The Survey of Relationship between Personality Characteristic of Employees and Organizational Conflict (Interpersonal) in Governmental Organizations of Kerman, Iran

Sanjar Salajegheh and Nasrin Pirmoradi
Member of scientific board, Management Department, Islamic Azad University of Kerman, IRAN

Abstract

*Background: In the current era, recognition of people personal characteristics in different situation of life is very necessary. The studies show that individual difference and personality of people is one of the reasons of conflict in organization. In other words, conflict is due to the disagreement of people in goals, subjects, opinions and similar cases. The method: this research was done by using cross-sectional studies and correlation method in 2007. From 12 organizations of governmental organization, 250 employees were the sample of the population of 1984 people in this study. This research was done by questionnaire that its validity and reliability was evaluated. The data were analyzed by using SPSS software, Pearson and Kendall's correlation tests and log-linear analysis after collection. **Findings:** between the personality characteristics of control focus of employee and their authoritarianism and organizational conflict (interpersonal) there was a positive significant statistic relationship. In other words, interpersonal conflict will increase, if willingness of individual were toward introversion and authoritarianism of staff were increase. There was a significant negative relationship between staff's personality characteristics, self-esteem and compatibility with their position and organizational conflict (interpersonal). I.e. the rate of interpersonal conflict will decrease if self-esteem and compatibility increase according to staff's position. Conclusion: To understand different level of staff's performance, recognition of difference in attitudes, perception, mental and physical abilities and personal features are very important and lead to reduction of organization conflicts.*

Introduction

In many organization, conflict is a significant problem, maybe, it's not powerful everywhere to destroyed the organization, but it can influence an organization performance or provide a situation in which organization loses its sufficient employees[1]. "Cohen" considers the conflict in organization as the factor of breaking up the partnership or a threat to it and believes that conflict have both natural in organization and expectable in individuals communications [2]. So conflict is an inevitable matter and nobody can claim that she/he isn't or will not face with it. Basic note is our attitude towards conflict, correct reaction about it and recognition of its right or wrong base in term of its base and suggesting o logical solution to optimal utilization of it[3]. So control the conflict is important neither suppressed nor let them to be critical or got out of control[4].

Recognition of conflicts causes lead to find probability solutions, consequence of conflict can detriment for organization whether in employees and employers disputes, conflict in different unit of an organization or interpersonal conflict[5]. Awareness of personality differences between people in an organization can help managers to solve many problems. When they accept human's difference in term of their innate and acquired abilities, they won't expect same treat of all staff. So, in order to avoid from conflict between personal features and their needs to organizational requirement, according to talent and skill of people, must put them in the right job. Nature of this conflict and their solutions should be clear for managers to optimize commitment and performance of employees[5].

Meanwhile it should be noted that due to organization's spread in quantitative and qualitative aspects, a situation has been provided in society that make the organization to attempt for increasing performance and gain customer satisfaction. Awareness of personal features that lead to high operation of conflict, gain customer satisfaction and increase organization performance is important matter to do the research about personal features of staff and organizational conflict. Meanwhile in present research, researcher consider relation between personal characteristic of staff that include locus of control, self-esteem, position compatibility and hegemonism in Robbins's approach and organizational conflict (interpersonal) in Kerman governmental organizations.

Methodology

Survey method: Present descriptive research in the kind of

correlation that has been done cross-sectional and surveyed the relation between the variations related to personality characteristics of employees and organizational conflict. The population was 1984 employees from 12 of Kerman governmental organizations and according to their activities classified in 3 groups: infrastructure and manufacturing, cultural, educational and research group and headquarter group. The sample mass was chosen by using Cochran formula and stratified random sampling according to the size of each classification that is equivalent to 250 persons with following assumptions.

$$n = \frac{\dfrac{z_{1-\alpha/2}^2 \cdot p.q}{d^2}}{1+\dfrac{1}{N}\left(\dfrac{z_{1-\alpha/2}^2 \cdot p.q}{d^2}-1\right)} = \frac{\dfrac{(1.96)^2.(0.5).(0.5)}{(0.058)^2}}{1+\dfrac{1}{1984}\left(\dfrac{(1.96)^2.(0.5).(0.5)}{(0.058)^2}-1\right)} = 250$$

Z: percentile nine hundred and seventy –five thousands in normal standard distribution: Z=1/96. O: error or the probability of committing a type I error: α=0/05. q: the proportion of population units with desired feature: q=1-P, P = 0/5. d: the maximum considered estimation error : d=0/058. N: population size: N=1984.

