

# ORGANIZATIONAL SUSPICION REINFORCING ORGANIZATIONAL CONFLICT

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## ABSTRACT

*Suspicion is one of the dangerous ethical diseases. Those who mistrust dust covered their heart mirror will not see others beautiful and will remain weak in understanding the facts. Suspicion refers to organizational change, in the sense of pessimism about the success of efforts to change. In fact, the outcome of suspicion not only decline social capital in organizations and society but also reduces participation in organizational activities. This phenomenon of reduced performance and organizational effectiveness in strengthening suspicions provides a positive feedback. Conflict is one of the consequences of suspicion. Conflict is part of human life and wherever is interactive, conflict existed. Conflict is a fact of human history were familiar with, but unfortunately because of mismanagement, conflicts of militancy and hostility has become changed and due to an unfortunate history of conflict and human societies have to look at it as a negative phenomenon. In this article we have tried to explain the concept of organizational suspicion and organizational conflict addressed and examined the role of one over the other.*

Published on: 12<sup>th</sup> Aug-2016

### KEY WORDS

organizational suspicion, conflict, organizational conflict

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## INTRODUCTION

One of the possible grounds for suspicion formation is lack of information on key issues in the organization (areas of rumor) and with imperfect information and negative images speak about one another., especially when the members of an organization in a culture bred without an objective consideration of the facts and evidence that's easily accept invalid this can be strengthened. Learning objective thinking and verify their assumptions and judgments about others is result of social interaction and in this context is very important. Other possible causes may be one of the judge's staff about managers, other possible causes may be one of the judge's staff about managers that the promotion of personal relationships and support networks unjustified managers are harvested and the eligibility criteria are not necessarily the main reason they are promoting. The performance of these managers fail and lack of qualifications in the field show the kind of misgivings Suspicion in the sense of disbelief, having negative feelings and behavior and with negative emotions or belief aligned.

On the other hand, one of fundamental problem in management organizations is facing the organizational differences that any manager allocates considerable time to solve them. The necessity of contradiction, just as the need for air, must build and live with it, not put it away. It should be noted that the differences that remain unresolved, leads to people's resistance gradually and solve them at the next opportunity will be more difficult and when fully suppressed, causing reactions are associated with aggression (Ahmadi, 194: 2004). Conflict is an integral part of human life, reviewing and superficial historical events, current events and cultural products (stories, novels, stories, videos, etc.), which represents the corner of the realities of social life, shows how conflict is one of the most prominent and important aspects of life forms. Ddaneyls (2008) in a study knows suspicion an effective means for conflict and believes that suspicion causing conflict in the organization. In this article the role of suspicion and the factors that cause conflict in your organization are examined.

Social, organizational and individual life always is facing with conflicting and stretching forces. Wherever there is opposition, there is conflict. Although life is contrary to human creation (the conflict between Cain and Abel), but only in recent years been seriously considered by scholars research. Conflict is an issue that people think more than anything else (except God and love) is busy The importance of conflict and the need for effective management has led the study organizational conflict interested by entrepreneurial and managerial experts. In the

meantime, according to the perception of conflict in the organization can help managers to provide conditions that people experience less conflict.

The fundamental point is attitude towards conflict and dealing properly with it and recognizes its right or wrong, based on the reasons and causes it and proposed solution for optimum utilization of its sound Conflict is including part of human life. Wherever there is opposition there is also conflict For this reason, it is important that the conflict be managed rather than suppressed and not be allowed to escalate conflict and out of control.

In fact, pessimism is a variety of suspicion intent to others without any or adequate reasons and can have a variety of organizations and society. This does not mean that people with bad intentions do not exist, but in the sense of having a negative attitude about the motives of others without evidence is required. This suspicion encompasses beliefs, negative emotions and extreme distrust caused by disbelief to the benevolence of others. Such suspicions is about managers overall or about senior executive's intent of an organization on implementing measures and organizational changes. The importance of this issue is that an atmosphere of mistrust and actually produce a movement motivated and active participation in organizational change and initiatives destroyed. Participation in organizations acts need to feel and believe in confidence to the ability of managers and in most circumstances to ensure good management is supportive of change. Some organizational changes may never fail similar experiences in the past failed because it changes or de facto managers of commitment and promises in the past claimed to be joined to the truth. In many of these cases, it may be the main cause of bad managers not good, but lack the necessary capabilities for effective leadership of organizational changes. Researchers have conducted various studies on this phenomenon at the organizational level. Some research shows that the incidence of this phenomenon probably had not nature of the character and there is more social learning. Past research search the possible origins of this issue at factors such as the following and empirical evidence for these cases have been identified in various studies 1 - Ambiguity in communication or the lack of effective and transparent corporate communication patterns; 2 successive failures of organizational performance management and continuous decline; 3 Impaired psychological contract between an individual organization; 4 Executives high salaries compared to other employees; 5-harvesting of severe injustice in the organization; 6. Reduce the number of manpower with speed and large number.

