

# The Impact of Conflict Management on Organizational Effectiveness (A Case Study: Ministry of Higher Education of Jordan)

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## Abstract

The purpose of this study is to examine the impact of conflict management on organizational effectiveness on Ministry of Higher Education. Furthermore, to examine what factors generate interpersonal conflict and what conflict-management is applies in conflict situations. An additional useful definition of conflict is the situation in which people's concerns appear to be incompatible. Consequently, different manage conflict addressing this problem of conflict dynamics in a new environment. In an organization, people's concerns strength center around such things as fix on how to allocate resources, determining what facts bear on an issue, and supporting different strategies. The reason of this research is to observe the impact of managing organizational conflict impact of organizational effectiveness. The findings of the this study exposed that assenting action played the most important role in conflict treatment managing used turned out to be a function of different variables. The study recommends that it is necessary to deploy the concept of managing conflict on organizational effectiveness.

## 1. Introduction

Conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one or more members of the group are either resisted by or unacceptable to one or more members of another group. Conflict can arise between members of the same group, known as intergroup conflict, or it can occur between members of two or more groups, and involve violence, interpersonal discord, and psychological tension, known as intergroup conflict. Conflict in groups often follows a specific course. This period of conflict escalation in some cases gives way to a conflict resolution stage, after which the group can eventually return to routine group interaction once again (Harvard Program on Negotiation Glossary, "Conflict" 2013). Conflict is a social factual situation in which at least two parties (individuals, groups, states) are involved, and who strive for goals which are incompatible to begin with or strive for the same goal, which, can only be reached by one party and want to employ incompatible means to achieve a certain goal (Schmid, 1998). The organizational conflict in business organizations is disagreement by individuals or groups within the organization, which can center on factors ranging from resource allocation and divisions of responsibility to the overall direction of the organization; conflict is the perception of differences of interests among people (Thompson, 1998).

An addition, conflict is a belief or understanding that one's own needs, interests, wants, or values are incompatible with someone else's. Conflict also involves an emotional reaction to a situation or interaction that signals a disagreement of some kind. Conflict also consists of the actions that we take to express our feelings, articulate our perceptions, and get our needs met in a way that has the potential for interfering with someone else's ability to get his or her needs met (Meyer, 2004). Conflict is a process of social interaction involving a struggle over claims to resources, power and status, beliefs, and other preferences and desires. The aims of the parties in conflict may extend from simply attempting to gain acceptance of a preference, or securing a resource advantage, to the extremes of injuring or eliminating opponents (Bisno, 1988). The conflict amongst individuals may also be increasing in both private and public sector organizations (Havenga, 2005).

Organizational conflict is considered legitimate and inevitable and a positive indicator of effective organizational management. It is recognize that conflict within certain limits is essential to productivity. In organizations that use teams, especially self-managing and other forms of empowered teams, employees are supposed to resolve problems and conflicts themselves (Spreitzer, 1996; Spreitzer, Kizilos, and Nason, 1997). They are trained quality management and given the power to halt or speed up production. Their participation in resolving these issues expected to increase "ownership" of problems and more commitment to implement their solutions that in turn results in improved productivity, product quality, and work life. Conflict management ideas may contribute to theorizing on organizational teams and suggest the conditions under which these teams are productive. Studies have not provided much support for team-building interventions focused generally on relationships (Salas, Rozell, Driskell, & Mullen, 1999). Conflict management is not without any organization combine the occurred inside in multiple forms of disagreement or argument in response to these interactions and the middle. Therefore, the organization device specific objectives sought, to achieve the social environment where are through the organization of roles and relationships, tasks and the distribution of powers and responsibilities. Organization within specific building standards and laws and regulations, and it called (Foundation) and through

the activity generated interactive processes result in the emergence of organizational conflict and substantive and affective conflicts (Pearson, et. al, 2002).

While, the concept of conflict management means at the organizational level method, mechanism, or strategy of the manager in charge and from which to resolve the conflict, or difference that arises between the behavior patterns or regular favorite. Conflicts are common within the interpersonal context of teams, as are attempts made to manage these conflicts (De Dreu, and Weingart, 2003 and Rahim, 2002). in that way, increasing the adequacy and effectiveness of the administrative organization because of the conflict well managed, turning to the phenomenon inspire creativity and fair competition and the diversity of diligence, which benefits the employees and the organization, and here it is certain that the problem is not the existence of the conflict of whether or not where. In addition, study has shown that it is not simply the presence of conflict that concern teams; rather, how team members approach and manage their conflicts has a major impact upon whether the conflict is constructive or destructive (Ayoko, Hartel and Callan, 2002).

