Investigating the Effects of Reward on the Conflict and Cooperation in the Sale and Marketing Department from Managers’ Perspective (Case Study : Isfahan city Food Industries)

Mohammad Reza Dalvi1, Hadis Ebrahimi2, Malihe Javani3

1Assistant professor, Management Department, Islamic Azad University, Branch of Dehaghan, Iran
2M.S.C. Business management, Islamic Azad University, Branch of Mobarakeh, Iran (Corresponding Author)
3Department of management, University of Isfahan, Hezarjarib Street, Isfahan, Iran

Available online at:  www.IJSMD.Com

Abstract

The sale and marketing unit is of the most important departments in every organization. In comparison to the internal factors, the effective communications in sale and marketing has a crucial role in promoting organizational performance. Therefore the present study was aimed to answer this question that can the employees promote their organization through sale and marketing efforts. Also this study seeks to answer this question that whether adoption of the common rewards facilitate the employees’ cooperation and decrease the conflicts between sale and marketing efforts. The statistical population of this study includes managers of Isfahan food industry. The statistical population include180 managers (CEO, finance, sale and production) of the Isfahan food industry. Since the population is limited no sampling is necessary. Thus the whole population is studied. The data collection tool is a researcher-made questionnaire containing 62 items, of which the validity has been confirmed using the comments from advisors, professionals and experts; and the reliability, determined through Cronbach's alpha coefficient of 73%) The questionnaire includes personal data and main, specialized items for examining the research hypotheses. The collected data were analyzed using SPSS and AMOS software programs through statistical tests at descriptive (frequency, percentage, accumulated percentage, average and standard deviation) and inferential (t-test, regression modeling, variance analysis, non-parametric Kolmogorov and Smirnov test, and Freedman non-parametric test) levels. Depending on results regardless of third approach (conflicts in sale/marketing have negative effect on cooperation in sale and marketing) other approaches have been verified. Thus gratuity had a great influence on conflict and cooperation in sale and marketing segment within Isfahan food industry’s chiefs.

Keywords: Reward, Conflict, Coordination, Cooperation, Perspective, Food Industries.

Introduction

With regard to the increasingly importance of the organizational goals in today’s variable and dynamic environment, the role of manpower is considered as the most valuable human capitals in facing to the organizational strategic goals, employers’ ability in recruiting and maintaining employees, and increasing the organizational productivity through a good reward system (Ronagh,2011,p:10). It is necessary that the salary and reward systems designed based on the employees’ capabilities and expertise and organizational goals in order to improve organizational performance (Reid,2002). Improvement of the employees’ efficiency (as a short-term goal) is very important in the organizations because of its critical role in promoting organizational performance (Zaheer,et.al, 2008,p: 181). When a performance evaluation system will be successful that is designed based on the recognition of employees’ need and also has compatibility with employees and organizations’ needs and wants (Bartol and Locke,2000). The use of scientific methods in actual performance valuation is the best mechanism for decreasing employees’ dissatisfaction and their conflicts in the workplaces. This results in recognition of actual qualifications, employees’ preferences in comparison to each other in the rewards, motivating coworkers, and showing the actual and potential capabilities in providing a competitive environment (Ronagh, 2011,pp:237-238).The incentive effects of reward systems influence the organization’s efficiency and also help in achieving goals through increasing employees’ motivation and commitment (Landi and Cooling, 2000). A well-designed reward system creates a belonging sense among employees in any organization. This also results in the employees’ cooperation and greater sense of responsibility (Tohidi, 2003,p: 29). The results of the studies have been done in the empowerment; cooperation and participation reveal that the employees with high levels of belonging to their organization will have more performance. The employees who have more participation opportunities will participate in their organization. The reward is a common capability resource that can be used for encouraging employees’ participation (Kandla,2007). Showing the cooperation and collaboration in every organization leads to decrease conflicts in workplaces. On the other hand, it is necessary to recognize the employees’ creativity and capabilities and increases efficiency and productivity in every organization (Tohidi, 2003,p: 29). The results of different studies have been done in this area indicates that there is a significant positive relationship between perceptions of justice and the extent of employees’ performance (Podsakoff et al., 2000). If the employees perceive that there is a justice-based performance evaluation system that is implemented for everybody and also if they perceive that the organization pay attention to the employees’ welfare issues, then this leads that they strive to achieve organizational goals more seriously. On the other hand, if the employees perceive that the organization does not behave them fairly; this may decrease their performance and increase the deviant behaviors, conflict, and job turnover. This also results in less commitment, cooperation, and participation among employees (Philip et.al, 2012,p:1218) As Kotler (2006) point out, conflict is derived from both economic and cultural interests in the organizations. The results of different studies indicate that the differences in the levels of employees in a department can lead to several serious problems in coordination and create interpersonal and intrapersonal conflicts. The common structures of rewards help to increase cooperation among employees, because each of the partners (organization and employee) has responsibility in success or failure of the common project. Lower (1997) believes that the

