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THE RELATIONSHIP OF THE APPLICATION OF THE PRINCIPLES OF TOTAL QUALITY MANAGEMENT ON ORGANIZATIONAL CONFLICT IN THE GENERAL DEPARTMENT OF YOUTH AND SPORT OF KHORASAN RAZAVI

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ABSTRACT
The aim of this study is to investigate the relationship of the application of the principles of Total Quality Management and Organizational Conflict in the General department of Youth and Sports of Khorasan Razavi province. This study has been carried out with the method of descriptive-survey. Statistical population consists of all employees, managers and experts of the Departments of Youth and Sports of Khorasan Razavi (N =132) and the Statistical sample is equal to statistical population, but due to the fact that some of the questionnaires wasn't returned, the final sample is equal to (n =111). To collect data, two researcher-made questionnaires of principles of Total Quality Management containing ten components (Top management support and Leadership, training and employee recognition, empowerment of employees and teamwork) and questionnaire of organizational conflicts (interpersonal) that their validity was confirmed by a group of professor and their reliability was obtained by using Cronbach's alpha, respectively, as 0/94 and 0/95. The findings of the present study were analyzed in both descriptive statistics (mean, frequency, standard deviation) and inferential statistics using correlation tests, and SPSS 16 software. In this study, three out of ten principles of Total Quality Management (Top management support and leadership of organization, training and recognition of employees, empowerment of employees and teamwork) were studied and there is negative (inverse) and significant correlation between them and organizational conflict (interpersonal). In fact observance of all three factors reduces conflict within the organization and provides a good environment for employees.

Keywords: *Total Quality Management, Interpersonal Conflict, Youth and Sports General Department of Khorasan Razavi*

INTRODUCTION
In the world full of transformation today where the organizations compete more strongly with each other, a large part of the energy is devoted to human resource because it has been understood that people within the organization are the main reason to stay in the competition. Attention to human resources in organizations in recent years has dedicated a large part of the time and asset of pioneer organizations (Soltani, 2007). Cooperation and sympathy among them are essential factor of success in organizations. Healthy relationships and without any haze and organizational cooperation, including the underlying factors that produce goods and services in all sports organizations, business, industry and education is essential. Healthy relationships without any haze and organizational cooperation are the essential factors that are needed to produce goods and services in all sports organizations, business, industry and education. Human is the main source of this cooperation, establishing healthy relationships, lack of cooperation, conflict and organizational conflict (Karami and Goudarzi, 2006). One of the outstanding features of today's organizations is constant change. Unstable economic conditions, a lot of technologies, global competition, work force diversity and new organizational structures are only some of the factors that constitute this period of instability. In addition, the integrated changes in society, in the family or in the company and organizations generally cause conflicts (Malakouti, 2014). Conflict is the difference in

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achieving the organization's objectives. Conflict is inevitable and it isn't necessarily urgent for the organization. Conflict can increase creativity and promote innovation and change; it may waste energy and reduce organization resources. To proper management of conflict, managers must recognize it as a permanent force and they can manage it by constructively and appropriately dealing in order to keep on dynamic organizations. Therefore, the ability to handle phenomenon of conflict in the organization is the managers' most important skills and this is the issue that modern managers need it (Montana, 2001). In this regard, Total Quality Management is one of the management systems that has new perspective toward the human factor in the organization. The success of Total Quality Management programs is thought to be based on dynamic organizational culture that provides necessary context for full participation in efforts to improve the quality (Rezaeenejad, 2001). Total Quality Management principles have been accepted widely in the world as a tool to improve organizational performance, to improve organizational nature, and as how to deal with special challenges (Assad *et al.,* 2003).

Total Quality Management has great position in the modern developed world it has been met widely accepted. This type of management seeks a transformational management method and wants to have authority and responsibility to make a decision in all sectors and Total Quality Management wants to motivate staff. The emphasis of total quality management system is to enhance customer satisfaction or consumers through systematic management of methods and attitudes in process of continuous improvement (Robbins, 2009). One of the major factors that lead to the loss of talents of manpower is the organizational conflicts (interpersonal) that results in conflicts of groups and organization. A normal amount of organizational conflicts (interpersonal) is necessary to foster creativity and generate new ideas in organizations, but if the conflict becomes too unbalanced, organization will be facing a crisis. Nowadays the organizational conflict and its management is the issue that has attracted the attention of managers that has made the energy of organization and talents of employees wasted; and factors of production and human resources instead of combining with each other to achieve organizational goals, they waste the physical and human capital. Physical Education Organization as one of the organization which is responsible for sport has always faced conflicts and this is not pleasant due to the intense interest of the people to exercise and sporting activities and people's expectations that our sports teams win global platforms and gain international fame, and it isn't also pleasant for sports organizations and those involved in sport. So sports organizations should eliminate disruptive and annoying factors in order to use the maximum physical, mental and intellectual power of employees in the development of sports and achieving global honors in the country (Eshraqi, 2007). It is therefore, essential to make fundamental changes in the current management methods of the Department of Physical Education and managers should use dynamic and transformative systems rather than traditional management practices.

