

ARTICLES

CONFLICT AND CREATIVENESS INTERACTION: MODEL IMPLEMENTATIONS IN A LARGE SCALE INDUSTRIAL ENTERPRISE WHICH CARRIES OUT ACTIVITY IN KONYA PROVINCE**AUTHORS****Ayşe Yavuz***Taskent Vocational School, Selcuk University, 42960, Konya Turkey.**E-mail: ayseyavuz@selcuk.edu.tr***Adnan Çelik***Faculty of Economics and Administrative Sciences, Selcuk University, 42960**Konya, Turkey. E-mail: acelik@selcuk.edu.tr*

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ABSTRACT***Conflict and creativeness interaction: model implementations in a large scale industrial enterprise which carries out activity in Konya province***

In today's competitive environment, its survival of the businesses has been quite difficult. Together with rapidly increasing competition, there are various disputes between groups and personals and conflicts occur. The conflict is disagreements, discrepancies between two or more people. Businesses should manage these conflicts a good way to make advantageous emerging conflicts. The conflicts sometimes support the creativity, provide that's emergence, sometimes hamper it. In the same way, as a result of creativity the conflicts can be occurred. To determine the relationship between creativity and conflicts which have an important role in terms of performance of organizations is very important. The aim of this study is to reveal the relationship between conflict and creativity in organizations that arise. This study is basically prepared in two different sizes. The theoretical dimension focuses on interaction, creativity, conflict and creativity. In the research part, the method was first explained, then the results obtained were analyzed. The survey method was used as data collection tools. Our research was carried out in a large-scale industrial enterprise that operating in the province of Konya. The obtained data were analyzed with SPSS. With this study, it has been revealed that emerging conflicts in businesses positively affect the ability of creativity.

KEY WORDS*Conflict, Creativity, Conflict and Creativeness Interaction*

1. Introduction

In today's competitive environment, where major and rapid changes occur, various disagreements are experienced between the groups or the individuals. These disagreements may arise from many reasons such as perception differences, problems occurring in the source sharing, benefit difference, and deficiency in the communication. As a result of these disagreements, conflicts occur. The conflict is the status of discussion and serious disagreement about an important subject which is perceived by at least one of the parties (Donkoret al., 2015). The conflict is a social and complex phenomenon that occurs regularly and is combined with the foundation of human life and organization (Wanyonyi et al., 2015). When the conflicts are well-managed within the organization, some positive results may occur. The new ideas are supported, the individuals gain vitality, and the creativeness of the individuals' increases. If the conflicts are not well-managed, the aggressive behaviors increase, and the enmities occur. Costs begin to occur in terms of time and money. Mental and physical problems occur in individuals, and decreases are experienced in their motivation. Creativity is a process which is resulted in innovation accepted as beneficial, useful, or satisfactory (De Sousa et al., 2012).

In the enterprises where the conflicts do not occur much, no new ideas or thoughts are generated, and the works are carried out in a routine form. Creative thought may cause conflicts in some cases. Creative thinking brings opposition and disagreements together, and it increases the tension within the Enterprise. The important point here is to manage the conflicts in good form and to support creativity. The aim of this study is to present the relationship between conflict and creativity in organizations.

Therefore, the concepts of conflict and creativity concepts are highlighted. Also, the relationship between conflict and creativity is tried to be analyzed. After the results of the research were analyzed, the study was completed with the result part.

1.1. Conflict

The conflict is identified as the negative feelings of the parties against each other and intervention made on the purposes in the stage of perception of interindividual disagreements (Kılıçaslan, 2014). In another definition, the conflict is the disagreement that occurs as the result of the disharmony between two or more persons. The persons and groups may work within a harmony in the enterprises; however, in some cases, the said harmony may disappear, and conflict may start. Especially, the occurrence of different ideas and the insistence of everybody in their ideas may cause a conflict in the stage of problem solving (Ulutaş, 2011).

When the literature related to the conflict, is analyzed, it is observed that each definition for the conflict has some common points. These common points include "disagreement, disharmony, opposition and contradiction" (Topaloğlu and Avcı, 2008). The main participants of the organizational conflict management process are the top executives and the subordinate employees (Markheim et al., 2015).

