

# The Role of Organization Conflict Management on Job Satisfaction A Field Applied Study on the Governmental Institutions in Iraq Kurdistan

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## Abstract

The Study examined the role of organizational conflict on job satisfaction and the main ideas, in design the most important productive system input represented by the human element, which is to be considered the most influential power in implementation the work of governmental institutions. the object of this study to know the role of organizational conflict management in shaping the future of the government institutions in Iraqi Kurdistan and to provide the necessary services to the community Kurdish region, the purpose of this study was to investigate the role of organizational conflict management on job satisfaction in government institutions through the analysis of the main important dimensions in formation job satisfaction among the government institutions employees in Iraqi Kurdistan, research includes staff community working in government institutions sample , that's up to 10 institutions in all provinces in the region , the number of employees to 2685 employees and employee , and as a result of the breadth of research community , it has been selected government institutions located in the provinces of the Kurdistan region of Iraq , as a miniature society and number of employees a( 618) employee which represents 23% of the original community, and after excluding personnel support services through a official working hours portfolio , the number of the employees in these institutions became 508 employee , it has been selected a stratified random sample of 50% bringing the total number of respondents 254 employees distributed on three categories of staffs according to the proportion of each of these categories which are (heads of departments – managers of departments –administrators ) Through our study we came to a diagnosis of multiple causes of the conflict in the regulatory government institutions to the Kurdistan region of Iraq, including: interdependence between organizational units, independence in the performance of tasks. And overload specialization in the division of labor , lack of technical enough for the procedure, participating in the resources are limited , varying criteria for evaluating the work , bonuses exchange and following the pattern of participation to decision – making as a key technique , heterogeneity among the members , the different job positions, lack job satisfaction , and poor communications.

We suggested after the conclusions , the ways which can be followed to deal with conflicts and managing it an effective management , which evolved , resorting to supreme objectives to organize institutions , and reduce the interdependence

between units , and increase contacts and meetings between working staff and employees working in the institutions , and the unification of systems evaluation and rewards between similar units and concerning of financial aspects of the staff and improve work conditions in all respects , and integration off conflicting units , resorting to the use of official authority and take the necessary actions against dissidents . But conflicts excitability may be possible to pass through a mysterious messages, and create different units and experiences, and increase the number of units and diversification, which encourages competition among them

**Keywords:** *Excitability, conflict, Organization, Job satisfaction*

## 1.Introduction

Communities that consist of a wide range of social systems and each system has his own concepts and methods of interaction in which is affecting the personnel components of this society , which vary their attitudes and inclinations and aptitudes which there are differences of up to degree of conflict.

It should be noted also that this conflict may be within the individual himself , for example , if you want any one of the workers to get a money and the anxiety and tension extent in the choice between the two alternatives of good and evil

The study indicates that the low level of efficient performance and low productivity level in governmental institutions for Iraqi Kurdistan is mainly due to the low efficiency and productivity of governmental administration management , for this efforts by all officials parties to promote the programs of comprehensive development through conflict organization management focus today on the modernization and development of administrative , as the organizational conflict management is the key to development of different rings, and connecting it with information technology and modern information

systems. This requires the reasonable care of organizational conflict management principals and implement all of its system in proceedings departments and institutions of the Kurdistan region of Iraq, and to adapt with contemporary new trends which focuses on taking into account the performance international standards , such as the high quality , low cost , and achieve the satisfaction of the beneficiaries, and good growth rates of productivity , all this needs to do the official measurement of the performance of these devices through the use of specific indicators , the most important measure of productivity. But the measurement process in the regions did not its way in the application of organizational conflict management, despite growing demand for better performance and management development. And the establishment of accounting principles, transparency, and accountability in government agencies by all parties and actors in the Kurdish community

This research has been adopted to achieve its objectives, and validate the hypothesis on the analytical descriptive method, which is based on two complementary types of studies of scientific research are as follows:

- a- A theoretical rooting : a study, which researcher rely upon in the collection of scientific material theory, through books, theses and previous studies, which addressed the issue of organizational conflict and job satisfaction.
- b- - Field studies: It aims to gather the preliminary data necessary to achieve the objectives of the research, through the scoping study and baseline study (field) to the research community and its sample, and the goal of working in government institutions in the governorates of the Kurdistan region of Iraq.