Nowadays, Total Quality Management is so important that the most advanced nations considered it in their organizations whether in industry sector or in the education. Unfortunately, however, this method of management hasn't been considered seriously in most countries. Nowadays, organizations have found that it is essential for their survival to upgrade the quality so as to maintain their outstanding position in the world arena (Deborah, 2000).

It is thought to conduct this study because of the central role of sport and physical education in the community and organizations and direction of progress in other sectors and the important role that the management practices play in improving the functions of managers and employees of the Department of Physical Education and the importance of interpersonal conflict in increasing or decreasing the efficiency of the organization, and thus the researcher wants to answer the question of what is the relationship between the principles of Total Quality Management and organizational conflicts (interpersonal) among employees of Physical Education department of Khorasan Razavi?

Applying the principles of quality management as a philosophy and principles of leadership and presenting appropriate solutions and the integration of process-oriented approach prevent organizational conflicts and simplify its management.Organizational conflict is inevitable due to environmental changes; there are several mechanisms to prevent and management of organizational conflicts, one of which is total quality management. Total quality management improves the organization by its tools and models and

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creates competitive advantage for the organization and prevents destructive conflict. This system helps managers and authorities in the event of conflict to optimally manage and resolve it (Malakouti, 2014). A small number of studies has been conducted on total quality management and organizational conflicts (interpersonal) in the English language that most of them are descriptive and experimental and researchers in the country haven't addressed this issue and this is one of the reasons for the importance of addressing this issue. Moreover, according to the General Administration experts of Sport and Youth of Khorasan Razavi province, conflict as an important issue and even as a crisis in recent years has been disruptive to the organization and it has lost efficient manpower and reduced the performance and efficiency, it is necessary to take measures in order to prevent negative crises such as conflict and manage properly, on the other hand, total quality management system is a system of problem-detection and crisis-detection, according to this and the role of total quality management in the prevention of organizational crises management in this study, it is tried to discuss about the application of the principles of total quality management on organizational conflicts (interpersonal) to manage organizational conflicts and control them in parallel with the goals of the Ministry of Sports, it also improves the efficiency and productivity of organization and stops efficient manpower's leaving the organization.
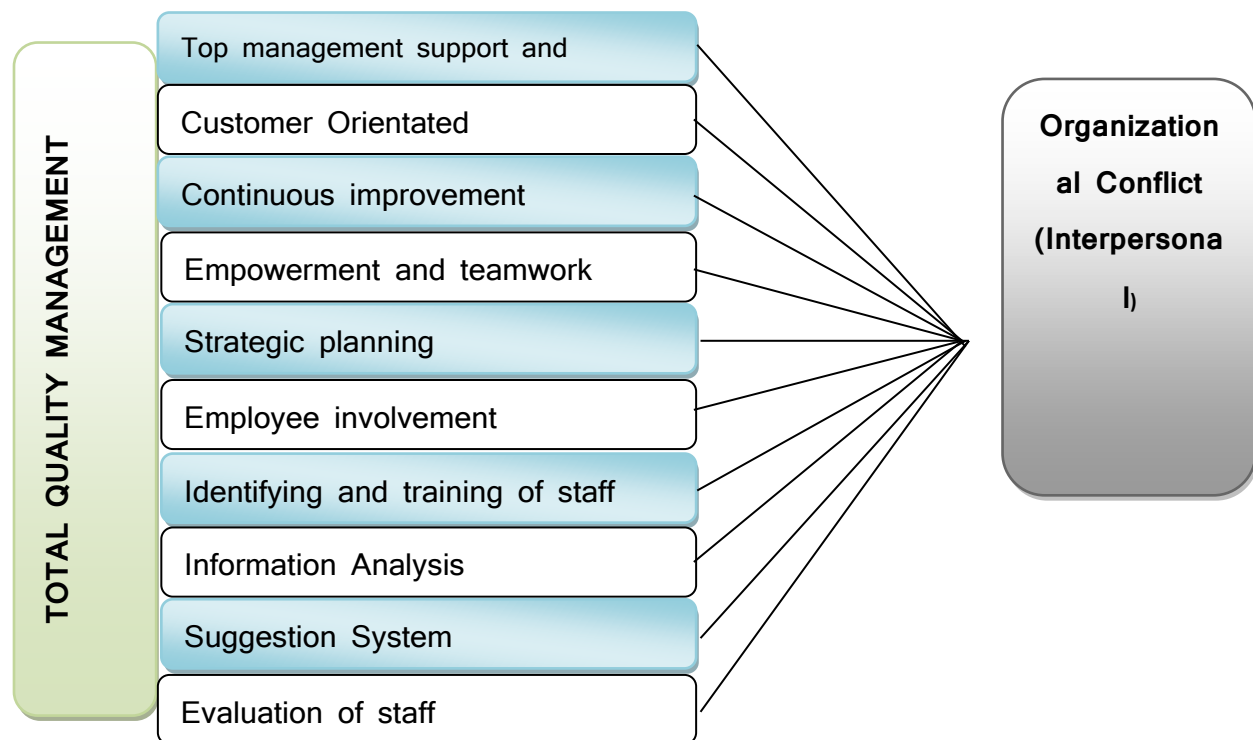
Conceptual Model