### 1.1 Importance of this Study:

The importance of this study is being includes an analysis of the most important themes of work, and define attributes general methods of managing organizational conflict on the effectiveness of regulatory. The importance of the results which expect to determine the relationship between organizational conflict and effective regulatory, and offers practical solutions to rationalize the organizational conflict, including serving achieve effective organizational structure, in order to raise the level of performance and the advancement of your devices administrative, to achieve the lofty goals of the highest efficiency and effectiveness.

The significance of this study is to deal with administrative problems faced by managers every day in their management of organizations and considers. This study is essential from the scarcity of studies that addresses this important issue in Jordan ministry of higher education. In daytime of the foregoing, therefore, aimed to determine the relationship between each method of managing organizational conflict in effective regulatory workers from their point of view terms constitute methods behavioral and administrative disparate and varied. Consequently, administrators who deal with multiple conflicts follow the difference that occurs within organizations for its effects on the effectiveness of rise or fall regulatory in terms of its level and its impact on the achievement of the desired goals, so this study is trying to answer the following questions:

- 1- What is the impact of conflict management on organizational effectiveness on Ministry of Higher Education?
- 2- What is the extent of the moral relationship between the methods used by management to deal with organizational conflict between the workers and the positive of this conflict?
- 3- Is there a correlation between the methods of managing organizational conflict used by the administration to deal with organizational conflict and its impact on organizational effectiveness?

### 1.2 Objectives of the Study:

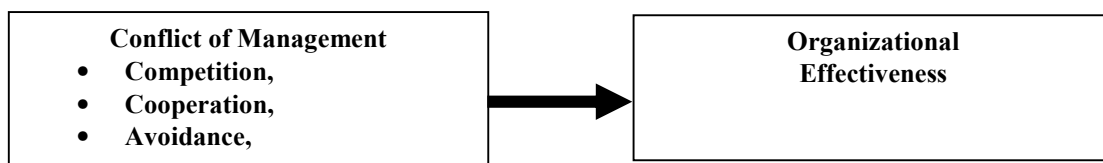
This study aims to identify the fact that conflicts organizations for the purpose of providing the most important methods of management strategies in order to create a suitable, so this study aims to:

- 1- Identify the most important of the conflict management on organizational effectiveness on Ministry of Higher Education.
- 2- Infer some of the tools that they can contribute to the managing of conflict, including works to increase loyalty and affiliation of individuals of the organization, contribute to increasing the effectiveness of the organization.
- 3- Disclose the relationship between managing conflict used in the management of the organization and the level of organizational effectiveness.

### 1.3 Theoretical Framework

The subject of conflict management in general among the topics that received significant interest by researchers and scholars in several areas, this studies looked at the relationship between the organizational conflict on the effectiveness of regulatory and role of strategic management as an integral part of the rooting theoretical research, and offers nothing new in this study.

**Figure 1:** Theoretical Framework: (Conflict Management on Organizational Effectiveness).



## 2. Hypotheses of the Study

Find the following hypotheses:

**HO1:** There is no statistically significant impact of conflict management on organizational effectiveness on Ministry of Higher Education.

The consequence of this hypothesis is the following assumptions:

**HO1.1:** There is no statistically significant impact on the style of competition on the organizational effectiveness.

**HO1.2:** There is no statistically significant impact on the style of cooperation in organizational effectiveness.

**HO1.3:** There is no statistically significant impact on the style of avoidance in organizational effectiveness.

## 3. Theoretical Background:

In order to identify and develop the intellectual and philosophical framework for the entrance of organizational conflict management in business organizations, and deals with this part of the study include the following:

### 3.1 Conflict Management and Organizational Effectiveness:

The statement of “conflict” has no distinct obvious significance, much of the confusion has been formed by researcher in different regulation who is concerned in studying conflict, efficient reviews of the conflict literature. The term conflict has an element of incompatibility though. Competition is characterized by “parallel striving” but conflict by “mutual interference” by Fink (1968), Tedeschi, Schlenker, and Bonoma (1973), and Thomas, 1992) show a conceptual sympathy for, but little consensual endorsement of, any generally accepted definition of conflict. In addition, much of the past research that explored the effects of threats on concession making only compared across threats conditions. Fink (1968) in his classic review has illustrated tremendous variance in conflict definitions. Recently, there has been renewed interest in the effectiveness of Organizations (e.g., Papadimitriou & Taylor, 2000; Wolfe & Putler, 2002; Trail & Chelladurai, 2000; Shillbry & Moore, 2006; Papadimitriou, 2007). Since the literature, survey done it converted into evident that the facets investigate on conflict-management not often reflected on public sector organizations such as municipality. Research done by previous author determined on different aspects of conflict that are appropriate to larger private sector business organizations or groups from tertiary education institutions, financial institutions and others (Havenga, 2002). Unnecessary or insufficient stage of conflict obstruct the effectiveness of group element which may lead to less satisfaction, increased absence and turnover rates, and eventually lower productivity. While conflict is at an best possible level, satisfaction and apathy should be minimized, motivation should be enhanced through the creation of a demanding and questioning environment with a vitality that makes work interesting (Robbins, Odendaal & Roodt, 2003).