## 2.The first topic

### Research Methodology

#### 2.1Researches Problem

There are multi problems faced by organizational conflict management particularly in the management of governmental institutions. These problems reflect negatively on the efficiency of the overall performance and efficiency of the management of the institution, in particular. Governmental institutions in Iraqi Kurdistan take in account at the present time to be aware of the

importance of the role of staff in the success of its policies and achieve its objectives, so it has to be increased attention and action on the optimal investment of labor efficient. as prevailed certainty that the individual is forced to work; regardless of satisfaction with his occupied job which resulted in a lack of attention to workers in government institutions, accordingly t he decline observed in the quality of the performance of staff in these institutions, and therefore it became necessary to search for a solution to this problem, and through the entrances to improve the level of satisfaction of employees

#### 2.2The importance of research

This study represent the practical importance , which is to be considered an important diagnostic tool, and offers practical solutions to our realism problems , in government departments in the province of Kurdistan in general in various business , where the managers can benefit from it in knowing forms and methods of conflict management of personal and organizational existing, and their impact on job satisfaction, so that it can increase the effectiveness of institutions. Governmental institutions now suffering from the resistance of merging and consolidation , which is considered one of the casual factors of the conflict organizational between staff employees and dissatisfaction, and here comes the importance of the results of such studies, which we expect to determine the relationship between organizational conflict and job satisfaction, and provide practical solutions to rationalize the organizational conflict, including serve to achieve job satisfaction, in order to raise the level of performance and the advancement of our institutions of government, to fulfill its lofty goals in applying services to Kurdish community and the highest efficiency and effectiveness.

#### 2.3 Research objectives

- a- Identifying the most important factors and causes of conflicts in government institutions in Iraqi Kurdistan to contend with.
- b- Identifying the extent of the difference between the theoretical approaches in the management of the conflict, and the actual methods in government institutions in Iraqi Kurdistan.
- c- Determine the appropriate method of conflict management in government institutions in Iraqi Kurdistan
- d- Identifying the impact of organizational conflict management in government institutions on job satisfaction

## 2.4 Research hypotheses

In order to identify the most tense types of regulatory conflicts existing by government institutions management in Iraqi Kurdistan and how to reach its management targeting to increase job satisfaction for staff working in these institutions and rise their production, hypotheses has been formulated on the following counting:

- a- There are no statistically significant differences in the level of the degree of job satisfaction among the different administrative levels.
- b- Methods of conflict management followed in government institutions will satisfy a lot of staff.
- c- No statistically significant differences in the level of satisfaction of employees on the methods of organizational conflict management; according to the variables of the study (the functional level, and the party, age, experience, and qualifications).
- d- There are no inverse correlation between the method of non-interference in the conflict management and job satisfaction
- e- There is no correlation between the inverse method of force or power (coercion) and job satisfaction.
- f- There are no statistically significant differences in the study sample answers to job satisfaction are attributable to a combination of demographic factors (gender, age, educational level, income).

## 2.5 Research Borders

The study was limited to two types of border two geographical boundaries and borders objectivity.

- a- Geographical boundaries: - Apply the study on the government institutions in the provinces of the region: the province of Irbil, the capital of the region and the provinces of Sulaimaniyah and Dohuk.
- b- Objectivity limits: the limits of objectivity: the study is limited to the study of organizational conflict, and will not address the conflict from within the individual. This paper deals with methods to reduce conflicts between employees, and will not deal with methods to increase the intensity of the conflict. Search will address organizational conflict management methods used by management, and will not address the research methods used by individuals in facing the conflict.  
Pattern of the research: the adoption of two variable keys which are ((organizational conflict management) and component information, and (the process of job satisfaction) to build a model of the default search and shown in Figure (1).

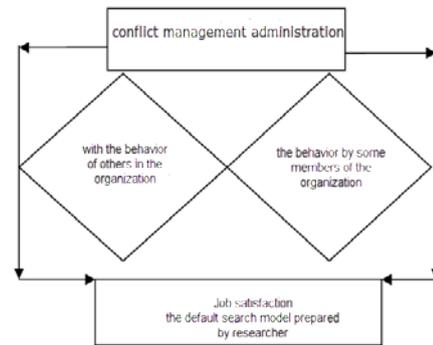


Fig. 1

## 3. Second Topic

### Theoretical Part

#### 3.1 First. The Organizational Concept

The concept of organizational conflict: It is difficult if not impossible to think that any relationship of any kind does not go through a period of incompatibility from time to time. And if any kind of relations can't be able to endure stress arising from conflict, which is inevitable to happen and well managed, they will not be able to withstand. And due to the scarcity of resources and stop things at each other and the different objectives and the need for cooperation, disagreements and conflicts becomes inevitable result of any institution. It is not surprising that researchers are aware enterprise systems that no skill is more important than the constructive management and resolve differences and management skills of those conflicts well on a personal level (between individuals) and practically (institution).