Figure 1: Conceptual Model of the Relationship between the Principles of Total Quality Management and Organizational Conflicts (Interpersonal) – Taken from Paper (Lee Tae *et al.,* 2008)

This model has been taken from the article of Lee *et al.,* (2008) entitled "Are the principles of total quality management affect on the stressful factors". Components of the model as seen in Figure 1 includes ten principles of Total Quality Management and Organizational Conflict (interpersonal), which in this study, the relationship between the application of the principles of total quality management and organizational conflicts (interpersonal) among employees of youth and Sports General Directorate of Khorasan Razavi

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province is measured. In this study we investigate the relationship between the three principles of the ten principles of total quality management (Top management support and Leadership, continuous improvement, empowerment and teamwork) and organizational conflicts (interpersonal).

The basic principles of total quality management have been proposed by many authors who have commonalities in many ways but the following three principles are discussed in this study.

Top Management Support and Leadership

As it has been specified by quality experts (Deming 1986, Juran 1986), management Leadership is an important factor in the implementation of total quality management. Because it improves the performance by affecting on other actions of total quality management (Wilson and Collier, 2000).

Employee Training and Recognition

One of the important activities that are done in the organization to implement total quality management is training activities. Personnel Training in various stages of implementation of total quality management model is emphasized, although it will be very costly and expensive for the organization. Training must be relevant to the needs, expectations and business processes and planning should be done accurately and its effectiveness and efficiency must also be reviewed (Alipur, 2007).

Training is a vital part of TQM, and it is one of the key elements of total quality that most people experience it. The success in implementing TQM directly depends on this issue in how personnel use of training (Sivoshi, 2007).

Personnel Empowerment and Teamwork

Employee empowerment is a process through which a culture of empowerment develops so that goals, objectives, boundaries of decisions and the results of their efforts are shared throughout the organization. Employee empowerment is an essential tool of management in which empowerment has been known as delegation of authority and the role of their organization that this discretion whether should be granted to the person or it should be considered in the role of his organization.

This empowerment means individual's enthusiasm to take responsibility of a word that was officially changed to accountability for the first time (Nader *et al.,* 2007). Empowerment is one of the powerful tools of total quality management and human resource management that promote quality culture in the organization.

Empowering gives the personnel motivation and brings commitment, satisfaction and loyalty to the (Karia and Ahmed, 2000, Geralis and Terziovrski, 2003).

Pirmoradi (2007) in a study on the relationship between personality characteristics of personnel and organizational conflict found out that there was a positive significant relationship between personality traits and power seeking control of personnel and organizational conflicts (interpersonal). This means that as people have a tendency toward introversion and the power of personnel increases, the level of interpersonal conflict.

Ozkalp *et al.,* (2009) in a study in Turkey named as conflict management styles achieved two important results, the first result is integration and cooperation, and the second one is compromise of conflict management styles of the managers used in Turkey. Another important finding is compulsory conflict management styles which are variable according to the change in managers' condition.