According to Hussein and Hussein, (2007) suggested that conflict phenomenon of a natural process and behavioral organizational continuous result from the interaction between individuals or institutions. It is also an inevitable consequence of the increase the size of organizations, increasing the number of employees and the diversity of their qualifications, skills, and patterns of behavior. Managing conflict is the process of conflict and confrontation that could occur within the organization between different individuals or between different groups. Kashlav, (2009), observed, that “organizational conflict is an important topic for both managers and for scientists interested in understanding the nature of organizational behavior and organizational processes”. However conflict management involve recognition of types of conflict, which may have negative affects and those that may have positive effects on individual and group performance. This can be achieved by minimizing affective conflicts at various levels; attain and maintain a moderate amount of substantive conflict; select and use appropriate conflict management strategies (Rahim, 2002).

Organizational conflict is measured a likely and predictable, organizational happening, that accompany human relations within any organization (Balwi, 2009). The conflict between individual and the group this type of conflict happen due to individual incapability to equal group principles, moreover he adapts himself with group standards or the group started it challenge to affect him through several method that cause conflict with the group (Bruce, 2009), wherever each group has convention and behavioral example that binding its members. If they disagree with individual goals or if he subjected to demands in order to make the organization supplies, the individual will be aggravated to engage in conflict with the group. This type of conflict does final for long era of time (Al-Otaibi and Munira Bint Nayef, 2007).

Investigative the quantity of conflict in relative to the style pursues in handling conflict is the maximization of organizational effectiveness. It has also be noted by Kim, Jackson, Conrad and Hunter, (2008) that people use different conflict management styles depending on the level of influence of the party in the conflict. Particularly advanced are more likely to strength their interests and employees are more likely to cooperation with their peers, whereas subordinates prefer to surrender their benefit.

Shalabi, (2011) observed that conflict levels earnings the degree of difference felt by individuals in workplace, which is differ from one person to another, when conflict level of increased above the desired, therefore management interfere here by plummeting it to the desired level. Subsequent, when its level dropped from the desired level the management intervenes to activate the desired level (Rifai, 2009). While the conflict is a human

detail in organizations, and one of the paraphernalia of change and transformation, consequently its successful management has grown to be a skill and new function for managers. Researcher such as Bergman and Tatum, (2006); Hody and Anthony, (1998), establish that malfunction to contract with organizational issues is an essential source of conflict. Some researchers at the same time as Al-Otaibi, (2006); Yusuf and Muhammad, (2004); Beardawell and Holden; (2001) recognized that organizational conflict to achieve employees and organization goals, and to successful and acceptable to address the conflict.

Mayer, (2000) observes that conflict, as having much extraction and that are many theories trying to explain these origins. Conflict, conversely, is arising from basic human instincts, from the opposition for resources and power, from the structure of the societies and institutions that people create, and from the inevitable struggle between programs. It is consider also to facilitate if one can develop a useable framework for understanding the causes of conflict a map of conflict can be created that can direct one through the conflict process. While individual recognize the different forces that stimulate conflict behavior one is better to generate a more nuanced and selective approach to performance conflict.

The importance of conflict with different scientific references through:-

- 1- Conflict instrument to adjust and survive, where the existence of the conflict in organizations and discovery makes it imperative for the administration confronted and dealt with, which prompts them to be able to express that through the organization.
- 2- Conflict implement to stimulate the capacity of director contemporary, and is the face of conflict management at the present time a core function of the contemporary director who waits for him to face a conflict and not administered or how to restrain him as a mere mortal.
- 3- Conflict means for inspiration, their relationship between conflict and performance and creativity, can arise in individual's motivation for the initiative and creativity and at the same time.
- 4- Conflict tool to run the association of the organization is getting attention now because it is not a conflict of confusion and chaos.