In order to collect the required data, we used questionnaire. The revised questionnaire of personality characteristics is including 24 questions and is base on the dimension locus of control (introvert, extrovert and composite), self-esteem, compatibility with position and hegemonismand has been designed in 5 options (totally agree, agree, relatively agree, disagree, totally disagree) and each dimension has been evaluated by middle questions of questionnaire. Thus, grades of less than 3 are related to external control, self esteem and compatibility with

position, low and lowest hegemonism, the grade 3 related to combined control focus, self esteem, compatibility with position and average hegemonism and grade more than 3 are related to internal control, self esteem, compatibility with position and high or highest hegemonism.

For evaluating the organizational conflict value (interpersonal), the self -made questionnaire of researcher which had 30 questions was used. The conflict value of subjects was categorized between grades 1 to 5. So that the lowest was 1 and the highest was 5. The organizational conflict value is evaluated with middle of question. So that the grade less than 3 related to low and lowest organizational conflict, score 3 related to average organizational conflict and more than 3 related to high or highest organizational conflict.

For evaluating the validity of questionnaire, experts judgment method was used and questionnaire were give to 5 experts with an introduction and according to considered questions for mentioned variables, they were asked to distinguish the admissibility of questions by using 5 options totally fit, fit, relatively fit, unfit and totally unfit. After returning, the questionnaire consider by using statistical methods, finally the validity of personality characteristics questionnaire was 93/35% and the validity of organizational conflict questionnaire (interpersonal) was 92%.

For determining the reliability of measurement tool, retest was used. The questionnaire was collected and distributed within 10 days and between a 10 persons sample. Then the correlation between first and second grade of each person was calculated by Kendal and Spearman's correlation coefficient and validity coefficient for personality characteristics questionnaire was relatively 89/9% and 96% and for organizational conflict questionnaire (interpersonal) it was relatively 85/4% and 93/6%. After entering the raw data to SPSS software, first, the value of personality characteristics dimension (control focus, self-esteem, position compatibility and hegemonism) organizational conflict (interpersonal) were calculated by using description statistics (abundance, average, middle and mode)

Table -1
Description of dimensions of personality characteristics variables in Kerman governmental organizations

Dimension	Average	Middle	Mode	Lowest	Highest	Unanswered	Numbers
Locus of Control	4/1847	4	4	1	5	1	250
Self-esteem	4/1532	4	4	1	5	2	250
Position compatible	3/8163	4	4	1	5	5	250
Hegemonism	3/902	4	4	1	5	5	250

Table- 2
The description of organizational conflict value determining (interpersonal)

Variable	Average	Middle	Mode	Lowest	Highest	Unanswered	Numbers
Organizational conflict (interpersonal)	3/4116	3	4	1	5	1	250

In order to demonstrate or refuse research assumes, Kendal and Spearman's correlation tests were used. Presence or absent relation between personality characteristics and organizational conflict (interpersonal), however, obtain by mediate variable (background information) of log-linear analysis.

Result and Discussion

Founds: Describes statistic analysis about background information of subjects

Table- 3
Abundance and percentage respondents in term of background information

Variable	Abundance	Percentage
Organization type:		
Headquarters group	9	3.6%
Culture, educational and research group	74	29.6%
Infrastructure and manufacturing	164	66.8%
Gender:		
Male	92	36.8%
Female	158	63.2%
Married status:		
Unmarried	32	12.8%
Married	216	86.4%
unanswered	2	0.8%
Educational position:		
Below diploma	4	1.6%
Diploma	53	21.2%
AA degree	48	19.2%
BA degree	114	45.6%
MA degree	31	12.4%
Employment status		
Formal employee	144	57.6%
Conventional employee	106	42.4%
Age :		30.4%
Low or equal with 30	76	36.4%
31-40	91	31.2%
41 and more	78	2%
unanswered	5	
Experience background:		
Low than 5	59	23.6%
5-10year	48	19.2%
11-20 year	71	28.4%
20 and more	70	28%

Description of personal characteristics variable: According to abundance distributions, 79% of staff that had introverted or high introverted characteristics (figure 1) had high or higher self-esteem (figure 2). Also 67% of subjects had compatibility with average or highest position (figure 3) and 62% had high or highest hegemonism characteristic.