*Correspondent Author: Hadis Ebrahimi (chrahihi_hadix30@yahoo.com)
Manuscript No:  IJSMD-KINA-2014-146
organizational rewards influence the employees’ attitudes and behaviors and also change their perceived satisfaction of rewards, attitudes, and behaviors toward their participation (Shang Pao, 2007,p:278). The participation and cooperation increases the production and competitiveness capabilities in the organizations(Tjosold,1988). But conflict and contention leads to decrease cooperation and operational effectiveness (Lemeunier- Fitzhugh, and Piercy,2007). Therefore, the main purpose of this study is to:

- Recognize the key effective factors on the cooperation in the sale and marketing efforts.
- Understand the role of managers’ supportiveness in cooperation, the role of rewards in decreasing conflict in the workplaces and increasing cooperation in the sale and marketing efforts.

**Research questions**

How much does senior management support of coordination lead to increase in cooperation in sales/ marketing unit?

How much does senior management support of coordination lead to decrease in conflict in sales/ marketing unit?

How much does conflict between employees in working areas have negative impact on cooperation in sales/ marketing unit?

How much does more rewards lead to increase in cooperation between employees in sales/ marketing unit?

How much does more rewards lead to decrease in conflict between employees in sales/ marketing unit?

**Literature review**

**Reward system**

Many authors agree that the productivity promotion is the force of every country’s economic development. This also is considered as one of the effective mechanisms in the productivity of reward systems. However, the reward system has a determinant role in the organizational members’ individual and group behavior (Gomez and Balkin, 1992). On the other hand, reward system has an effective role in the organizational effectiveness. Generally, every organization designs an effective reward system for evaluating its employees’ efforts, energy, creativity, and innovation the reward systems designed for which efforts of the employees that are beyond their job functions. Therefore, the organizational reward system is designed to encourage the employees based on the quantity and quality of their efforts in achieving organizational (Saadat, 2007, p: 252). Also Helrigle et al.(1995) define reward as a desirable outcome of employees’ favorable behaviors in order to improve and increase its repetition probability. Shermerhorn (1993) refers to reward as the positive outcomes of employees’ efforts. Also it is should be remembered that if such desirable behaviors are not encouraged by organizations, they do not repeat their behaviors in the futures. However, every reward cannot result in productivity and it is necessary that human resource professionals take care in designing their reward system. Therefore, it is necessary to design a desirable reward system for reinforcing and improving organizational productivity. Unfortunately, many people think only about material aspects of reward, while reward has more comprehensive aspects. On the other hand, such perception leads that the managers ignore other aspects of reward. Therefore, different types of reward have been indicated in the following section.

**Intrinsic rewards**: this refers to the internal and natural rewards that are self-organized and occurs naturally. So, these rewards are created in the job. The source of these rewards is the employees’ capability and individual development.

**Extrinsic rewards**: this refers to the rewards that are administrated from an external basis and include the valuable outcomes that a supervisor gives his/her subordinate (Shermerhorn, 1993). Disenzo (2010) indicates that the rewards can be categorized into two groups. These include financial and non-financial rewards. These have been presented in fig 1.

**Financial rewards**: these are the main components of the reward structures. Past experiences and examinations confirm that the financial reward has superiority in encouraging employees toward excellence performance. Also financial aspect is the basis of motivational structure. This means that the financial rewards satisfy the employees’ physiological and safety needs. Since other needs in Maslow’s hierarchy of needs (such as social needs) can be satisfied through money, it can be concluded that financial reward has an important role in the reward system management.

**Indirect financial rewards**: these refer to the rewards that are paid for employees indirectly. Social securities and health insurance are the main indirect financial rewards (Kandla, 2007).

**Direct financial rewards**: this includes salary that the employees receive from their employers. Indeed, this refers to the cash that the employees receive from their organization (Kantor, 2003).

**Direct non-financial rewards**: employees usually receive other non-financial rewards from their organization (Gomez et al, 2005).