##### 3.1.1 Meaning of conflicts

Conflicts mean disagreement of two or more parties (whether they are individuals, groups, or departments, institutions or countries -----etc) who see the existence of a conflict in their interests, and conflicts occur when one of the parties do thing which hinder or inconsistent with the objectives and requirements and policies of other party. The conflicts arise as a result of the multiplicity of experiences undergone by the institution, such as conflicting goals and different interpretation of the facts and feeling negative feelings and differing values and philosophies or shared resource contention (Mustafa, 2000, p 426). There are several meanings of

organizational conflict because of the multiplicity of researchers and their different specialties. Some of them see the conflict " a behavior carried out by some members of the organization in shape which is inconsistent with the other behavior in the organization , and others define it as " a process in which someone feels that other negatively affect his work ( Qaryouti 2000: 801) , and others define it as " the process of social interaction between two or more parties begins when one of the parties realizes that the other party is hindering his goals achievement , result in creating a sense of frustration with him leading him to interpret the nature of the position , and other parts intentions , resulting to carry out and certain behavior , which ends with conflict , or leads for more developments and the continuing conflict . (AISabri, 1999: 162), it could be argued that the conflict in short: an intentional act of a party, to influence negatively on the other party, is adversely affects the ability of that party is hampering its objectives and serves its interests. And conflicts could be considered natural things in any organization and can't be avoided completely, and conflicts if it doesn't manage properly to a huge dysfunction and undesirable outcomes. Such as the arising hostilities and lack of cooperation and violence and destruction, and even failure in the institution. But when manage conflicts well, many useful things will appear. (Macleod, Alimond, 2000: 34). Conflicts stimulate creativity and innovation and change and my lead to improve relations between the employees of an organization if it managed properly, and if conflict disappeared completely, the institution will be infected apathetic and stagnation and failure to respond for any change. Due to this fact effective management should find for the conflicts and methods of stimulating ad resolved it, but when managers talk about the problems caused by conflicts, the point to the dysfunction caused by conflicts, and seeks ways that will enable them to avoid conflicts. And its worth to remind there are reasons for arising conflicts, conflicts are airside from void, and most of them are referred to the communication problems. The institutional construction and personal differences, and conflicts need multiple basic skills in order to manage those conflicts positively and effectively and deal with them appropriately, where conflicts need first to assess the nature of the conflict, and the reason for its occurrence, and its subscribers, and its consequences ---- -etc. And secondly you need to decide on any conflicts need to be dealt with and which needs to be avoided. And thirdly understand the different methods of dealing with conflicts, including more methods you prefer. Fourthly determine the best favored method other party

prefer in resolving the conflicts and emphasize it. And then fifth it is necessary to effectively deal with the emotional aspects of the conflicts before attempting access a rational solution. Seventh it may be there is some times when you decide where to negotiate a satisfactory result. And eighth and finally, you may need to stimulate the conflict to reach the best results for long term. (Qaryouti .2000: 272.).

### 3.1.2 Conflict Management

The existence of conflict in any institution is a natural phenomenon, and that the occurrence of this phenomenon has positive and negative aspects, and therefore people working in the field of management must be aware that conflict in itself a term of values can't be described as a good or bad it s a neutral term and its impact on systems and attitudes of individuals depends on the way in which they are dealt with conflict management.

And thus the inefficient conflict management such as the administrator resorts to sclerosis and strict punishment for the workers; this will increase the sense of frustration and therefore an increase in the conflict practices manifestations. But the efficient conflict management, wherefore dealing with the conflict as it's an expected problem, requires a solution within environment prevailed by the spirit of participation, leading to productive positive outcomes.

