issues related to interpersonal conflict and job outcomes through perception of organizational politics exist all around the world, investigating this subject matter in different parts of the world is important. As a result, the present study can function as a guide for the researchers in various countries and they can make use of the current research findings in similar studies.

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