In the first studies which are concluded related to the conflict, it is presented that the conflict is an undesirable situation. In this period, the conflict has been accepted as a bad situation with the frame of the traditional management thought, and all kinds of conflicts are accepted as the formations which damage the organization. In behavioral management thought, some conflicts are qualified as functional conflicts. They have defended that the conflicts occurring between the individuals and the groups must be accepted and supported. Those who approach the conflicts in the organizations with a modern approach added to the literature as the "interactionist". This approach supports the conflict at an optimal level and claims that the creativeness and the talent of self-criticism of this system shall increase (Sökmen and Yazıcıoğlu, 2005).

The reasons which are effective in occurrence of the conflict are; purpose differences, perception differences, intracorporate mutual loyalty, disagreements in source sharing, deficiencies in communication, difference in managerial style, status differences, benefit differences, changing conditions, personality differences, conflicts between employee-employer and inter-organizational power struggles (Karcıoğlu and Alioğulları, 2012). The conflicts generate with the occurrence of one or a few of these reasons. It may be said that these conflicts are generated from a five-stage process as; potential conflict and disharmony, comprehend and personalization, conflict management style, behavior, and result stage (Çürük, 2014).

There are two types of effects of the conflicts; positive and negative: The positive effects of the conflict may be explained as follow; it is provided to discuss the existing but hidden problems by revealing. It provides the communication to start, to have the new and different ideas occur, provides vitality, creativeness, dynamism, and learning talent, and it provides the unwanted behaviours such as aggression to be rubbed (Şimşek and Çelik, 2008). The development of an organization depends on confrontation with the conflict; reduced destructive conflicts provide the best situation to the organization for survival (Zadeh et al., 2015).

We can evaluate the negative effects of the conflicts as follows. The conflict causes conflicting parties to see their purposes superior to the purpose of the organization. The conflict may form a status which jeopardizes the mental and

physical health of any of the conflicting parties. The conflict may cause hatred and aggressiveness. The conflict causes the time and money wasted. The conflict may decrease efficiency by negatively affecting motivation (Çürük, 2014). The conflicts are classified in various forms. The widest classifications are; functional-nonfunctional conflicts, conflicts in terms of the parties, potential-perceived-sensed-open conflicts, purpose-corporate conflicts, horizontal-vertical, and command-control-line conflicts (Şimşek and Çelik, 2016).

Although these conflict types and the conflicts where the individual is a party are seen as different from each other, it is obvious that a negative effect may occur on the performance increase and may negatively affect a whole organization at every level. Therefore, the top management must form and develop the mission and vision of the organization together with the employees. Even, the conflicts which shall prevent the occurrence of individual conflicts, occur in the organization, the employees who embrace the mission and vision of the organization shall turn this process into positive form (Özmutaf, 2007).

If a conflict is unavoidable and the parties cannot agree, there are three ways to be followed. First of them is to increase the competition between the parties or to have the parties be in a win-lose competition; the second way is to provide a third person for gathering the parties for settlement. The final way is to provide a lottery between the parties so that the losing party shall accept his fate (Eren, 2015). Also, some of the reactions against the conflicts may be listed as fighting, communication, and problem solving (Izgar, 2012).

The conflict management techniques are discussed in two forms, such as conflict solution techniques and impulsions, which encourage the formation of the conflict. The conflict solving techniques may be listed such as problem-solving, top-level purposes, expansion of the sources, evasion, moderation, settlement, authoritative order, changing the human variable, changing the structural variables (Robbins and Judge, 2015). The impulsion methods for the conflict can be listed as employing new employees, making new regulations in the communication, to restructure the organization, encouraging the competition, selecting appropriate executives (Şimşek, Çelik and Akgemci, 2008).

1.2. Creativity

The creativeness is identified as a process that aims to produce new social, individual or qualitative formations (Yahyagil, 2001). In another words, the creativeness the product of new, different idea, solution and business processes. It must not think of creativeness as originality. The most important elements which separate a creative idea from strange ideas are the appropriateness, beneficial and usability (Cengiz et al., 2007).

There are many reasons which remove the creativeness. These can be listed as; criticism, stress, suspicion, routine works, problems in time adjustment, and environment (Yeloğlu, 2007). The organizational creativeness is to reveal the valuable, beneficial, useful process, procedure, idea, service, product by the employees working in a complex social system. To have creative specifications is important for enterprises because creativeness undertakes the role of initial point for successful implementation of the innovation; therefore, the company must be encouraged and developed by the top management (Samen, 2008).