From the previous it was noticed that the conflict management doesn't underestimate from the size of the conflict but raising the rate of conflict if could be the less it should be , meaning if the conflict is weak the manager " Administrative manager " should consult his mentors to arise the debates method to the acceptable limit, and if the conflict was to height the director of the institution should work to reduce and minimize it to the acceptable limit, leading us to propose conflict management procedures. ( Qaryouti, 2000: 108 )

3.1.3Methods of conflict organizational management : method of conflict management discussed a large number of researchers , and the Altweel discussed a method of conflict management through ( Abdel Baki, 2004 ,171 )

1. The conventional approach of the conflict: it's a discussion perceives to the conflict as a position characterized with two contradictory edges, one of them is profit and one the other loss and therefore looks to the people involved in conflict ,their orientation is mottled and their interests heterogeneous , where is no compromise, and therefore one of them must

failed on the account of the other ones success , the situation in not likely only Profit or Loss.

2. Potential conflict approach : it depends on the saying concept , that the analysis and diagnosis of the situation is essential for work and performance. It is therefore important things that should be considered when dealing with conflict need to search for alternatives for the conflict management and then study the most suitable an appropriateness position of each of these alternatives that can achieve the maximum adequacy.

And therefore if conflict position is occurred and the objectives of the different parties is not integrated, it is necessary to choose a method characterized with best possible productivity to deal with, among the available alternatives ,with consideration of Profit – Loss alternative is less production , where alternative Profit-Profit which either party gains although their profits could not be even is the best productivity , and therefore it is to be considered the best start point for choosing among the conflict management and dealt with .

3.2 Abdul Baki handled organization conflict management method as following:

- a- Conflict management within the individual
- b- Conflict management between individuals
- c- Conflict management between groups

3.2.1 Conflict management within the individual

Which occurs as a result for incapability of the individual to achieve his goals or multi goals , or multi roles , and the interference of the duties and tasks and responsibilities of its own function . There is no determined pattern to manage the self conflict that the personality of the individual and style of his dealing with others changes continuously, which affect and the self conflict management, and individuals resort to use psychological defense methods in this case.

This means considered to be a major part of individual personality, the individual does not realize that he usually uses these means, although it was easy to note another person during use. These means ranged from the relatively positive such as) Highness, the mandate) the means of relatively negative (such as withdrawal, justification, projection). (Abdel Baki 0.2004: 171).

3.2.2 Conflict management between the individuals

Depends on the willingness and desire of the various conflicting parties to sit down together, and stand on the real causes of the conflict, and evaluate and discuss various problems incident to reach the right solution, which is consistent with the different viewpoints.

Management book agreed on the existence of personal methods in conflict management between the individuals, although there is a disagreement among them about the extend effectiveness of each method. (Balke and Mouton) has identified five methods for managing conflict between individuals, and declared it in the form of network management , which are they : taking care of individuals inside the organization , and taking care of production made for each of those destination a dimension extends from (zero ) to (9) , and the researcher focus on the points located in the corner of the network ,and the point located in the middle , and therefore they determined the following five methods to manage the conflict ( network, administrative, (2014,12 )

**Avoiding method :** it means ignoring the existence of the conflict hopping to be solved by itself , or retreat from it to be liberated from the need to deal with position which could create conflict , or to consider the matter is less important than other, it's a withdrawal process from conflict management , director could avoid attending a certain meeting, although this situation leads to a negative events on goals achieving , and beside that it could be resorted, for examples it could others who could manage the conflict better than the director like other subordinates. (Libda 1997 :239)

**Courtesy Style :** which in this style director acts as the conflict will vanish with the time and ask conflict parties to cooperate to minimize the tense , which is adversity for leniency, and create an atmosphere of calm in order to overcome the problem. This method encourages the parties to hide their feelings, so its effectiveness in dealing with a lot of problems is a little with a lot of problems, and this method can be resort to if the conflict based on differing personal parties to the conflict ,( Al Mursi , 2003:9 )

**Compromising solution style :** characterized by a moderate amount of each of the determining and cooperation, each party waives some of its demands, and would prefer this method if it was in the interest of both parties to accept some loss rather than not resolved at all. And is equal to resort to force if the parties to the conflict through negotiations. (Abdel Ghani 0.2001: 3)

**Competition Style :** the use of bureaucratic power and means that President looms with his hand the power of punishment and reward, or to impose solutions on the conflict parties ,the using of this style by the manager resorts to the power of authority and power of position , and the solution he reached to be in favor of one of the parties only, when the conflict is between the colleagues the manager resorts to apply the power on the other party , and depending on this style will alleviated the motivation

to work, and it is used if the case was urgent and take quick action is necessary scientific ( Osman Ahmed, 2002 :8)