The study results of Lee Tah *et al.,* (2009) show that there is a (negative) significant correlation between methods of Total Quality Management (leadership, strategic planning, customer focus, attention to human resources, management methods and analysis of information) and role conflict.

Abrunhosa *et al.,* (2008) in a study examined the relationship between TQM and innovation. The results showed that there is a positive relationship between TQM principles and technical and specialized innovation. The results of Harnesk *et al.,* (2007) study suggest that institutes should find a balance between contradictions by doing researches in this area, the issues that are significantly problematic for some leaders.

And it seems that it has been run with a useful method. Although these conflicts have caused great concern in TQM research, they are rarely discussed in the management theoretical literature; therefore they need to be considered.

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MATERIALS AND METHODS
Research Method
The present study is descriptive survey, and it is applied research in terms of purpose, it has been conducted by the method of field. With regard to the topic, objectives, hypotheses and information about it, it is a correlation method.

The population of this research includes all employees in the Department of Physical Education in Khorasan Razavi province, according to Statistics of the Department of Physical Education in Khorasan Razavi province, 132 employees are busy in the form of formal and informal (contracting), they work in all positions including director, Vice President, experts and employees.

Due to limited population, the total population was studied and it is called census method used in this study, and all employees in physical education of Khorasan Razavi Province as a sample were studied. According to the objectives of research, data collection has been conducted by using two questionnaires of principles of total quality management and organizational conflicts (interpersonal) made by the researcher.

Questionnaire (a), the researcher-made has been used to assess the total quality management principles, and its reliability and validity has been determined, consisting of 40 questions respectively. Questionnaire (b) has been used to measure organizational conflicts (interpersonal), the researcher made and its validity and reliability have been measured and it includes 30 questions that have been scaled in 5 degrees from very high to very low.

Given that measurement tool in this study is in the questionnaire, and then it has been distributed and collected after ensuring the validity and reliability. Out of 132 questionnaires distributed, 111 Questionnaires were received and analyzed. Organizational Conflict questionnaire (interpersonal) and Total Quality Management (TQM) were given to some of the faculty members of Physical Education College and Management College of Allameh Tabatabai University, after studying the suitability of the questionnaire, its face validity was confirmed.

Cronbach's alpha coefficient has been used to measure reliability of the study, the reliability coefficient was obtained by using Cronbach alpha for the principles of Total Quality Management is (94%) and organizational conflicts (interpersonal) is 95%. In this study, descriptive statistics such as mean, frequency, standard deviation and charts and tables have been used. Kolmogorov and Pearson correlation coefficient has been used in the statistics.

RESULTS AND DISCUSSION
Findings
Table 1 shows the distribution of subjects according to sex, as it can be seen out of 111 subjects in this study, 65/8% percentage of subjects were men and 2/34 percentage of them were women.

Table 1: Distribution of Subjects According to Sex

Sex	Frequency	Percentage
Female	38	34.2
Male	73	65.8
Sum	11	100

As it can be deduced from Table 2, one person has an under-diploma degree, the minimum number of participants that constitutes 0. 9 percent of the statistical sample, and the majority of participants were 64 people who had a Bachelor's degree and they were 57/7 %, as well as more staff are working with a Bachelor in Physical Education of Khorasan Razavi province.

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Table 2: Distribution of Subjects According to Education Degree

Level of Education	Frequency	Percentage
Less than High School Diploma	1	0.9
High School Diploma	14	12.6
Associate Degree	18	16.2
BA	64	57.7
M.A and Higher	13	11.7
Not Answered	1	0.9
Sum	111	100

Table 3 shows the distribution of participants in terms of work experience, as it can be seen that the greatest number is 33, equivalent to 29. 7 percent that had more than 20 years of experience and the minimum number is 24 people, equivalent to 21.6 percent whose experience was between 5 and 10 years.

Table 3: Number of Participants in Terms of Work Experience

Work Experience	Frequency	Percentage
Less than 5 years	29	26.1
From 5 to 10	24	21.6
From 10 to 20	25	22.5
More than 20 years	33	29.7
Sum	111	100

Descriptive statistics of organizational conflicts (interpersonal) variables of subjects are stated in Table 4. The data shows that the range of organizational conflict (interpersonal) in the sample group fluctuates between 30 and 147. The average of organizational conflicts (interpersonal) subjects is 81.49. So, it can be concluded that organizational conflicts (interpersonal) in Department of Physical Education of Khorasan Razavi province is moderate.