**Non-financial rewards**: the employees also receive non-financial rewards from their employers. Some employees may not be encouraged by financial rewards and encouraged by...
non-financial rewards for doing more performance. This is a good opportunity that the organizations utilize and leverage them for achieving more performance. These rewards can be categorized into two groups that each of them has been indicated in the following section.

**Job rewards:** a good job has very important role in the non-financial reward. Therefore, many organizations effort to enrich jobs actively. Job position is a main issue in every motivation theory. Employees may have an intrinsic satisfaction from some jobs. Therefore, the employers must adjust the job content so that employees enjoy doing it.

**Organizational rewards:** the employees can contact their friends and coworkers through their job in the workplaces. This leads to satisfy some of their needs. For example, appropriate job conditions and variable time schedules refer to the organizational rewards (Saadat, 2007, p: 253).

**Coordination**

Krista et al. (1988) believe that the coordination is one of the most important interests of today’s organizations (Krista et al., 2011, p:1330). In the past times, some authors believed that coordination is one of the managers’ functions, but the process-oriented attitude toward management implies that planning, organizing, directing, controlling, budgeting, and coordinating have the same importance for managers. In today’s world, coordination is an integral part of the management functions and also it is considered as a main part of management entity (Banker, 2006). Coordination is important for organizations in both strategic and operational levels. An organization needs a framework for coordinating its employees and has relationship with them in order to achieve its goals and acquire competitive advantage (Roos Woodridge, 2002, p: 30). Coordination refers to the integration of different organizational departments for achieving goals (Chang Shli, 2012, p:331). Coordination is one of the most important functions of managers. Some authors indicate that management is same as coordination. Also coordination can be perceived from following perspectives.

1. **Superior coordination:** this is considered as another management functions. The comprehensive and effective coordination is the necessity of the planning, organizing, recruiting, controlling, and directing.

2. **Coordination and cooperation:** every organization needs cooperation, efforts, and assistance of every organizational member. It is not possible to provide a desirable coordination without cooperation and coordination of the organizational members. As a result, the organization that creates necessary coordination and cooperation among its members are able to achieve its goals faster.

3. **Voluntary coordination:** the coordination about organized efforts can be done through voluntary efforts. It is not possible to prepare a plan for coordinating employees’ diversity efforts, because coordination is created under different conditions and special requirements in many cases. Therefore, not only coordination leads to make better decisions and adapt the organization with potential problems and interests dynamically, but also it results in more efforts, participation, and maturity among employees (Sayyedjavadin, 2007, pp: 416-418).

**Conflicts**

The conflict is defined as an opposition among the groups that encounter one another, and opposition among moral and religious ideals. According to Dubrin (2004), conflict among individuals and groups is a natural outcome of competitive environment. This occurs when there are differences between employees’ needs, wants, goals, believes, and values with each other (Dubrin, 2004, p:193). Konrad and Scoot (2002) believe that conflict refers to the employees’ individual interaction that depends to each other and perceive that their interest is in conflict with others’ one (Konrad and Scoot, 2002: 134). Daft (2007) points out that conflict is a behavior among organizational groups that each of them thinks that other groups prevent from achieving each other’s goals (Daft, 2007). Rahim et al. (2002) defines conflict as an interactive process that reveals inter-group heterogeneity of every social institute (Srivasan, 2005). Also conflict means that employees interest their own viewpoints. On the other hand, it is should be remembered that a medium level of conflict is necessary to employees’ individual and organizational growth (Furumo, 2009). With regard to the evolution of the management approaches in recent years, three theories have been presented in conflict. The first is the traditional approach of conflict. Based on this approach, the conflict should be avoided, because it has several harmful functions. The second is the human relations approach. This approach considers conflict as a natural event that has possible positive outcomes in every organization. The third is the interactive approach. Based on this approach, the conflict not only creates a positive force in the organization, but also it is considered as an obvious necessity for organizational efforts (Rabbins, 2006).

**The process of conflict**

The process of conflict consists of five stages: 1) Potential opposition: this refers to the conditions that pave the grounds for creating conflict. 2) Revealing conflict: this can be a perceived and felt conflict. Since an inaccurate perception can result in undesirable outcomes for individuals and organizations, it is necessary to recognize this stage. 3) Intention: in this stage, the employee decides to do a work in an especial manner. Because this stage makes manifest of employees’ reaction, it is necessary to recognize their styles in solving conflict. These styles have been indicated in the following sections. 4) Behavior: this includes involved individual’s opposition, action, and reaction with each other. 5) Outcomes of conflict: this can be constructive (improving performance) and deconstructive (decreasing performance) (Robbins, 2006, p: 293).