**-Cooperation Method :** is to encounter adversity for leniency, and create atmosphere of calm in order to overcome the problem. This method is characterized by its interest in determination and cooperation, and resorting to the force and human relations, where the director shall examine the causes of the conflict with all relevant parties and put forward alternatives solutions and discussed it with parties until the situation is treated, with effective and acceptable treatment, and this style takes enough time ,which maybe isn't available for the manager sometimes ,but it is the best methods, and this method is resorted to if the subject of conflict is a key issue affecting the completion of educational goals the teacher was not planning to do. (Omari,1997: 5)

### 3.2.3 Managing the conflict between the groups

There are a lot of theories in the management of the conflict between the groups and we will suffice here lists the most important:

Qaryouti management believes that the management of conflict between the groups requires a diagnosis of conflict and interferes in it.

**Diagnosis:** the diagnosis of the conflict in side any educational institution is important step in a way to manage it, because the reason of the conflict and its source maybe not appear as on the surface and this process includes:

Determination the size and source and reasons of the conflict.

Diagnosis of the interior system effectiveness for the institution and effectiveness of its own individuals and groups which exist in it , and the results of diagnosis should be clarify if there is a need to interfere and what kind of interference is this .

Interference: need maybe demand the interference if the conflict is less or more than it should be, and there are two kinds of conflict which are:

**Behavior method:** This method is trying to improve the effectiveness of the institution through a series of activities that aims to develop employees professionally so that they can modify their behavior and attitudes and enable them to learn different methods of conflict management in all its forms and levels.

**Structural style (constructional):** seeks to improve the effectiveness of the institution to change some properties

of the structural design of the institution, such as job classification reorganization analysis tasks.

**That there are three intellectual directions to manage the conflict between the groups which is : ( knowledge, 2010:187)**

**a. Negotiation direction :** which focuses on the conflict management between groups which compete on limited sources

**b. Bureaucratic trend:** it focuses on the management of the conflict between the groups resulting from the power relations anchored in the organization and strategy of conflict management style human relations.

**c. Systems trend:** It focuses on the management of the conflict between the groups resulting from the problems of coordination between systems.

**The knowledge magazine cited a variety of methods in resolving the conflict, including (knowledge, 2010: 187):**

**a- Controlling the strongest group:** and this doesn't stop the conflict ,therefore the strongest is the one who will win and if the defeat was harsh it can director to step down by transferring and in some cases managers accept defeat and wait for another opportunity for conflict, and if two team conflicted the domination is the decision of the majority.

**b- - Bargaining between the contenders:** bargain is the only solution or method to compromise between the competitors, and this applies to other types of conflict as heads of departments.

**c- Modifying organizational relationships:** Sometimes these relationships lead to conflict and that such changes occur a conflict between the different layers Working in government institutions, their interest often contradict with the goals of the change in their organizations, and the degree of this resistance vary relatively between staff, the intense has been increased for the change in the governmental institutions, and its different administrations, after the government of Iraqi Kurdistan has pursued the integration of governmental institutions. And trying to follow the example of these leading institutions, and trying to adapt their experience and expertise in software applications conflict management career in the institutions and in other areas, governmental institution in Kurdistan take into account not to transport the full experience of others, But to adapt what harmonize with Kurdistan environment and its potential Impact on attitudes and ideas of staff working in these institutions, as a result of fear on their interests, and their future career. And thus the productivity and the level

of performance, and the fact that the researcher is one of the working staff in these institutions; addition to the scoping study. He noticed a lot of aspects of organizational conflict, and lack of job satisfaction, and these themes are as follows :( Abdul Ghani 0.2001: 3).

**a. Aspect of organizational conflict:**

- The non-objective working employee transportation from their places of work, and the redistributing of staff career in various places of employment.
- removal of many of the leaders of the presidencies of leadership
- Overlapping jurisdictions between staff working in government institutions and duplication of functions. The multiplicity of trade unions in government institutions; where there are different unions representing workers in the government institutions in the Kurdistan region of Iraq, namely: staff unions by their terms of reference, and the labor union, and all in constant competition to win over workers and increase their members

**b. Aspects of career dissatisfaction with governmental institution:**

Grumbling, and the large number of complaints, and criticisms between the staff and the various departments. Absence case repeated, and request of vacations by working employees  
Frequent work rotation in various departments.  
Access of some administrative problems to the law  
Exacerbate some simple administrative problems, some of them even reached to some extent beaten.