Table 4: Test Results of Average Level of Organizational Conflict (Interpersonal) in Physical Education Department of Razavi Khorasan Province

Variable	Minimum	Maximum	Mean	Variance	Standard Deviation	Frequency	Not Answered	Sum
Organizational Conflict (Interpersonal)	30	147	81.49	611.75	24.73	94	17	111

Before performing statistical tests, Kolmogrov Smirnov was used to check the normality of the data, the data has been distributed normally (P = 0/992) so the Pearson correlation coefficient can be used.As Table 5 shows, the obtained correlation (r) between the top management leadership and support of the variable and organizational conflicts (interpersonal) equals to (66/0-r =).This shows that there is a negative inverse correlation between these two variables, i.e. the more top management leadership and support increases, the more organizational conflicts (interpersonal) reduces.

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Table 5: Test Results of Pearson Correlation of Variables Top Management Leadership and Support and Organizational Conflicts (Interpersonal)

Predictive Variable	The Criterion Variable	Pearson Correlation Coefficient	Significant Level
Top Management Leadership and Support	Organizational Conflicts	-0.66	0.001

As it can be deduced from Table 6, the obtained correlation (r) between the variables of empowerment and teamwork and organizational conflicts (interpersonal) equals r= -0.61. This shows that there is negative and inverse correlation between these two variables, i.e. as employee's empowerment and teamwork increases, organizational conflicts (interpersonal) is reduced.

Table 6: Pearson Correlation Test of Variables Related to Employee Empowerment and Teamwork, Organizational Conflicts (Interpersonal)

Predictive Variable	The Criterion Variable	Pearson Correlation Coefficient	Significant Level
Empowerment and Teamwork	Organizational Conflicts	-0.61	0.001

Sig <0.01

As Table 7 shows, the obtained correlation (r) between the variable of identifying and training of personnel and organizational conflicts (interpersonal) equals to r=-0.49. This shows that there is negative and inverse correlation between these two variables, i.e. as identifying and training personnel increases, organizational conflicts (interpersonal) is reduced.

Table 7: Test Results of Correlation of the Variables of Personnel Training and Participation and Organizational Conflicts (Interpersonal)

Predictive Variable	The Criterion Variable	Pearson Correlation Coefficient	Significant Level
Identifying and Training of Personnel	Organizational Conflicts	-0.49	0.001

Sig <0.01

Discussion and Conclusion
Nowadays, high quality of product has become one of the largest tools of organizations for customer satisfaction. Accordingly, total quality management (TQM) is one of the most popular systems by which organizations benefits of it to achieve a high level of quality. Therefore, the findings of the research in this section are investigated and compared with other researches that have been done in this area. Based on these discussions, theoretical principles were used to compare results of this study with other researches. The results showed that there is a significant and inverse relationship between top management support and leadership and organizational conflict (interpersonal). These findings are consistent with the results of Lee Tae (2009), De Hoogh (2005), Wilson and Collier (2000) and Shamir (1993).

Top management support and leadership of the organization have the greatest impact on organizational conflicts (interpersonal). The leader of the organization must be able to affect the environment and the people around him. Manager should provide the needed resources and create appropriate working environment for staff participation in the change process. Manager of organization with leading character causes employees understand the organizational goals and have enough motivation to achieve them. Results showed that there was a significant and inverse relationship between employee empowerment and teamwork and organizational conflicts (interpersonal). The results of the study are consistent with Lee Tah (2009), Karya and Asar (2006), Geralisand Terziovski (2003), Adbanjv and Khv (2001). All employees need to know about the mission, vision, values, rules, objectives and methodology of their

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organization and in addition the overall direction of the organization should be published like the message to determine the role of groups and individuals. Employees must have the ability, skill and knowledge required to do their jobs. Employees need to trust in management and management should trust them. Empowering gives employees motivation and creates satisfaction and loyalty and commitment to the organization.

The results showed that there is a significant and inverse relationship between education and identification of employees and organizational conflicts (interpersonal).These results are consistent with findings of Karia and Asari (2006), Ukton and Golden (2002), Karya and Ahmad (2000) and Cherrington (1995).

Education must be relevant to the needs and expectations of business processes and planning must be done accurately and effectiveness and efficiency must also be reviewed. Understanding the concept that all employees share in the success of organization is very important in total quality management and managers must accept that employees should share in all stages of personnel's decision-making and the best way to use of staff initially is to increase their awareness and train them in order to implement this culture, in this case their employees one by one changes into the doers of the project.

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