**Conflict management and its styles**

Conflict management refers to the methods that utilize organizational conflict for achieving organizational goals, decrease its dysfunctional aspects, and increase its functional aspects (Jonz, 2000). In other words, conflict management refers to recognizing and managing conflict through a rational, functional, and justly method (USDA, 2002). Thomas presents five styles for conflict management. These include competitive, cooperation, compromise, reconciliation, and avoidance styles (Cann, 2008, p:1335). These styles can be shown in a diagram (Eckstein, 1998). Recognition of these styles can be helpful for solving conflicts effectively and currently and managing them efficiently. This diagram has been presented in fig 2.
The purpose of this style is to find a desirable solution for both sides of conflict. This leads that two sides achieve a common solution for their problem. This style is between competition and compromise styles (Horang, 2002).

Cooperation style: when the conflicting groups and individuals effort to satisfy each other’s wants and demands, a cooperation style can be concluded.

Compromise style: in this style, a side ignores its benefits and wants and let others achieve their wants and demands. Many individuals believe that it is better to have a friendly relationship with others in every condition (Koc, 2010,p: 90).

Avoidance style: when the individuals select this style, they do not involve themselves in any conflict. Neither do they pay attention to their own demands nor of the others (Durbin, 2002).

Participation

Cooperation and participation are the necessary need of mankind that is derived from his/her social entity. This is a historical concept that its root is in the publicity and religious thoughts. Many authors believe that cooperation and participation are the cultural concepts and prerequisite of every successful design and plan for improving life and social development. It is somehow difficult to define cooperation and participation, because their definition is depends on the cultural values and different peoples have different perceptions from them (Tohidi,2003,p:30). Many authors and researchers define these concepts differently. The present study focuses on the definition that has been presented by Boosksel and Parcel (2003). They state out that participation refers to the mechanism that empowers the employees for cooperating and making decision and also improve their abilities in their organization directly or indirectly. On the other hand, participation refers to a mental and emotional involvement that motivates individuals to participate in group workings eventually in order to achieve group goals. There are three aspects in this definition including mental and emotional involvement, assist, and responsibility (Benson,2000). On the other hand, there are several points in the definition of participation. For example, participation must be done from beginning of efforts and all of the organizational members must be involved in any organizational efforts. In such conditions, participative management system will be formed and developed. Human resource management is one of the most important resources that lead to organizational growth, development, and excellence through thought, creativity, innovation, commitment, and responsibility in every organization. On the other hand, an individual will have different reactions when facing different information, conditions, and events (Bean and Vars, 2000,p: 18).

Hanifi (2001) categorizes participation into two groups including Unidimensional participation and multidimensional one. Unidimensional participation refers to the one that peoples participate in a social or political aspects based on the society’s needs and avoid other aspects or prevented from it. Multi-dimensional is the one that peoples participate in every affair (Tohidi, 2003:p:29).

Alternative Hypothesis

- **H1:** The senior manager supporting coordination influences cooperation in the sale and marketing efforts positively.
- **H2:** The senior manager supporting coordination influences conflict in the sale and marketing efforts negatively.
- **H3:** conflict in the sale and marketing efforts influence cooperation in the sale and marketing efforts negatively.
- **H3a:** the competitive style in conflict management influences cooperation in the sale and marketing efforts negatively.
- **H3b:** the cooperation style in conflict management influences cooperation in the sale and marketing efforts negatively.
- **H3c:** the avoidance style in conflict management influences cooperation in the sale and marketing efforts negatively.
- **H3d:** the reconciliation style in conflict management influences cooperation in the sale and marketing efforts negatively.
- **H3e:** the compromise style in conflict management influences cooperation in the sale and marketing efforts negatively.
- **H4:** rewards in the sale and marketing efforts influence its cooperation positively.
- **H4a:** direct financial rewards in the sale and marketing efforts influence its cooperation positively.
- **H4b:** direct non-financial rewards in the sale and marketing efforts influence its cooperation positively.
- **H4c:** indirect financial rewards in the sale and marketing efforts influence its cooperation positively.
- **H4d:** nonfinancial (job) rewards in the sale and marketing efforts influence its cooperation positively.
- **H4e:** nonfinancial (organizational) rewards in the sale and marketing efforts influence its cooperation positively.
- **H5:** rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.

Competition style: when an individual uses competition style, he/she wants to achieve his/her goal and does not pay any attention to others’ benefits.