### 3.2 Management Organizational Conflict:

The ability to cope successfully with conflict is among the most important social skills one can acquire. As people mature, they usually develop behaviours for coping with conflict; there is even some evidence that they develop certain preferred styles (Thomas and Kilmann, 1974). Conflict management skills acquired without formal education or guidance. Usually behaviours modelled after the behaviour of others. If one is fortunate enough to have good models, and if one is lucky enough to be in situations in which the modelled style is effective, one is usually successful. The best way to minimise failure is to learn what styles are available, in what situations they are most effectively employed and how to use them Mahdi, (2002).

The managing organizational conflict is the general framework of the entrance and comprehensive treatment by which means that depend on the resolution of problems and disputes. In addition, (Garnerll et. al, 2000) the methods of conflict management are in (the loss - the loss, and loss – win - win - win). The results of these methods are one of the most important problems that caused the dissipation of funds and efforts compared to other organizational problems with the prevalence of the use of this kind of methods. The various conflicts that each case may require the use of a particular strategy, and the most important of these methods of organizational conflict are; **Competition**: reflects a desire to meet one's own needs and concerns at the expense of the other party. As the model illustrates, the most assertive and least co-operative people use the competitive style. If the stakes are high, enough, a very competitive person's use of power may well be limit only by some greater external power such as the law or social taboos (Issa, Ibrahim Abdel Fattah Zuhdi, 2009).

The relationship between conflict competition and confusion concepts and considered synonymous. The conflict is direct towards another party and that includes behavior and attempts to obstruct the goals of the other party, while the competition is seeking to achieve the goal without interfering in the affairs of the other party or attempt to impede its objectives or its activities. The result of conflict management through the strategy that waives a party of exchange and the goal in this case is to determine. Criteria exchanges between the two sides and that can help to manage rely on such a strategy in cases which is where the conflict resulted from a lack of resources, while less effective as a strategy to resolve the conflict in cases where cede power because the weaker party has no waive him (Hussein and Hussein, (2007).

**Cooperation** is the most appropriate tool for managing organizational conflict if do not suffer the parties from time pressures. Solution to achieve the benefit of all the conviction of the importance common interests the manager can a therapist for the conflict broke out between his subordinates, when touching their tendency to encourage him and asked to sit down to determine the nature the conflict between them and the reasons for, and pray for themselves to appropriate solutions. Cooperation using a collaborative style aim to satisfy the needs and concerns of both parties. Cooperation means acknowledging that there is a conflict; identifying and acknowledging each other's needs, concerns and goals; identifying alternative resolutions and their consequences for each person; selecting the alternative that meets the needs and concerns and accomplishes the goals of each party; and

implementing the alternative selected and evaluating the results Abu Jasser, and Muasher, (2005). In addition, the director to strengthen the idea that the objectives of the workers are compatible rather than contradictory and independently from each other and it is natural that drives this belief and workers to discuss the differences existing between them, frankly and openly, employed conflict interests of the various parties (Awamleh, Hamdan, Salem, 2008).

**Avoidance:** This study argues that “avoidance” in some instances, be recognized as an active form of conflict resolution. That adopting avoidance as a method of conflict resolution can be an active method of team building demonstrated if the organization considers the staff. Their method of conflict resolution was avoidance; it gave them a common identity and a sense of unity Sabreen, (2010). Rollag, (2005) state that not all work groups are teams, that teams have four essential elements: goals, interdependence, commitment and accountability. The method of conflict resolution they had adopted had a team building effect it had in fact changed them from group to team status. Avoidance can simultaneously be detrimental in that conflicts are never resolved but also because it results in and could even be said to exacerbate (through the construction of an “anti-organization team”) opposition to management and reduces even more the likelihood of conflict resolution (Simmons and Peterson, 2000). Temporarily avoiding a situation is also helpful if the issue is relatively unimportant, if there is not enough time available to come to a resolution or if the issue is thought to be only a symptom of a more extensive problem that must be dealt with later. As a permanent strategy, avoidance of the situation indicated if the probability of satisfying one’s own needs and concerns is exceedingly low and there is no concern for the other party’s needs and concerns. Total avoidance is also called for if others can resolve the conflict more easily (Izadiyazanabadi, 2001). It is intended not to confront the conflict, and characterized by self-interest and a few other parties only, and under this strategy, the concerns of all parties considered and do not follow, then the attention a few individuals and production.