According to ranking average, however, the most distribution of control focus was in infrastructure and manufacturing organizations, the lowest distribution of self-esteem was in cultural, educational and research organizations, the most distribution of employee's position compatibility was in headquarter organizations and the lowest distribution of employee's hegemonism was in headquarter organizations.

Description of organizational conflict variable (interpersonal): According to abundance distribution, the results show that the middle of employee's organizational conflict in cultural and educational organizations was equal to 3(middle) and in the rest of groups were equal to 4(high), and distribution of employee's organizational conflict also were same in all groups. Furthermore, employee's organizational conflict value (interpersonal) was between average and high.

For demonstrate the assumptions, i.e. determine relation between personality characteristic (locus of control, self-esteem, position compatibility and hegemonism) and organizational conflict (interpersonal), and following results were obtaining:

According to the scattering figures, there are a significant direct relation between personality characteristic of control focus and organizational conflict variable (interpersonal). In other words, when a person tends to more internal control focus and more hegemonism, the value of organizational conflict (interpersonal) were increases.

There are reverse significant relation between personality characteristic such as self-esteem and employee's position compatibility to organizational conflict variable (interpersonal). In other words, the value of organizational conflict decreased when the self-esteem and position compatibility of employee were increased.

In present research log-linear analysis was used to determining relation between personality characteristics and organizational conflict (interpersonal) with mediate variables (gender, married status, educational value, employment status and age and experience) and these results describe in table 5:
Independence: $\perp$ dependence: $\perp\diagup$

Discussion: Research conclusion and founds show this truth that there is a relationship between employee's personality characteristics and organizational conflict's solutions and its deal with manager's personality" found that some of personality characteristics effect on detection of conflict. Peoples who have personality type A, for example, conflict (interpersonal) in Kerman governmental organizations. This result is correspondent with other researchers such as "lotfali Fourozan far" in his MA thesis of Alzahra University as "the survey of organizational can play significant role than peoples with type B in conflict creation, they are nervous, competitive and hasty, and these personality characteristics can lead to specific behaviors. So, according to know these characteristic, researchers offer that people should be assigned to jobs which are correspondent with their personality characteristics and eventually it will make self-

satisfaction of life and job[6]. "Baron" has pointed to the impact of person's intrinsic factors on conflict in his investigative study as "personality and organizational conflict and he believe that: personality characteristics cause specific intentions than incidence and resolving conflict. Thomas" in his researches found this result that a group of intentions and characteristics have a basic role in event of conflict and "Daft" believes personality characteristics of person are important in innovation, intensifiesand insist on conflict[7]. In survey of detailed levels of research.

Table-4
The relationship between employee's personality characteristics and organizational conflict (interpersonal) by using the Kendal and Pearson's correlation coefficient

Personality characteristics	Organizational conflict (interpersonal)				
	Kendal			Pearson	
	Correlation coefficient	p-value	Abundance	Correlation coefficient	p-value
Locus of Control	0/12	0/018	249	0/153	0/000
Self-esteem	-0/115	0/030	248	-0/186	0/003
position compatibility	-0/111	0/034	245	-0/197	0/002
hegemonism	0/127	0/05	245	0/110	0/016

Table- 5
The relationship between employee's personality characteristics and organizational conflict (interpersonal) and mediator variables by using log-linear analysis

Personality characteristics / Organization conflict B	Control focus A1	Self-Esteem A2	Position compatibility A3	Hegemonism A4
Gender C	$C \perp B \perp A1$	$C \perp B \perp A2$	$C \perp B \perp A3$	$C \perp B \perp A4$
Married D	$D \perp B \perp A1$	$D \perp B \perp A2$	$D \perp B \perp A3$	$A4 \not\perp B \mid D=1$ Married=1 $A4 \perp B \mid D=2$ Unmarried=2
Educational status E	$E \perp B \perp A1$	$E \perp B \perp A2$	$E \perp B \perp A3$	$A4 \not\perp B \mid E=1$ AA and Low=1 $A4 \perp B \mid E=2$ BA and Up=2
Employment Status F	$F \perp B \perp A1$	$F \perp B \perp A2$	$F \perp B \perp A3$	$A4 \not\perp B \mid F=1$ Formal=1 $A4 \perp B \mid F=2$ Informal=2
Age G	$G \perp B \perp A1$	$G \perp B \perp A2$	$G \perp B \perp A3$	$G \perp B \perp A4$
Background Experience H	$H \perp B \perp A1$	$H \perp B \perp A2$	$H \perp B \perp A3$	$G \perp B \perp A4$