Reconciliation style: the purpose of this style is to find a desirable solution for both side of conflict. This leads that two sides achieve a common solution for their problem. This style is between competition and compromise styles (Horang, 2002).

**Fig2:** different styles of conflict management (Vertim, 2002).
H5a: direct financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.
H5b: direct non-financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.
H5c: indirect financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.
H5d: nonfinancial (job) rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.
H5e: nonfinancial (organizational) rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.

The conceptual framework
Model is relationship between theoretical design and the job of data collection and analyzing of information. In social science models include symbols and signals that is characteristics of some of empirical phenomenon (including components and their relationships) relate reasonably through concepts related to each other. Therefore, model reflects fact and figures out given aspects of real world that related to the investigated problem. Model shed light on mentioned aspects and eventually makes empirical test of theory possible regarding the nature of these relationships. After testing model, better understanding of some parts of real world is achieved. In summary, model is a set that consists of concepts, hypotheses and measures which facilitates selection and collection of required information to test the hypotheses. In order to make an analytic model, researcher finally can act in two ways which there is no significant difference between them: either begins with setting hypotheses and then works on concepts or goes through a reverse way (Ghasemi, 2010). Therefore, regarding the above reasoning, defined hypotheses, professors’ and experts' point of view in the context of management and marketing and also according to the theoretical basics, model has been designed and established as follows:

Fig 3: the conceptual framework of study

Research methodology
This study is a practical research from its goal perspective and is a descriptive-survey one from its research methodological view. Different instruments have been used in different steps of data-collection process. In order to review the literature, library method has been used. For collect the research data, a self-administrated questionnaire has been used. Finally, in order to examine normal distribution of the data, Kolmogorov – Smirnov index has been used. The results of this index reveal that the normal distribution of research data can be confirmed (sig: 0.95). The results of this index have been indicated in table 1.

Table 1: the results of Kolmogorov – Smirnov

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>K-S index</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward</td>
<td>0.844</td>
<td>0.156</td>
</tr>
<tr>
<td>Conflict</td>
<td>0.983</td>
<td>0.124</td>
</tr>
<tr>
<td>Cooperation</td>
<td>0.755</td>
<td>0.237</td>
</tr>
<tr>
<td>Coordination</td>
<td>1.264</td>
<td>0.820</td>
</tr>
</tbody>
</table>

Statistical population, sample, and sampling method
The statistical population of this study includes all of the 180 male and female managers in Isfahan Food Industries. Because this population is limited and it is not necessary for sampling, all of the statistical population members have been surveyed and they were asked to indicate the questionnaire. For this purpose, 180 questionnaires have been distributed among respondents that 152 of them indicate the questionnaire. Finally, 146 questionnaires have been used in statistical analysis.

Data-collection and data-analysis methods
The data-collection method of this study includes four self-administrated questionnaires. The first is reward questionnaire with 15 items for measuring direct financial, indirect financial, job, and organizational rewards. The second is conflict management and its styles questionnaire with 28 items for measuring competition, cooperation, avoidance, reconciliation, and compromise styles. The third is coordination questionnaire with 6 items. Finally, the fourth is cooperation questionnaire with 12 items.
In order to examine and confirm validity of the questionnaire, some academic professors and other professionals have been asked to modify and correct the questionnaire. Also Cronbach’s Alpha Coefficient has been used for examining and confirming reliability of the questionnaire. The results of reliability of the questionnaire have been presented in Table 2.

Table 2: the results of reliability of the questionnaire

<table>
<thead>
<tr>
<th>Components</th>
<th>Average</th>
<th>Standard deviation</th>
<th>Cronbachs’ Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward</td>
<td>2.93</td>
<td>0.60</td>
<td>0.882</td>
</tr>
<tr>
<td>Conflict</td>
<td>2.92</td>
<td>0.44</td>
<td>0.798</td>
</tr>
<tr>
<td>Cooperation</td>
<td>3.60</td>
<td>0.48</td>
<td>0.799</td>
</tr>
<tr>
<td>Coordination</td>
<td>3.33</td>
<td>0.53</td>
<td>0.804</td>
</tr>
</tbody>
</table>

In order to analyze the data and test the hypotheses, the SPSS has been used. Pearson correlation coefficient, regression test, path analysis, and Freedman test have been employed for this purpose. Also structural equation modeling has been employed for testing the proposed model. This has been done in Amos. Also several indexes have been used for testing the goodness of model fit. The GFI, CFI, RMSEA, IFI, and X² are the main indexes that have been used for this purpose.