### 3.3 Organizational Effectiveness:

Organizational effectiveness (OE) commonly referred to when discussing organizations that have achieved maximum performance. In order to achieve increased and sustainable business results, organizations need to execute strategy and engage employees. Effectiveness defined as simply having the intended outcome. In an organizational context, the intended outcome is the goal of the organization that often expressed in a mission statement. Organizational effectiveness proposes to a large concept and acquires into thought the variables of objective achievement along the organizational and departmental plane. In ordinary, the goal model defines the principle of effectiveness as a complete or in some example partial realization of the organization’s goals (Etzioni, 1964; Sandefur, 1998). The efficiency important organizations in the result of the great development, and intense competition for survival continuity, has sought a number of researchers and interested to find a theory adopted by organizations in order to be effective. Organizational effectiveness is the level to which an organization recognizes its objective (Daft, 1995).

In this research, dealings evaluate organizational effectiveness were adopted from Lee and Choi (2003) which encompass organizational members' observation of the degree of the overall achievement, profitability, growth rate, and innovativeness of the organization in comparison with key competitors. In the sixties and early seventies change the concept of the effectiveness of the organization's ability to survive to the standards partial to measure effectiveness (such as the morale of the workers, the incidence of work-related injuries and the percentage of absenteeism and turnover of work, which was considered indicators of the effectiveness of regulations. There who see that the effects effectively the organization is culture powerful her work environment and positive team spirit and team work loyalty to the group, trust and safety and communication between management and employees (Daft, 2001).

This is what it seeks organization theory. Concerned with identifying the concept of organization theory or clear concepts of organizational effectiveness of the most important foundations of the theory of regulation: how job design, and identify the roles of personnel, labor relations, including, factors specific to the effectiveness of the organization. In addition, the extent of the diversity and multiplicity of standards proposed measures of effectiveness and the degree of discrepancy between them (Weshahi, (2002). While, the team adopted a third link between economic indicators and behavioral together, while adopted absenteeism and turnover, accidents, satisfaction and motivation and organizational goals, training and development, communication and stability, adaptation and evaluation by factors and the value of human resources, participation and skills of individuals and the performance and flexibility as behavioral indicators (Daft, 2001 ). In short, organizational effectiveness can be "the ability of the organization to achieve the goals and long-and short-term balance of power that reflects the views of the impact and the interests of stakeholders and the evaluation stage of growth or development experienced by the organization (Najat Qureshi .2006).

The organization effectiveness as "the ability of the organization to achieve its objectives and adopt this capability and the criteria used measured in the model used in the study of organizations "(Saleh, 2006). In addition, through what is clear that there is close contact between the effectiveness of the organization and goals, as the goal

is an endpoint or outcome that to reach. Organizations to be effective up to the point when it achieved its objectives and the basis of the planning function that determines the goals to be accessible, it must be better lighted than the administrative strategies to achieve these goals. Baruh & Ramalho (2006) concluded that the distinction between profit and nonprofit organizations seems to reflect in the choice of effectiveness criteria. The results of studies measuring effectiveness on both types of organizations provide strong rationale to question the use of the same effectiveness criteria when evaluating organizational effectiveness of profit and nonprofit organizations.

#### 4. Literature Review

Commencing the literature review through it turn into evident that the aspects researched on managing conflict infrequently reflected on public sector organizations. Research done by subsequent authors concentrated on different aspects of conflict that are relevant to larger private sector organizations or groups from tertian, public sector, financial institutions and others (Havenga, 2002). While conflict is an optimal level, satisfaction and apathy should minimized, motivation enhanced through the creation of a challenging and surprised environment with strength that makes work interesting (Robbins, Odendaal and Roodt, 2003).

Lama Sabri, (1999) has studied different methods to manage organizational conflict. The study aim to characterization of the types of organizational conflicts and to identify such conflicts more useful which are more harmful to the organization. It found that increase the degree of satisfaction of the employees on the use of style confrontation in resolving personal conflicts existing between them, a greater degree of satisfaction with the use of other methods.

Muasher, (2005) identify the methods used in the management of organizational conflict such as, the settlement, competition, cooperation, courtesy, and avoidance in government departments in the provinces of the south. In addition, in Jordan aimed to find out whether there were significant differences in respondents' perceptions of conflict, management may be due to personal variables. Hopes (2003), suggested that the impact of organizational conflict in hardware service in Egypt, this study aim to determine the parameters forms of organizational conflict, methods of management and strategies of organizational conflict management applied within organizations. The conclusion show that, some of the tools that they can contribute to organizational conflict management, as can achieve the highest rates of job satisfaction in government agencies service in Egypt. It found that there is a relationship framework responsive between role conflict and task due to the large number of business or for different performance expectations.