The statistical calculations show that there is a positive significant relationship between personality characteristics such as employee's control focus to organizational conflict (interpersonal). When the value of employee's control focus was increase (introversion), the rate of organizational conflict (interpersonal) was increased too." Nicholas" (1994) in a research suggested that "Rater" in 1966 was described control focus as believe to control on events. I.e. to what extent a person has control on the occurrence of events or external factors such as chance, fate or others[8]. Researchers have shown that people with internal control focus are active, hardworking, responsible, hopeful and optimist. They attribute the result of works to themselves and put their self as a base for success or failed, its value is different in persons [9]. Obtained results in this research show that most respondents have internal control focus. People with internal control focus are better employees than people with external control focus but excess in being internal like being external may be defensive and misconduct and causes tension[10]. In Yong classification (introverts and extroverts), revenge and malice are common characteristic of introverts [11]. "Lzang" obtained to this result in his researches that introverts are neurotic, and their feelings are hurt soon and don't like social communication and most of the time they are nervous and insist on something[12]. These behaviors are impressive in formation of conflict. Introverts are often more successful than extroverts because they have more position view about failure and have more satisfaction from success. Extroverts have more tendencies to encountering with stressful events and conflicts with solving problem method especially when they have control on that stressful event. Extroverts willing respond to stressful event which can be controlled with fantasy and wishful thinking[13]. Jaafari in his MA thesis obtained to this result that extroverts with lowest stressed encounter in organization, try to get far from the organizational conflict[14].

According to Anger's study and others, people with internal control resource have high self-esteem. In addition, in competitive environments where skill and trust of people are low environments and conflicts are high in their relationships, control on others can be reparative reaction against lack of control over the environment[15]. It seems that control focus can be as a basic to increase of productivity for human resources and organizational performance by training, providing work attitude, physical and mental health, understanding and control the organizational conflict and interpretation of many behaviors in organization, selection and appointment of persons for special jobs and responsibilities, providing anxiety system and proper reward, correct evaluation of managers and employees[10].

The result of present research shows that there is a negative significant relationship between personality characteristics such as self-esteem and organizational conflict. The decrease of employee's self-esteem causes the disputes and increase of organizational conflict, people who have high organizational self-esteem consider themselves important valuable and significant and as the average, they are more effective than people with low organizational self-esteem. They have better attitude about their employer and less think to leave their job and this causes reduction of organizational conflicts and tension. Ranjbaran[16] came to this conclusion in his master's thesis that self-esteem has a positive relation with responsibility and hard working. People with high self-esteem are aware of their strengths and weaknesses and trust their abilities and think they are worthy and deserving of successes and know the result of their work worthy. Also in present research, most respondents have high self-esteem and the results show that organizational conflict (interpersonal) will be reduced with increasing self-esteem of employees.

"Sheldon" in his research found that the root of many incompatibility and disputes in employees is related to suppress their self-esteem. In today' organization the workers loses their identity and their name and is as a toothed wheel in the car and treated like material or things and suppress his/her individuality and become fierce by losing self-esteem and they hate of their boss[12]. With high self-esteem, people stand against problems and in few situations person with self-esteem is submitted and doesn't use whole power. According to applied survey, people with high self confidence are stand against problems than other who hadn't. With high resistance, possibility of success is more[17]. Anyway, self-esteem impacts on job and position of person in organization and while performing duty, the quality and quantity of work is affected by person's self-esteem value[18].