**Second) Organizational conflict and workers in Iraqi Kurdistan institution :**

Depends on saying notion, that diagnosis of the situation and analysis is essential for work and performance. It is therefore important things that should be considered when dealing with the conflict need for search for alternatives to conflict management and then study the most suitable position and appropriateness of each of these alternatives that can achieve the maximum adequacy.

Accordingly, if the conflict situation is airside and the objectives of the different parties are not integrated, it is necessary to choose a method for dealing with, characterized with best possible productivity among available alternatives with the need to take into account instead of profit –loss is the least productive , while alternative profit-profit which each parties win , even if their profits is not even is the best production and therefore it is considered to be the best starting point for

choosing between the alternatives of conflict management and to deal with him (Saad Dawad , 2005, 5m )

Successful organizations are working to provide a suitable working environment contribute to give an atmosphere of friendliness among employees, and increase productivity, and job satisfaction, Lisa Wood, achieving the goals of the organization, particularly with regard to the management of conflict expected between workers, and contain their difference. According to CEO of the American administration, but the conflict the uncomfortable part in any relationship, especially the organizational conflict that occurs between work team, and must be addressed, and entrench a permanent culture to prevent the recurrence of such conflicts. Expert of administrative development confirms the difficulty of managing organizational conflict within teams, and the prevalence of traditional methods with some managers to face the workers conflicts, or seeking help of professionals to deal with, or treated by changing the roles of workers and their responsibilities ---all these methods may provide temporary solutions to the conflicts, but it will not eliminate it, which requires a manage teams work conflict in modern and different method, (Sarman,2004,20),

- Identify and understand conflict causes and its aspects, and that by listening to the views of workers who some of them fears to talk about their needs and aspirations, and accept their ideas, which helps in discussion of ideas, instead of wasting time discussing terms, and therefore achieving to permanent solutions prevents conflicts between members of team work.

- Identify common goals, and responsibilities, which can be done by each in advance, and clarify them clearly, and identifying a leader for each team chosen by workers, referring to him in the necessities, which creates a great deal of understanding.

- Transparently talk with all conflict parties separately, and illustrate the importance of the role played by each individual, and impact of cooperation and collectivity on performance, and attention should be take not to by bias to any side, because this damage presidents team credibility.

- Avoiding interest's conflicts with other teams that work within the organization, and work to build bridges of cooperation with them in order to serve the objectives and interests of the regulator.

- Identifying indicators to verify the levels of achievements weekly, and monthly, and discussed with the team, and comparing expected objectives. These methods demonstrated its success in many international organizations, but a success which could not be achieved without the presence of the leaders whom employ the

conflicts to serve the objectives of the organization and is employees work within, success is associated in managing organizational conflict with ability extent to manage it away from the personal interests, and the capable administration is demanded to manage the conflicts not reach neither to the level of put off work or to rush in work, but it must be characterized by streamline, figure (2) shows, that change need a stimulation to move the stillness in the status quo, and to motivate employees in the organization to adapt and build sufficient capacity to be able to continue in work. Also the effectiveness of the institution requires a certain level of ambitions. And the complete stillness and stigma is similar to the strong conflict both are harmful to organizational effectiveness in the institution. There is many questions from which the officials in the institution can feel the extent need of conflict stimulation and a method to revitalize the organization toward achieving its goals, and their answers reflect affirmative to these questions and the extent of approval degree for the need to stimulate the conflict. As follows: ( Qaryouti, 2000:272).

- ❖ Are staff in the institution does not only know the word Yes exactly sir?
- ❖ Do employees working in the institution fear to confess the lack in their knowledge or the assurance of any order of things?
- ❖ Do managers focus on the compromises which make them lose their focus on distant targets?
- ❖ Are manager tries to keep the peace in the institution at any price?
- ❖ Does the director trying in the institutions not affect the feelings of others?
- ❖ Does the director believe that the gain of popularity is more important than efficiency and good performance?
- ❖ Does the director in making decision exaggerate in insistence to obtain the approval of employees in the organization?
- ❖ Does the employees in the institution resist to any changes happening?
- ❖ Do the personnel in the institution have sufficient capacity for modern ideas?
- ❖ Is there a low level in the work brings precision to job rotation?