The points to be considered for establishing a creative organizations may be listed as follows; to have employees which have different qualifications and an organic structure, to accord with the changes occurring in the environment, to be tolerant, to give trust, to form suggestions systems, the interaction with the environment, to perform the employment and appointment of the employees according to their knowledges and talents (Yıldırım, 2007).

In an organizational sense, creativeness consists of a process formed of three stages; "birth of the ideas", "development of the ideas," and "implementation" (Nart, 2015). In other words, "creating new ideas, problem solving, transfer of innovations to practice" is very important (Şimşek et al., 2016).

The precondition of the formation of creative thinking in an organization is the top creative management and supportive enterprise atmosphere. The top executives may perform their responsibilities with the regulations made for the mission, organizational climate, and performance. The top management must emphasize the importance given to innovation, creativeness, and different thoughts in every chance with their words and behaviors (Kılınç, 2001).

The positiveness of the relationships between the executives and employees is important in the development of organizational creativeness. Therefore, to meet the needs of the employees has an important role in the formation of positive relations and in increasing the performances (Yılmaz ve Karahan, 2010). The positive mood develops the creativeness and supports the interaction point of view in the situational factors and emotions for strengthening the creative activity (Sosa et al., 2016).

1.3. Interaction of conflict and creativeness

The conflicts may be categorized in functional and nonfunctional form depending on how the individuals deal it, how they understand it, and how they solve it (Hollins, 2016). Mostly, the conflicts function as an important tool of organizational creativeness, innovation, dynamism, and change (Kılıçaslan, 2014). The conflicts must be seen as a richness source for the enterprises and

must be considered that the conflicts may arise an opportunity for innovation and creativeness. Therefore, the conflicts must be managed by considering factors such as type, degree of the conflicts (Topaloğlu and Avcı, 2008). The organizational creativeness is identified as generating beneficial, valuable products, services, procedures, ideas, or processes by the individuals working together within a complex and social system (Elmelegy et al., 2016). The creative thinking in organizations is a concept which causes discussions and disagreements and increases the tension and forms oppositions because, while the complex organizations foresee a specific control, they require to change and creativeness (Cengiz et al., 2007).

In the enterprises with no conflicts, the creativeness disappears within time, the development speed of the individual talents decreases, and the organizational efficiency may decrease. Together with this, in the enterprises where there are many conflicts, the enterprises may confront problems such as deviation from the purposes, the formation of a corrosive struggle environment, and the risk of sustainability of the existence of the enterprise. The important point is to decide to have the executive decide whether the conflict is functional or nonfunctional and to follow an appropriate form (Sökmen and Yazıcıoğlu, 2005).

When we analyze the studies in literature related to the conflict and creativeness, Karcıoğlu and Alioğulları (2012) have made a research on the reasons for the conflicts and the conflict management styles. In this research, it is presented that there is a positive relationship between conflict management styles and the demographic specifications of the employees.

In their study where the relationships between the performance of the employee, organizational creativeness and leadership behaviour is analyzed, Yılmaz and Karahan (2010) have presented that vision-focused leadership behavior has more effect on the organizational behavior and the vision-focused leadership behavior has a positive effect on the performance of the employee.

In analyzing research with the point of view, Topaloglu and Avcı (2008) have present that the elements causing the conflicts are individual and managerial. In the study of Nemeth et al. (2004), with the title of releasing the role of the conflict in group creativeness, research on two countries, the directives which advice not to make criticism are compared with the directives encouraging the persons for conflict. This research has been concluded in America and France. As per the results, both directives, especially the conflict directives, have gained an advantage against the traditional brainstorming directives.

In the study with the title of “a question related with the task conflict and team creativeness”, when and how much, Farh et al. (2010), has presented when the task conflict is in the moderate level, the creativeness is in the highest level in the research concluded on the 71 information technologies project team in China.

It is presented that the task conflict has a curvilinear effect on team creativeness. In the study with the title "Paradoxical frames and creative sparkles; increasing the creativeness through integration and conflict, Spektor et al. (2011) have emphasized that the organizations must have the employees with creative thinking and discussion desire in the environment full of uncertainties and conflicts.