The result of present research shows that there is a negative and significant relationship between personality characteristics such as employee's position compatibility to organizational conflict. When employee's position compatibility is increase, organizational conflicts are decrease. The purpose of position compatibility is tendency to adjust our behavior according to position and reaction of others[19]. People, who have these characteristics, treat differently with different people and different positions[20]. They reveal more sensitivity about environmental signs and marks[21]. Walter reaches to this result in his researches that people with high position compatibility, do their tasks indirectly in different situations and are sufficiently self-reliant. They trust to their judgments and are responsible for their decisions, they accept criticism with hospitality and then offer disagree with their decisions and believes, they won't be disappointment[22]. Compatible person is who shows his/her feeling explicitly without losing personal control and also show whatever that makes him/her upset[23]. Dembo and Loren in their research found that self-esteem and feeling of security are the most characteristics of Compatible person. Compatible person don't feel danger from others and are pessimistic about others and are able to communicate with them and also Compatible person respect to themselves and consider themselves valuable and accepted by people and can easily have satisfactory relationship with persons[24]. It seems that this is the underlie for tension and conflict between persons. The finding of this research implies that when employee's position compatibility is increase organizational conflicts are decrease and this result is

correspondent with the result of Mrs. Bazl. He in her MA thesis found that when strong incentive for human become a dam by some consequences that cannot be overcome through, people conflict and as a result are required to some methods that can finish this conflict by considering mental health and growth of personal organization[25].

Generally, compatibility with success emphasis that needs and desires of a person must be harmonious and balanced with interests and wants of people who are working together in an environment and harsh and direct conflicts with term and interests of individuals must be prevented. Need to preserve the foundations of social life and career causes no alternative but to adapt it. It means that human accepts that these restrictions are inevitable and try to be match with them.

Another result of this research is a positive significant relationship between personality characteristics such as employee's hegamonism with organizational conflict. With increase of employee's hegamonism, organizational conflict increase. Adorno in his research about characteristics of authoritarians found that they are looking for control and leading their subordinates and submit in front of bosses and managers. Mentally, they are inflexible and fear form social changes and are narrow-minded about reaction to the others and are harsh and hostile to some barriers that they deal with[26]. In this regard, Robins states: some evidences show that some kinds of personalities such as those who do not have much credibility and high level of self-respected and dogmatic, oppose to their colleagues and with enlarging a small difference that may arise, make conflict[27]. People who have aggressive character in organization and have a bad behavior with their colleagues,it is not a reason that they are bad,they just have some principles which are holy for them . People who are rough and have offensive state, often make "conflict cores" around themselves [28]. In view of "black", authorization makes the most conflict and contention in organization in their daily encounters with their other colleagues. In these people, there are surly a variety of psychological disorders that causes their mental imbalance in the work environment[29]. In this research, employees have high hegemonic feature.

According to the result of pervious and present researches, we can say that one of the reasons of conflict in organization is difference in people personality. Human is different in term of physical and mental strength, feeling and perceptions, intelligence, memory and moral. These different in personal and personality are cause conflict in same activities between them. I.e. the differences are cause conflict in social and organizational behavior[30]. So, by discussing about theoretical arguments that are about 4 investigative components, we can describe that there is a relationship between employee's personality and organizational conflict in Kerman governmental organizations. Meanwhile, it is suggested to that due to the relationship between employee's personality characteristics and organizational conflict, recognition and survey of personality

characteristics is a basic task for some purposes such as selection, guidance, leadering and soon. The final result is that due to the inevitable conflict between persons in organizations, managers cause conflict as opportunities for changes because disagreement and differences can be useful for organization if we deal with them correctly. For control and guidance of organizational conflicts between persons, managers can increase the employee's trust with respecting to them, believes of them and compliance with laws and regulations and in this state, they can provide a field for obedience from guidelines. Because it seems that managers can control and guidance the present conflict by using mentioned fielding.

Conclusion

In present research, researcher consider relation between personal characteristic of staff that include locus of control, self-esteem, position compatibility and hegemonism in Robbins's approach and organizational conflict (interpersonal) in Kerman governmental organizations. Research conclusion and founds show this truth that there is a relationship between employee's personality characteristics and organizational conflict's solutions. In other words, interpersonal conflict will increase, if willingness of individual were toward introversion and authoritarianism of staff were increase. There was a significant negative relationship between staff's personality characteristics, self-esteem and compatibility with their position and organizational conflict (interpersonal). I.e. the rate of interpersonal conflict will decrease if self-esteem and compatibility increase according to staff's position.

So, to understand different level of staff's performance, recognition of difference in attitudes, perception, mental and physical abilities and personal features are very important and lead to reduction of organization conflicts.

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