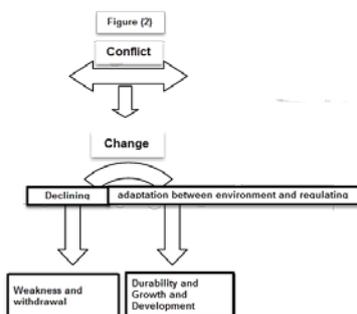


Fig. 2 Change needs stimulation to move in the status quo prepared by researcher.

The workers in government institutions can't remain in steady state as long as, if fact dealing with social open activities which adapt and interact with surrounding environment, the tag of this environment: survival, growth, and expansion, after it was canceled spatial border spacers between countries of the world, so that the society transformed to a small village, which the most important of its feature the fast technological change, inflation and the diversity and complexity of massive operations, and continuous development in mind and concepts, and the intense of competition for the available resources, and the discrepancy between the goals and the interests, which led to largest ambiguity case and uncertainty, and different ideas, opinions and beliefs, and the conflict became naturally improbable, considering that resistance to change is one of the factors causing conflict (Knowledge ,2010,187 ), if those conflicts able to adapt with the external environment, and was able to raise the level of job satisfaction among workers in the internal environment on the governmental institution, through the realization of personal desires and goals and future ambitions, it may be a new catalyst for outstanding performance, individual satisfaction from his work makes him have a psychologically and social consensus and its association with success and excellence in the work, but it doesn't mean that this study will focus on the relationship of performance satisfaction or relation of the organizational conflict with performance, because a lot of studies and research have fought in these subjects in abundance, but we will focus on the study of organizational conflict relationship with job satisfaction, the fact that this subject didn't take his right from the research and study, especially in the institution of Iraqi Kurdistan didn't discuss the organizational conflict subject, so the need is urgent for such studies and research which is limited to employees of governmental institutions in Iraqi Kurdistan, so to detect all forms of organizational conflict an different methods of administration, and its impact on the degree of job satisfaction for workers in these institutions----- (Assy,1995:546).

Through our previous browsing in other studies , we find in majority all aimed on the forms or organizational conflict, and its causes, and the methods and strategies of management, and the impact of all that on the job satisfaction, some of them study impact of previous on the level of performance and most of the results of these studies came out ,that the prevailing forms in conflicts is, conflicts between individuals and conflicts between groups and divisions and departments, and their causes are mostly due to: work pressures, and low salary and the scarcity of incentives and bad relationship with colleagues and the supervising authority, and limited resources, and communication and information transfer, and the ambiguity of role and its conflict , and overlap, and lack of participation, as these studies declared, most of those reasons considered to be determinants of job satisfaction and factors affecting the performance, and appropriate methods of conflict management is cooperation strategies, and the method of confrontation, and the less used is strategy competition, and style of coercion and avoidance, and our study is different from other studies because it discussed the commonly used methods by the management , after reviewing the summary of some of the previous studies available on the topic of organizational conflict management or English or Arabic, we can point to the large importance to manage the conflict, so the studies were represented large projects or scientific thesis for postgraduate degree, but we can explore that taking care of organization conflict in foreign environment is not new but characterized in institutions prior or large number of projects and government agencies which support the application of standards for organizational conflict management.

In that environment that these studies may have contributed to the development of the theoretical framework and the composition of the search form and formulate hypotheses where she was dealing with some technical or organizational factors that affect organizational conflict management or to indicate the reasons for the failure or success of its projects. (Suns 0.2000: 11)) Bayat, 1996: 21) (Nada, 1991: 199)

## 4.Second Topic Practical Side

### 4.1 Research community pattern

Research community includes employees working in the pattern organization institution, which is up to 10 institution in all region provinces, and the workers are up to 2685 employee and employees, and as a result of the breadth of the research community, governmental institution exist in Iraqi Kurdistan region provinces chosen , as a minibars and number of workers is (618)

employees or 23% of original community, and after excluding staff working in support services through a portfolio of official working hours, the number of staff working in these institutions is 508 workers, it was chosen a random stratified pattern in rate of 50% bringing the total number or respondents 254 employees working distributed on three categories, according to the proportion of each of these categories, which are ( Heads of departments , heads of departments – administrators ) table (1)