Suspicion like a pest acted in an organization and would ruin the power of organization. Suspicion of the true and honest performance among staff is less than other corporate persons and causes of apathy, secrecy, conflict, mistrust, anti-social and deviant behaviors. If employees have the ability to resolve conflicts and somehow in conflict because of suspicions they manage conflicts and its power and organization in order to improve their performance and will be able to succeed.

### **What is suspicious?**

Suspicion literally means mistrust, bad imagination, fantasy and bad thoughts about others. In other words, suspicion, it is human behavior and speech of others, thoughts and fantasies wrong and its effect, and it could be a reality. For example, a man is seen talking to a woman came to her and two together have illicit relations, they chat, romance and action, with the person, deal a wicked man, and do malfunction and envious of him stripping assurances. In such a case, suspicions about others and it are such a bad idea, malicious, suspicious and malicious. Suspicion means having sense of evil imagination, fantasy and bad thoughts about someone. In other words, suspicion is that the man, about the behavior and speech of others, thoughts and fantasies and its unfair and it could take effect, for a look at reality.

Suspicion realm is: God suspicion, mistrust and dislike of people, their suspicion

The first two types of attributes of vice and sin in Islam is a great and it has been censured. Toys suspicions suspects are: being in positions of slander, Companion bad guys and villains and the person suspicious is the weakness and internal abnormalities, haste, lack of faith

### **SUSPICION TERRITORY**

Mistrust in God: God suspicion, as the despair of God's great mercy, very big sin, is considered. The Holy Prophet (SAW) said: the greatest sins are suspicion in God. Humans need divine punishment, be afraid, but not of the mercy of God, disappointed, he should perform their duties, act is sincerity, fear of their sins, and yet the Lord of

forgiveness hope. Imam Reza (AS) stated: think yourself, think well in God now because He says: I have to think I'm a believer than myself, if you think good to me, good, bad, and if I had to guess, he'd be behaving badly.

B) Suspicious to people: people are suspicious of a man than the people who really do without it have done wrong and think evil thoughts and to give it effect. This type of suspicion, such as Type I (suspicion of Allah) ugly traits and such is a sin. Ali (AS) said: suspicion man righteous, the worst sin and the ugliest oppression

C) Self-suspicion: suspicion to himself, that man has always carried himself against God and His law be the culprit. This kind of suspicion, unlike the first and second types, not only guilty, but the outstanding attributes and the benefits of pure believers, because it can try more in the way of obedience and worship of God and a man of pride and neglect keeping.

Imam Ali (AS) said: O servants of Allah! Learn the believer, morning to evening, and the night does not deliver, unless your breath, suspicious and constantly reproach him that he expect more of his work.

### WAYS OF FIGHTING SUSPICION

To overcome the suspicion, there are ways to describe it explains:

A) Amend breath: suspicion of infected people, evil and ill-wisher. Corrupted and infected individuals compare others by themselves, and they see their vices reflection, hence, all as yours and your character is known, assumed that all like her. To combat this situation before anything suspicious person must pay to correct its faults, so if compared with others, the suspicion does not suffer. On the other hand, note that others should not assume as their own, because they may have higher and better morale. Hence, do not deserve their bad criterion, and to the brethren could be wrong. One way of fighting with suspicion is self-correction. Imam Ali (AS) said: Blessed is the man that evil itself dissuade him from the evils of the people.