2. RESEARCH METHOD AND ANALYSIS RESULTS

In this study, the question " Does the conflict occurring in the organization affect the creativeness?" is tried to be answered. At first view, the conflicts level and creativeness levels of the employees are tried to be answered. Then the existence of any relationship between these two phenomenons shall be questioned, and the direction of the relations shall be determined. The theoretical model below is formed for this purpose (Figure 1).

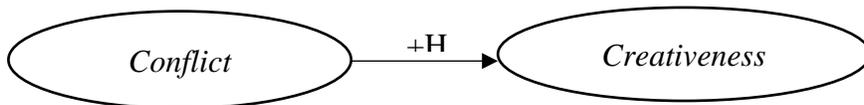


Figure 1: Theoretical Model.

In our study, it is desired to determine the interaction between the conflict occurring in the enterprise and the creativeness talent, and the below hypothesis is claimed for this reason. H₁: The conflict occurring in the enterprises, positively affects the creativeness talent.

The subject of our research consists of conflict and creativeness concepts, which are important for organizations. The purpose of this research is to reveal the relationship between the conflict and creativeness and the identification of the concepts such as conflict concept, organizational conflict, creativeness, organizational creativeness. When the previous studies are analyzed, separate studies related to the conflict and creativeness are observed; however, no study is observed related to the interaction of both concepts. The most important contribution of this study to the literature is to reveal the effect of the functional conflicts on the occurrence of the creative ideas and thoughts by making the discrimination of which conflicts are functional.

The study is in the qualification of empirical research. As the data collection tool, the questionnaire method is used. The questionnaire is developed by benefiting from the scales in which their validity and reliability are proven. Our questionnaire consists of three sections. In the first section, there are questions

for determining the demographic data, and in the second section, there are questions for determining the level of conflicts, and in the third section, there are questions for determining the creativeness talent.

In the demographic specifications section, there are questions such as gender, age, education status, marital status, position in enterprise, experience. For measuring the conflict level of the participants, the scale which is developed by Rahim (1983), is used. For measuring the creativeness talent, "the creativeness scale," which is adapted into Turkish by Balay (2010), has been taken as the basis.

Also, the Likert scale is used. The scale is used by using 5 Likert starting from "Strongly Disagree (1)" to "Strongly Agree (5)". According to this model, the expressions in the scale are; "Strongly Disagree (1)", "Disagree (2)", "Neither agree nor disagree (3)", "Agree (4)," and "Strongly agree (5)".

The research is concluded on the employees of the big-size industrial enterprise, which carries out activity in Konya province. In total, 200 questionnaire forms are distributed. The number of those who reply to our questionnaire is 117. Our analysis is concluded on 117 questionnaires.

The reliability analysis is applied for measuring the reliability level of the conflict scale and creativeness scale used in the questionnaire. Cronbach's Alfa value of 13 expressions is found as 0.93 as the result of the reliability analysis of the creativeness scale. Cronbach's Alfa value of 135 expressions is found as 0.94 as the result of the reliability analysis of the conflict scale. These values show that our scales are reliable.

3. Results and Discussion

The demographic specifications of the employees are analyzed in our study, and for analyzing the relationship between the conflict and creativeness in the organization, the statistical methods are used. The demographic identifications related to the individuals are given as Frequency (n) and Percentage (%) in the statistical analyses (Table 1). The values of mean and Standard Deviation related to the questions are given in tables 2-5. The relationship between the scales is analyzed through the Pearson Correlation Coefficient and Regression Analysis.

Table 1: Demographic Findings.

		n	Rate(%)
Gender	Female	0	0,00
	Male	117	100,0
	Total	117	
Marital Status	Married	96	82,1
	Single	21	17,9
	Total	117	100,0
Age	Under 18 years old	2	1,7
	18-29	47	40,2
	30-39	50	42,7
	40-49	17	14,5
	50-65	1	,9
	Total	117	100,0
Education Status	Elementary	13	11,1
	Secondary	38	32,5
	High School	45	38,5
	Vocational High School	4	3,4
	Associate Degree	15	12,8
	Bachelor Degree	2	1,7
	Total	117	100,0
Time of working in enterprise	Less than 1 year	15	12,8
	1-3 years	33	28,2
	4-6 years	35	29,9
	7-9 years	18	15,4
	10 years and over	16	13,7
	Total	117	100,0
Position in enterprise			
	Chief/Supervisor/Foramen	1	0,9
	Worker/Employee	116	99,1
	Total	117	100,0
Income (in Turkish liras)	1000-1500 TL	62	53,0
	1501-2000 TL	50	42,7
	2001-2500 TL	4	3,4
	3000 TL and over	1	,9
	Total	117	100,0
Activity Term of the enterprise	10 Years and Over	117	100,0