In another hand, Marina (2003) has focused on conflicts within the individual due to increasing pressures placed upon, as there are conflicts between individuals identical and non-identical in the organizational structure. The study also found that conflicts between the groups and different sections, which are suppose to Natural Gas Company to follow, these methods teamwork, increase the resources of the disputed, and the development of standards of fair promotions.

One should be conscious of conflict at assorted levels of an organization and especially of managing conflict styles applied to interpersonal conflict (Rahim, 1986). Examining the amount of conflict in relation to the style followed in handling conflict is the maximization of organizational effectiveness (Weider-Hatfield, 1995). It has also be noted by Kim, Wang, Kondo and Kim (2007) that people use different conflict management styles depending on the level of authority of the party in the conflict. Specifically superiors are more likely to force their interests and employees are more likely to compromise with their peers, whereas subordinates prefer to yield their interests.

The major studies on the conflict treatment style obviously distinguish between conflict resolution and handling or managing conflict Abdel Wahed, (2008). The methods use management of organizational conflict within the non-governmental organizations. The methods used in the management of organizational conflict within the non-governmental institutions included community study foundation. The study recommended that to visit the awareness of managers and deepen their understanding of the importance of organizational conflict and different methods.

Hamid, (2004), allowed strategies organizational conflict management and its relationship to job satisfaction, and the study aimed to find that strategy common to manage organizational conflict, and the consequences followed with department heads in colleges, the knowledge of the relationship between strategic organizational conflict management.

The results of this study, and their relationship to job satisfaction, also aim also to determine the level of job satisfaction among faculty members, according to the determinants of satisfaction with different, has emerged this study, a set of results, among them that serves the issue of the relationship between organizational conflict and job satisfaction as follows. Ali Mohamed (2003) titled that relationship role ambiguity and role conflict trends functional among workers, empirical study on business organizations. The study determines the relationship of each role ambiguity and the role of conflict and job satisfaction, organizational loyalty and desire of employees to leave. The results also showed that all of the ambiguity and role conflict are associated with a positive desire of employees to leave the organization.

Organization-conflict can be resolved if the reason thereof can be recognized and find resolution that please all the parties involved. The management or handling of the origin (causes) is the only effective way to ensure that conflict will not develop again guided in such a way that is beneficial to both the disputants and the organization. To manage it effectively managers should understand the many sources of conflict. Mayer (2000) observes that conflict as having many roots and that are many theories trying to explain these origins. Organizational Effectiveness "is the organization's ability to achieve its objectives, and therefore the efficiency is a function of the extent of the organization's success in achieving its goals" (Jones, 2001).

## 5. Research Methodology

The purpose of this research was to explain the relationship between managing organizational conflict and organizational effectiveness within ministry of higher education. The preliminary part of this section will detail on the research design, sampling and data collection procedures, and questionnaire design. This is follow by discussion on the measurement of research variables and the ways in which these variables are operational is in the Jordan ministry of higher education.

### 5.1 Research Design:

The study used a systematic procedural approach and was conducted with a fixed research design using quantitative methods. One significant requisite of this research is to examine what is the extent of managing organizational conflict an impact organizational effectiveness. As discussed in the literature review, this advance was suitable for the study given that the research questions could stated in the form of testable hypotheses. Questionnaire survey set aside collection of large amount of data from a sizeable population in a highly economical way.

### 5.2 Data Collection Procedure and Sampling Methodology

The study population consists of the directors of departments and people and officials of the administrative units in the ministry of higher education. On this basis, it has study sample consisted of (100) sample, and distributed them questionnaire prepared for this purpose, and the response rate was 91% roughly, bringing the size of the sample surveyed (85) people out of the (100) people. The study use the descriptive analytical method for determining trace level managing organizational conflict on the effectiveness of regulatory ministry of higher education. The piece has been prepared questionnaire in accordance with the objectives and hypotheses of the study has been the demand of the members of the study sample fill in the questionnaire, which contains the following dimensions: cooperation, competition, avoidance, and organizational effectiveness.

### 5.3 Measurement of Research Variables:

This section discusses the sources of the variable used in this research. Generally, the research variables of this study consisted managing organizational conflict as the independent variable with three constructs measured included competition, cooperation, and avoidance (Jones, 2001). As well as the dependent variable was organizational effectiveness, while the mitigating variables in the testable hypotheses included gender, age, qualification, experience and marital status, (Avolio & Bass, 2004).