B) Muslim work carries out properly: Certain people appear general rule a Muslim, not a bad thoughts and evil do not give up and not to the devious and the verdict of Islam from many vices and abominations clean. Hence, Muslims observe things from each other, as far as possible and justification must carry it on their health and refrain from carrying out deeds and words each over evil. This is another way of fighting with suspicion. Ali (AS) said: Working brothers give it their best, to make way justify that close to you. And never to speak of (mouth) brother comes out, if this is not the bad thought about it, the interpretation of goodness.

C) avoid hasty: One way to combat the suspicion is that if man is not judged immediately heard something about your Muslim brothers and not effect, but wait until it's confirmed or denied it to him. If assurance is confirmed, then effect on it. The Prophet (pbuh) said: Whenever I think "bad", (and do not realize it demonstrates and later) do not judge. Imam Ali (AS) said: O people! All the brothers knew their knowledge and religion, rock solid step in the right path puts in words and deeds, not words (bad) people listen to him.

D) Thinking on suspicion losses: another way of fighting with suspicion, thinking about the individual and social harms.

### The concept of conflict

Throughout history human life has never been free of conflict and no one can claim that it has not been or will not be met. However, with age and history of the conflict in human life, in recent years more attention has been behavioral scientists and managing organizational behavior. In dictionary Persian conflict means getting annoying each other, with both the opposition and the difference is significant. Although there is no conflict or not, something that depends on our conception and perception. So the existence of the conflict depends on the assumption, and this is one of the common definitions of the term is provided. Conflict occurs when there is no agreement in a social situation on basic matters or emotional opposition is causing friction between individuals or groups. By a process in which a conscious effort will be done to counteract the efforts, however, by blocking her way, as a result of desperate to be on track to achieve their goal or increases a means of interest rate.

Conflict is the confrontation, the conflict differ disturb each other and together and in this encounter in a way that everyone is trying to prove his righteousness or be victorious over the other

Robbins is about the conflict of definitions, including behavior that is contrary to the behavior of individuals in order to neutralize dissent. The conflict arises when an individual or group feels that his opponent is aggressive or hostile, or is in opposition, or the conflicting actions flow. The relationship between conflict and the perception is significant, because a conflict exists when people do not understand it. Thompson knows each behavior by the members of an organization oppose the conflict with the other members Conflict is to satisfy the needs of a reasonable person in the faces or in their pursuit of hopes deceived ones.

### The views expressed in the concept of conflict

It is very reasonable to say that the existence of the conflict to the conflict in role and the groups and organizations existed; in one of the schools argued that the conflict must be avoided. According to the school of thought that is supposed conflict is the destruction of the traditional view. The other two known human relations view, it argues that conflict is a natural and unavoidable result that occur in groups and do not necessarily harmful it is called, but it has the potential to be a positive force that can be made. The third view is the basis not only of conflict in the group is a positive force, but argues that conflict is essential and very necessary and increase the effectiveness and success that the school is known Interactionism view. The main role of this way of thinking about conflict is the phenomenon forcing leaders to maintain a certain level of conflict in the group work and kept the conflict to the extent that the hold group alive, creative and critical. There are three perspectives in conflict:

A) The traditional view: in the traditional view it has been assumed that conflict is bad. Synonyms of the word conflict have a negative charge, such as rebellion, defiance, destruction and irrationality that should be avoided. The view that "conflict is bad", resulting in a simple way it should be considered based on the behavior of people who are causing the conflict. Because any kind of conflict must be avoided, so should only be considered due to conflict and to improve the performance of groups and organizations, the destructive practices remedied. Although the result of research conducted in recent years confirms this view that these measures will improve the Group's performance, but people still accustomed to the same old and outdated view look to this phenomenon. In this view, a conflict is deemed unnecessary and harmful in the organization which urgently needs to be resolved and if conflicts occur, the director sees it as a personal failure

B) Human relation view: those who watched the conflict phenomena from the perspective of human relations argued that conflict is normal in groups and organizations.

Since it is natural and inevitable phenomenon was a source of conflict, therefore recommended that the school should accept its existence. Fans of the school to its existence and proof that they were spoken; they believed that it is impossible to eliminate conflict and that there are many cases of conflict of interest groups, and improves performance. Human relations perspective (about the conflict theory) of the last years of the 1940s to the second half of the 1970s was common.