Our research consists of 117 participants, and the majority of them are male employees. When the ages of the participants are considered, the biggest rate is between 30-39 years old, and this shows us that the participants are from the young population. Besides, it is observed that the number of married participants (96) is higher than the number of single participants (21). When the education status of the participants is considered, it is observed that the majority is graduated from high school. There are no participants with a doctoral and post-graduate degree, and there are few employees with a bachelor's degree. When the working terms of the employees are considered, the biggest rate is between 4-6 years. The biggest part of the participants is in the position of employee/worker (91.33 %). When the income level of the participants is considered. The biggest rate is between 1000-1500 TL. The enterprise in the research carries our activity for 10 years and over. Also, the number of employees in the enterprise is 250 and over.

Table 2: Descriptive Statistics Related with the Questions in The Scale of Creativeness.

	Mean	Standard Deviation
1.I try to suggest and find new methods for reaching the targets and purposes	3,74	1,010
2.I try to produce new and practical ideas for providing the performance increase.	3,95	,829
3.I try to find and search the new technologies, methods, techniques, and ideas related to my occupation	3,74	,885
4.I try to find and suggest new methods for increasing quality.	3,76	1,056
5.I consider myself as a good source for the creative ideas in my work environment.	3,48	1,055
6.I do not abstain from taking risks related to my work.	3,50	1,111
7.I support new ideas and defense against other people.	3,71	,956
8. When an opportunity is given, I can present my creativeness.	3,93	1,006
9.I try to develop a program and plan required for the implementation of new ideas.	3,74	,892
10.I frequently try to have new and creative ideas.	3,80	,853
11.I try to produce creative solutions for the problems occurring in my work.	3,81	1,017
12.I determine a new approach to against the problems.	3,58	1,052
13.I try to find and suggest new methods for fulfilling the tasks.	3,77	1,062
Total General Scale	3,7318	,72833

The mean and standard deviation values related to the creativeness scale have been given in table 2. In the creativeness scale, the expression with the highest point average belongs to "I try to produce new and practical ideas for providing the performance increase" with 3.95 and the expression with the lowest point average belongs to "I consider myself as a good source for the creative ideas in my work environment" with 3.48. The general mean of the questions measuring the creativeness is 3.73 and the standard deviation is 0.72.

Table 3: Explanatory Statistics Related with the Questions in Conflict Scale.

	Mean	Standard Deviation
1. I try to examine with a colleague for finding an acceptable solution to the problem	3,66	1,084
2. In case of dispute, I try to meet the needs of my colleague	3,67	1,017
3. For preventing the occurrence of disagreeableness, I do not reveal the disagreement with my colleagues.	3,82	,934
4. I try to unite my ideas with my friend's ideas for a common idea	3,96	,845
5. I make self-sacrifice from my assets for the income	3,75	1,050
6. I work with my colleague for a solution that shall meet our expectations	3,78	,975
7. I abstain from the discussion of the conflicts between my colleagues	3,12	1,108
8. I resist on the solutions that I have found for the problem.	3,43	,874
9. I try to find a midway in the solution of the disagreements	3,83	,780
10. I use my position for the acceptance of my own ideas	3,03	,964
11. I use my authority for reaching the conclusion of my decision	3,07	,980
12. I generally agree with the demands of my colleagues	3,55	,951
13. I compensate for providing an agreement	3,23	,977
14. I sometimes win and I sometimes lose	3,91	,731
15. I exchange information with my colleague for solving the problem	3,91	,915
16. I sometimes help for the demands of my colleagues	3,62	,888
17. I generally privilege to my colleagues	3,30	,903
18. I defense my idea for showing the benefits of my position	3,57	,813
19. I try not to care the differences for providing settlement	3,65	,813
20. I suggest mean way for removing the settlements	3,74	,865
21. I exchange information with my colleagues for settlement	3,79	,918
22. I try not to disagree with my colleagues	3,86	,840
23. I abstain from meeting with my colleague whom I have problem with	3,21	1,156
24. I benefit from my speciality for reaching my decision	3,48	,970
25. I frequently support the suggestions of my colleagues	3,54	,943
26. I make cooperation for the settlement	3,84	,656
27. I generally insist on problem solving	3,68	,877
28. I try to present my demands for the best solution of the problems	3,76	,773
29. I try to unite my ideas with the ideas of the colleagues for a common decision	3,65	,854
30. I try to meet the expectations of my colleague	3,58	,812
31. I sometimes use my authority for winning the struggle	3,41	,911
32. I abstain from discussion for preventing the occurrence of negative ideas of my colleagues	3,39	1,000
33. I abstain from the negative communication with my colleagues	3,66	,902
34. I abstain from discussing with my colleagues	3,55	1,013
35. I generally work with my colleagues for understanding the problems	3,64	,885
Total General Scale	3,5893	,55611