Table (1) Descriptive of cooperation:

Question	Mean	SD
1 Director promotes the idea of "we're in the same boat alter tab	1.94	1.09
2 Director seeks to find appropriate solutions to all the problems faced by the workers.	2.11	0.74
3 Director encourages workers in the administration to try to correct understanding of the business problems.	2.17	0.84
4 Director tries to understand the attitudes and perspectives of other workers.	2.64	1.18
5 Director makes sure we have a good understanding of the problems of work before you start to solve it.	2.61	0.89
6 Director encourages a policy of "give and take"	2.18	1.04
7 Director brings experience between the functional and the experiences of others in order to reach a decision.	2.92	1.04
<b>General mean</b>	<b>2.37</b>	<b>0.54</b>

Table (1) shows that, the mean of cooperation ranged between 1.94 and 2.92 (above the average), while their standard deviation of 0.54 and 1.18.

Table (2) Descriptive of Competition:

Question	Mean	SD
8 Director clings to his opinion, to force others to make concessions.	2.81	1.30
9 Director asking to support that point of view.	2.97	1.04
10 Director requests from others to make concessions but refuse to make any concessions on his part.	3.05	1.29
11 Director deals with topics differences as the process of loss or gain.	2.85	1.09
12 Overestimates Director in his demands and his position until he gets what he wants.	3.07	0.99
13 Director complicates things for me if it stuck to my point of view.	2.82	1.04
14 Director imposes on the working plans and work schedules are not convenient for them.	3.39	1.42
<b>GENERAL MEAN</b>	2.99	0.73

Table (2) shows that, the mean scores for the dimensions of competition as independent variable ranged between 2.81 and 3.39 (above the average), while their standard deviation of 0.99 and 1.42.

Table (3) Descriptive of Measuring Avoidance:

Question	Mean	SD
15 Director encourages employees to express their views and express their feelings frankly.	2.31	1.13
16 Director tries to reduce the opposing viewpoints inside the unit where I work.	2.69	1.05
17 Director tries to prevent workers from showing feelings of anger and frustration.	2.96	0.93
18 Director tries to alleviate differences through ignored.	2.85	1.35
<b>GENERAL MEAN</b>	2.71	0.56

Table (2) shows that, the mean scores for the dimensions of avoidance as independent variable ranged between 2.31 and 2.96 (above the average), while their standard deviation of 0.93 and 1.35.

#### 5.4 Hypothesis Testing:

This section discusses the results of hypotheses testing diminutions of managing organizational conflict. Equally, correlation and multiple regression analysis were performing to test the hypotheses. To test the hypothesis of the study was the main use stepwise regression analysis, while the use of simple regression analysis. Overall, the main hypotheses and to test hypotheses subsidiary: and the results were as follows.

**HO1:** There is no statistically significant impact on organizational conflict management techniques on organizational effectiveness.

The consequence of this hypothesis is the following assumptions:

**HO1.1:** There is no statistically significant impact on the style of competition on the organizational effectiveness.

Table (4): Standard Regression Analyses for competition impact on organizational effectiveness.

Dependent variable	R	R <sup>2</sup>	F	Sig	Independent variable	B	Standard error	T	Sig
Organizational effectiveness	0.365	0.133	12.727	0.001	Competition	0.355	0.100	3.567	0.001

Table (4) shows that the effect of competition on organizational effectiveness is significant, based on F-value (12.727), and the level of significance (Sig=0.001) less than 0.05. Correlation coefficient (R=0.365) represent the strength of relationship between two variables which is positive, while the value of the coefficient of determination (R<sup>2</sup>=0.133) refers that 13.3% of the variance in organizational effectiveness can be explained by the variation in the competition. Furthermore, it was pointed out the value of the regression coefficient (B=0.355) the amount of the overall impact of the competition on the effectiveness organizational a significant effect where the value (t=3.567), this means reject the null hypothesis, and accept the hypothesis states that: "There is a statistically significant impact on the style of competition on the organizational effectiveness".

**HO1.2:** There is no statistically significant impact on the style of cooperation in organizational effectiveness.

Table (5): Standard Regression Analyses for cooperation impact of organizational effectiveness.