**Detailed explanations and hypotheses**

<table>
<thead>
<tr>
<th>Number of hypothesis</th>
<th>Description of hypothesis</th>
<th>Solidarity coefficient</th>
<th>Meaningfulness coefficient</th>
<th>Acceptance or rejection of hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>The senior manager supporting coordination influences cooperation in the sale and marketing efforts positively.</td>
<td>0.547</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2</td>
<td>The senior manager supporting coordination influences conflict in the sale and marketing efforts negatively.</td>
<td>-0.497</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3</td>
<td>Conflict in the sale and marketing efforts influence cooperation in the sale and marketing efforts positively.</td>
<td>0.06</td>
<td>0.47</td>
<td>Rejection</td>
</tr>
<tr>
<td>H3a</td>
<td>The competitive style in conflict management influences cooperation in the sale and marketing efforts negatively.</td>
<td>0.106</td>
<td>0.320</td>
<td>Rejection</td>
</tr>
<tr>
<td>H3b</td>
<td>The cooperation style in conflict management influences cooperation in the sale and marketing efforts negatively.</td>
<td>0.080</td>
<td>0.413</td>
<td>Rejection</td>
</tr>
<tr>
<td>H3c</td>
<td>The avoidance style in conflict management influences cooperation in the sale and marketing efforts negatively.</td>
<td>0.094</td>
<td>0.402</td>
<td>Rejection</td>
</tr>
<tr>
<td>H3d</td>
<td>The reconciliation style in conflict management influences cooperation in the sale and marketing efforts negatively.</td>
<td>-0.542</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3e</td>
<td>The compromise style in conflict management influences cooperation in the sale and marketing efforts negatively.</td>
<td>0.130</td>
<td>0.306</td>
<td>Rejection</td>
</tr>
<tr>
<td>H4</td>
<td>Rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.596</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4a</td>
<td>Direct financial rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.374</td>
<td>0.001</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4b</td>
<td>Direct non-financial rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.084</td>
<td>0.311</td>
<td>Rejection</td>
</tr>
<tr>
<td>H4c</td>
<td>Indirect financial rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.408</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4d</td>
<td>Nonfinancial (job) rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.430</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4e</td>
<td>Nonfinancial (organizational) rewards in the sale and marketing efforts influence its cooperation positively.</td>
<td>0.488</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5</td>
<td>Rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>-0.315</td>
<td>0.017</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5a</td>
<td>Direct financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>-0.289</td>
<td>0.022</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5b</td>
<td>Direct non-financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>-0.155</td>
<td>0.062</td>
<td>Rejection</td>
</tr>
<tr>
<td>H5c</td>
<td>Indirect financial rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>0.132</td>
<td>0.111</td>
<td>Rejection</td>
</tr>
<tr>
<td>H5d</td>
<td>Nonfinancial (job) rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>-0.374</td>
<td>0.010</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5e</td>
<td>Nonfinancial (organizational) rewards in the sale and marketing efforts influence conflict in sale and marketing efforts negatively.</td>
<td>-0.049</td>
<td>0.559</td>
<td>Rejection</td>
</tr>
</tbody>
</table>

In order to test the proposed model, structural equation modeling has been used. For this purpose, firstly, goodness of model fit has been examined that its results has been indicated in figure 4.

**Structural equation modeling**
There are several indexes for examining goodness of model fit in structural equation modeling that some of them have been used in this study. The results of these indexes have been indicated in table 4. The RMSEA is close to 0.00. If this index is more than 0.1 for a model, it is resulted that goodness of model fit is not confirmed. As indicated in table 4, the RMSEA is less than 0.08 for our model. This confirms goodness of our model fit. Also the results of other goodness of model fit indexes that have been indicated in table 4, confirm goodness of our model fit.

Table 4: The results of goodness of model fit

<table>
<thead>
<tr>
<th></th>
<th>NPAR</th>
<th>df</th>
<th>CMIN</th>
<th>CMIN/df</th>
<th>CFI</th>
<th>TLI</th>
<th>PCFI</th>
<th>PNFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>31</td>
<td>5</td>
<td>6.642</td>
<td>1.328</td>
<td>0.997</td>
<td>0.982</td>
<td>0.178</td>
<td>0.176</td>
<td>0.390</td>
</tr>
</tbody>
</table>