C) Interactionism view: current conflict theory revolves around the view it is known to interact school (Ghasemi, 386: 2003). In this view, not only conflict is inevitable, but also for health organizations is required. In other words, conflict is not good but not bad though and depends on how the operation is run. Please with this view, attempts the existence of a conflict to minimize the negative impacts and maximize the potential positive effects of the conflict of interest.

### The process of conflict

A study of the pattern of conflict between organized groups observed, content and organizational factors determining the potential conflict between groups. Resonance characteristics of the specific relationships between groups, causing conflict occurs between groups and special events that lead to failure and frustration people are also amplified. At this stage is to understand the behavior and perception of the conflict, leading members of the group, can be caused through conflict management created the effectiveness of the organization. This is a dynamic process that can react with the senior executives continue to benefit the organization. Conflict process consists of five steps below knows:

### First stage: potential objections

**The first stage** will provide the conditions that create conflict. These conditions should not necessarily lead to conflict and include the following concepts:

1. **Communication:** Survey results show that problems in the interpretation of speech, exchange of information and the presence of immature noise in the communication channel each for the dam or barrier to communication and the precursors of conflict phenomenon.
2. **Structure:** The term structure includes the following variables, the size or magnitude group, the expertise of things that can be assigned to group members, border responsibilities, practices or leadership style, pay and reward systems and dependency groups to each other, research shows the size or large groups and are the specialty risk of worsening conflict. Also it inversely related to years of service and conflict with each other. As members of the younger and more employees are moving, the greater will be the possibility of conflict
3. **Personal variables:** the right of the causes personality and behavioral features, mood value systems that are unique and different in each individual.

It should be noted in order to avoid a repetition of the arguments explaining these variables is fully referenced in individual behavior.

### Second stage: Understand and emergence of conflict

These conditions would fail, will provide the possibility of realization of potential opposition. This situation can only become that one or both parties to the conflict, damaged or become aware of it. But conflict does not mean that aspect of our personal data. When man becomes emotionally involved and both sides suffered anxiety, stress and hostility that disagreement and incompatibility is perfectly sense

### Third stage: plans or intentions

Intend to do, ie, space between thought and feeling on the one hand and on the other hand his is apparent behavior. Here plans or intentions; namely, the decision to do specific manner, in other words the person must know how to react other than your own behavior and be aware of the intention of the other party. A lot of contradictions and conflicts that arise in a group, another group are accused of having intent or bad faith. Apart from that there is the intention or the intention of the person and his behavior. So, what one does reflects the intention of him.

### Stage IV: behavior

Most people when they think about the conflict or opposition protesters to conduct their attention. Perhaps this behavior is a manifestation of the conflict. This includes tools opposition, action and reaction and opposition parties. At this stage of the conflict virtually overt act and type of work is such that the intention or the intention is different.

## RESULTS AND CONCLUSION

There is an obvious conflict and practices recourse to it (or find a solution) leads to clear results. This result can be constructive, which means that the existence of a conflict of enhanced performance group. On the contrary, it is possible to block opposition groups and thus bring destructive.

Conflict in organizations is considered normal can never completely remove it, and not necessarily bad. Conflict has positive aspects and leads to the creativity, innovation and changes it. If organizations are to be kept away from conflict, apathetic, inert and are reluctant to change. However, all conflicts are not particularly helpful or constructive. When managers talk about the problems they conflict mainly to the impact of conflict and resolve issues arising from that point. It is true that conflict management involves both stimulation techniques and methods of resolving conflict are disagreements. Among the factors influencing the conflict is suspicion in the organization. In fact, suspicion of intent and pessimism without any or adequate reasons and can have a variety of organizations and society. This does not mean that people with bad intentions do not exist, but in the sense of having a negative attitude about the motives of others without evidence is required. This suspicion encompasses beliefs, negative emotions and extreme distrust to the benevolence of others. Such suspicions may have an overall, managers or senior executives of an organization intent on implementing measures and organizational

changes. The importance of this point is that the atmosphere of mistrust and actually produces a movement motivated and destroys active participation in organizational change and initiatives.

### CONFLICT OF INTEREST

Authors declare no conflict of interest.

### ACKNOWLEDGEMENTS

None.

### FINANCIAL DISCLOSURE

None declared.

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