Dependent variable	R	R <sup>2</sup>	F	Sig	Independent variable	B	Standard error	T	Sig
Organizational effectiveness	0.076	0.006	0.482	0.490	Cooperation	0.078	0.112	0.694	0.490

Table (5) shows that the effect of cooperation on organizational effectiveness is not significant, based on F-value (0.482), and the level of significance (Sig=0.490) greater than 0.05. Correlation coefficient (R=0.076) represent the strength of relationship between two variables which is positive, while the value of the coefficient of determination (R<sup>2</sup>=0.006) refers that 0.60% of the variance in organizational effectiveness can be explained by the variation in the cooperation. Furthermore, it was pointed out the value of the regression coefficient (B=0.078) the amount of the overall impact of the cooperation on the effectiveness organizational a non-significant effect where the value (t=0.694), this means accepted hypothesis states that: "There is no statistically significant impact on the



style of cooperation in organizational effectiveness”.

**HO1.3:** There is no statistically significant impact on the style of avoidance in organizational effectiveness.

Table (6): Multiple Regression Analyses for avoidance impact of organizational effectiveness.

Dependent variable	R	R <sup>2</sup>	F	Sig	Independent variable	B	Standard error	T	Sig
Organizational effectiveness	0.443	0.197	20.314	0.000	Avoidance	0.487	0.108	4.507	0.000

Table (6) shows that the effect of avoidance on organizational effectiveness is significant, based on F-value (20.314), and the level of significance (Sig=0.000) less than 0.05. Correlation coefficient (R=0.443) represent the strength of relationship between two variables which is positive, while the value of the coefficient of determination (R<sup>2</sup>=0.197) refers that 19.7% of the variance in organizational effectiveness can be explained by the variation in the avoidance. Furthermore, it was pointed out the value of the regression coefficient (B=0.487) the amount of the overall impact of the avoidance on the effectiveness organizational a significant effect where the value (t= 4.507), reject the null hypothesis, and accept the hypothesis states that: “There is a statistically significant impact on the style of avoidance on the organizational effectiveness”.

Table (7): Results of the stepwise regression tested the impact on the combined methods of conflict on organizational effectiveness

Model	Organizational effectiveness	B	Sig	R <sup>2</sup>	Std. Error	F	Sig
First	Avoidance	0.443	0.000	0.443	0.788	20.314	0.000
Second	Style competition	0.341	0.000	0.565	0.730	19.198	0.000

The table (8) that the regression analysis stepwise showed the presence of two models of legal persons, where he was able method of avoidance in the first model to explain what percentage of (44.3%) of the variation in organizational effectiveness, while the proportion of explanation raised to (56.5%) when adding style competition to the method of avoidance in the second model. Moreover, stepwise regression analysis did not show any significant explanatory ability of cooperation in the variation of organizational effectiveness.

## 6. Recommendations

In light of the results of this study provide the researcher a number of recommendations, which hopes to contribute to increasing the effectiveness of the research by reducing conflicts to the extent desired, which does not affect the functioning of the process, and on the other hand raise the level of management organizational commitment. Therefore, the most important of these recommendations include:

- 1- Try to identify the causes that lead to managing organizational conflict between individuals in the beginning in order to control it early before aggravating the situation in addition to the use of appropriate methods to deal with the conflict between the workers depending on the situation and circumstances.
- 2- To allow workers to discussion about how to implement the business and motivate them, to work harder, and allow them to express their ideas and opinions opposition and perspectives different and motivate them to take advantage of conflict situations in the work and attention to positively conflict, and try to solve all the problems faced by the workers.
- 3- The director seeks to reach a better understanding of the individuals and not to avoid disagreements with others and try to reach a solution on them, and allow workers to express their feelings and not suppressed.
- 4- The methods of communication and effective communication and provide information that will benefit the organization through formal meetings and joint committees.
- 5- Adopt the principle of justice in the distribution of tasks and costs, incentives, and based on efficiency, principle of justice over his affiliation to his work and his foundation and his aspiration for career development on an ongoing basis, which has a good return on the level of commitment.
- 6- Need to develop a detailed list of tasks, rights and duties, be accessible to all teachers, since the beginning of the year.

## 7. Conclusion

This study was exploratory in nature with regard to establishing the organizational conflict managing. Limitations to the study were due to the relative complication of the questionnaire and the ability of all employees to complete it, the survey had to be restricted to job-levels that eliminated the lower ranks of the workforce. Studying the lower-job levels may reveal different perceptions as to causes of conflict and different conflict-handling styles being use by them in interpersonal conflict situations. Because of there is no studies could be found that was done to evaluate conflict dynamics and specifically conflict-handling styles in municipalities it is believed that this study contributed to the possibility of further research in various aspects of conflict management within public sector organizations. With the growing interest in the skill of conflict management where experiencing different organizations many kinds of conflict acquires the time and effort next to their negative impact on the ability of the

organization to the bear management excellence responsibility scaled conflicts.

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