Table 5: The results of the relationships between model components

<table>
<thead>
<tr>
<th>Variables</th>
<th>Values</th>
<th>Standard deviation</th>
<th>Standard error</th>
<th>Critical Rate (CR)</th>
<th>P</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperation-coordination</td>
<td>0.547</td>
<td>0.100</td>
<td>2.999</td>
<td>0.003</td>
<td></td>
<td>Confirmed</td>
</tr>
<tr>
<td>coordination-conflict</td>
<td>0.497</td>
<td>0.055</td>
<td>2.304</td>
<td>0.021</td>
<td></td>
<td>Confirmed</td>
</tr>
<tr>
<td>Conflict-cooperation</td>
<td>0.061</td>
<td>0.087</td>
<td>0.609</td>
<td>0.542</td>
<td></td>
<td>Rejected</td>
</tr>
<tr>
<td>Reward-cooperation</td>
<td>0.596</td>
<td>0.385</td>
<td>5.692</td>
<td>***</td>
<td></td>
<td>Confirmed</td>
</tr>
<tr>
<td>Reward-conflict</td>
<td>0.315</td>
<td>0.203</td>
<td>4.364</td>
<td>***</td>
<td></td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

The results of table 5 reveal that there are significant relationships between reward and cooperation, cooperation and coordination, reward and conflict, cooperation and conflict (p ≤ 0.05). Also another part of the results reveal that there is not any significant relationship between conflict and cooperation.

Discussion and conclusion

Now using carried out analyses and achieved results, according to the table (3), hypotheses were tested and the results are as follow:

Regarding the results from data analysis, from H1 on relationship between coordination and its items and cooperation in the section of sales/marketing we can say that path coefficient is 0.547 and the amount of t-value for this coefficient is 2.999 which is more than threshold value of 1.96. This t-value is significant at level 0.05, thus the claim of researcher is supported and with 95% sure we can say that there is a significant relationship between senior management support of coordination and cooperation in sales and marketing. Findings from testing this hypothesis are consistent with work of Le Meunier-FitzHugh (2009). Thus, organizations’ managers should attempts to execute coordination correctly in order to create more cooperation between employees. More coordination and more cooperation in tasks will lead to higher employee performance and as a result it will bring more production and sales for organization. Regarding the results from data analysis, from H2 on relationship between coordination and its items and conflict in the section of sales/marketing we can say that path coefficient is -0.497 and the amount of t-value for this coefficient is -2.304 which is more than threshold value of 1.96. This t-value is significant at level 0.05, thus the claim of researcher is supported and with 95% sure we can say that there is a significant relationship between senior management support of coordination and conflict in sales and marketing. Results from this hypothesis are consistent with Anderson and Wandervit (2005) work. Therefore, managers should prevent conflicts which usually come up due to unclear job description in work environment through creating coordination and identifying responsibility of each employee. Lack of conflict and engagement in work environment and existence of a calm and healthy atmosphere will lead to an increase in ROI and efficiency of people in work and more production. Regarding the results from data analysis, from H3 on relationship between conflict with its items and cooperation in sales/marketing, we can say that path coefficient is 0.061 and t-value for this coefficient is 0.609 which is less than threshold
of 1.96, so it is not significant at 0.05 level. Thus, researcher's claim is rejected here and with for 95% sure we can say there is no significant relationship between conflict and cooperation in sales and marketing. Also, according to the model analyzed by SPSS, results of correlation test between conflict items (competitive style, cooperation style, avoidance style, compromising style, and accommodation style) and cooperation show that only correlation coefficient of compromising style is significant (p-value<0.05), thus just this hypothesis is supported. So, we can say that relationship between compromising style of conflict with correlation coefficient of -0.542 and cooperation in sales and marketing is a reverse and average relationship, but there is no significant relationship between other conflict styles (i.e. competitive style, cooperation style, avoidance style and accommodation style) with correlation coefficient of respectively 0.106, 0.080, 0.094 and 0.130 and cooperation in sales and marketing because significant level of testing these items is less than threshold level of 0.05. So, H3a, H3b, H3c and H3d are rejected.

Regarding the results from data analysis, from H4 on relationship between rewards and its items and cooperation in the sales/marketing we can say that path coefficient is 0.596 and the t-value for this coefficient is 5.692 which is more than threshold of 1.96, so it is significant at 0.05 level. Thus, researcher's claim is supported here and with for 95% sure we can say there is significant relationship between rewards and cooperation in sales and marketing. Also, according to the model estimated by SPSS, test results show that except the item of direct financial noncash rewards among rewards items (cash direct financial rewards, indirect financial rewards, nonfinancial occupational rewards and organizational nonfinancial rewards) respectively with correlation coefficients of 0.408, 0.374, 0.430 and 0.488 have direct and average relationship with cooperation in sales and marketing. Also the significance level of test is 0.000 which is less than threshold level of 0.05 (even 0.01). Therefore the hypotheses H4a, H4c, H4d and H4e are supported (p-value<0.05). But, the significance level of direct noncash financial rewards with correlation coefficient of 0.084 is more than 0.05, thus, H4b is rejected.