The mean and standard deviation values in the conflict scale are given in Table 3. The expression with the highest point average belongs to "I try to unite my ideas with my friend's ideas for a common idea" with 3.96, and the lowest expression belongs to "I use my position for the acceptance of my own ideas" with 3.03. The general average of the questions measuring the conflict is 3.58; the standard deviation is 0.56.

Table 4: Pearson Correlation Analysis Results Made for Determining the Relations of Conflict and Creativeness Scales.

		Creativeness	Conflict
Creativeness	Pearson Correlation	1	,745**
	Sig. (2-tailed)		,000
	N	117	117
Conflict	Pearson Correlation	,745**	1
	Sig. (2-tailed)	,000	
	N	117	117

***. Correlation is significant at the 0.01 level (2-tailed).*

There is a significant and positive relation between the conflict and creativeness level of the participants (Pearson's $r = 0,745$, $p < 0,01$, $r^2 = 0,55$). There is a strong correlation between the two variables. Simple regression analysis results for the conflict and creativeness are as follows.

Table 5: Regression Analysis Result made for conflict and creativeness scale.

	B	SH	β
Model 1			
Fixed	0,231	0,296	
Conflict	0,975	0,082	0,745*

Not: For Model 1 $R^2 = 0,554$; * $p < 0,01$

There is a positive linear relation between the conflict and creativeness ($R=0,745$, $R^2=0,554$). The effect size is large. The relation between the conflict and creativeness is significant ($t=11,964$, $p=0,000$). When the conflict levels of the employees increase, their creativeness talents increase. The regression model is used for estimating the creativeness behaviors of the employees ($F=143,130$, $p=0,000$).

Simple linear regression formula for this relation:

$$\text{Creativeness} = 0,231 + 0,745 * \text{Conflict}$$

According to these results, our hypothesis, "the conflict occurring in the enterprises, positively affects the creativeness talent" is accepted.

4. Conclusion and suggestions

In today's competitive environment, it is hard for enterprises to maintain their existence. Together with the rapidly increasing competition, various disagreements occur between the groups or the individuals, and the conflicts occur. The conflict is the unconformity, disagreements occurring between two or more persons. The enterprises must manage these conflicts in good form for turning the conflicts into an advantage. The creativeness is to present new, different ideas, products, services, or processes. Sometimes, the conflicts support the creativeness, provide the occurrence of creativeness, and sometimes the conflicts prevent the occurrence of the creativeness. At the same time, conflicts may occur as a result of the creativeness. It is important to determine the relationship between creativeness and conflict, which has an important role in terms of the performance of the organizations. The aim of this study is to present the relationship between the creativeness and conflict occurring in the organization.

The general mean of the questions measuring the creativeness is 3.73, and the standard deviation is 0.72. The general average of the questions measuring the conflict is 3.58; the standard deviation is 0.56. There is a significant and positive relation between the conflict and creativeness level of the participants (Pearson's $r = 0,745$, $p < 0,01$, $r^2 = 0,55$). There is a strong correlation between the two variables.

The conflicts are unavoidable, together with the increase in population, a decrease in the e-resources, and an increase in the competition. The important thing at this point is to turn these conflicts into advantages. The creative talents of the enterprises may be supported with the well-managed conflicts. Therefore, innovative, creative enterprises can provide sustainable competitive advantages. With the conflict and creativeness interaction, everyone can get very useful added value.

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