Findings from testing H4 is consistent with Kotter et al (2006) work. Therefore, in order to increase cooperation and sense of responsibility in employees against organization's results and objectives, managers should equally reward people which are in similar level and skill in a unit. Rewards should fit value that employees create in an organization. Creating a relative and changing reward system which is commensurate with group cooperation will lead to increase in production in organizations.

Regarding the results from data analysis, from H5 on relationship between rewards and its items and conflict in the sales/marketing we can say that path coefficient is 0.315 and the t-value for this coefficient is 4.364 which is more than threshold of 1.96, so it is significant at 0.05 level. Thus, researcher's claim is supported here and with for 95% sure we can say there is significant relationship between rewards and conflict in sales and marketing. Also, according to the model estimated by SPSS, the results of correlation test between rewards items (cash direct financial rewards, indirect financial rewards, nonfinancial occupational rewards and organizational nonfinancial rewards) and conflict show that only the relationships of direct cash financial rewards and occupational nonfinancial rewards respectively with correlation coefficients of -0.289 and -0.374 have negative and significant relationship with conflict in sales and marketing. Therefore the hypotheses H5a and H5d are supported (p-value<0.05). But, significance level of indirect noncash financial rewards, indirect financial rewards and organizational nonfinancial rewards with correlation coefficient of -0.155, 0.132 and -0.049 respectively is more than 0.05, thus hypotheses H5b, H5c and H5e are rejected.

Results from testing H5 is consistent with Chimhanzi (2004). Therefore managers' paying rewards should be consistent with type of employees' need and rewards system except compensation give attention to motivational issues of employees. If these issues in rewards system get their attention, it will lead to more commitment and job satisfaction in organization. Accordingly, increase of commitment and job satisfaction will lead to higher employee performance in organization and more production and sales.

Implications

1. Given that food industry managers' point of view in Jey Industrial Town in Isfahan lead to increase in cooperation in sales and marketing, we suggest that managers use one of coordination methods for increasing cooperation between employees in work area that best fits organization's conditions and employees maturity. If organizations have employees with high maturity and adequate organizational situations, they can use coordination between groups or informal coordination method. But, if they have immature employees they can use formal coordination method.

2. Given that food industry managers' point of view in Jey Industrial Town in Isfahan lead to decrease in conflict in sales and marketing, we suggest that manager's clear expectation and job description from employees and vis a vis is identified accurately and clearly. Because, employees awareness of amount of responsibility, activities and relationships that should have with their colleagues in work environment cause coordination get done easier and conflicts and engagements which usually come up in work area decrease.

3. Given food industry managers' point of view in Jey Industrial Town in Isfahan that only accommodation style of conflict will lead to decrease in cooperation we suggest that managers create an atmosphere through on the job training, training workshops or applying correct leadership in which sense of assurance, trust and sympathy exist by which employees better know each other show friendship and affection to each other and do their tasks willingly.

4. Given that from food industry managers' point of view in Jey Industrial Town in Isfahan, more rewards lead to an increase in cooperation in sales and marketing, we suggest that in order to creat cooperation and increase amount of production and higher employee efficiency managers use rewards fit people needs. Organizations managers investigating whether financial rewards have more importance for employees or non-financial rewards, should design rewards so that they response to employees' basic and important needs or at least satisfy one of them.

Regarding that from food industry managers' point of view in Jey Industrial Town in Isfahan, more rewards lead to decrease in conflict in sales/marketing, we suggest that managers should consider personal differences between employees in distributing rewards. No consideration of differences such as type of job, age, gender and individual's position in International Journal of Scientific Management and Development Vol.2 (12), 718-727December (2014)
organization cause rewards process have less good impacts and results. Therefore, considering fit in amount of payments regarding expertise, attempts and efficient personal and group performances cause decrease in organizations conflict.

References


Srivasan, P.T. (2005). Emotional Intelligence and Conflict Management Styles among Management Teachers and Students’ UAC funded field study, Department of Management Studies, University of Madras.