Table 1Community and study sample

Office name	Number of community research	The study sample	Number questionnaire Received	Representation of the sample compared with number of questionnaires received	Representation of the total number of questionnaires received
Sulaymania province	84	63	33	2,38%	12,99%
Municipality of Irbil	71	49	29	59,18%	11,41%
Agriculture directory of Dihok	82	65	27	41,53%	10,63%
Khabat Rashid Bank	53	42	20	47,61%	7,87%
Irbil electricity office	77	60	41	68,33%	16,14%
Sulaymania health presidency	92	86	40	46,51%	15,74%
Dohok water and piped department	63	58	21	36,20%	8,26%
General educational directory of Irbil	96	85	43	50,58%	16,92%
Total	618	508	254	50,0%	100%

### 4.2Data collection tools

Data were collected through personal interviews to some members of the sample of three administrative levels and through questionnaire survey; purpose of measuring the variables included in the study; this questionnaire will include a particular paragraphs to measure the different sides of the job satisfaction, and others specialized to measure workers satisfaction on the different methods in managing the organizational conflict, and special paragraphs for measuring

methods already used by the heads of working in conflict management.

4.3 Data analysis methods

Community study sample consist of employees of governmental institution operating in Iraqi Kurdistan estimated (10) institutions, where the study included employees working in governmental institution, study sample formed from (245) employees from ten government departments in the provinces of Iraqi Kurdistan it was chosen in simple randomly way. It has been determined number of sample individuals through analyzing a random testing sample consisting of concerned institutions, it was found the average deviation standard for their educational level (0,4807). After that the sample size was calculated on the basis of the desired level of confidence of 90% with allowed error of 0,05% as follow

Where: e: allowed error , S: standard deviation for sample , N : demanded sample size

$$\text{Demanded sample size} = \frac{z(0.4807) \times 2(10645)}{2(0.05)} =$$

250 individual approximlty

(280) form was distributed on the employees of tenth governmental institution evenly to their branches in different places within Iraqi Kurdistan region, (260) filled form where recovered, (254) form was completely filled and good for Statistical analysis of an average of 91% of the total questionnaires sent.

4.4Tool to gather information

The researcher developed a questionnaire as a tool to collect data and information on the study, which consist of two parts: the first part consisted of (20) phrase to measure the role of organization conflict management on job satisfaction. Likert measurement of five degrees has been adopted to evaluate the answers of the respondents of sample individuals, marks have been calculated on the basis of giving (5) marks for answering strongly agree, and (4) marks for answering agree , and (3) marks for answering neutral , and (2) marks for answering disagree , and one mark for answering disagree strongly, The second part of the questionnaire has contained demographic information for employees, such as race, age, educational level and the average monthly income.

4.5Determinants of the study

The researcher to choose ten governmental institutions in the provinces of Iraqi Kurdistan, where questionnaires were distributed to employees of these

institutions within the limits of the existing ten Kurdistan region of Iraq.

4.6 Reliability and validity of the questionnaire

Questionnaire was submitted to several specialists in the field of administration and management of organizational conflict has been installed over the wording of the questionnaire accuracy and degree of relevance to the objectives of the study. The researcher has to reconsider some of the questionnaire phrases under proposed amendments lights by the specialists. To measure the accuracy of the results of the study, Cronbach's Alpha equation has been used , where the coefficient alpha was (75.5%) which indicates the existence of a relationship consistency and coherence between the good phrases resolution, this proportion is greater than the acceptable statically the (60%)

Characteristics of the study sample.

Table 2:Distribution of the study sample by sex, age and educational level

Sex			Age			Educational level		
Category	Repetition	%	Category	Repetition	%	Category	Repetition	%
Male	196	77.2	Less than 20	14	5.5	Less the secondary	17	607
Female	58	22.8	29-20	63	24.8	General secondary	53	20.9
			39-30	95	37.4	Community diploma	143	56.3
			49-40	46	18.1	Academic	32	12.6
			50 and more	36	14.2	Diploma	9	3.5
Total	254	100%	Total	254	100%	Total	254	100%

Table (2) above shows the majority of the sample with respect to sex, where male numbered (196) by individuals (77.2%) in connecting with age categories number of repetition in the category located between (39-30) years, where the rate was (37.4%) of the total respondents. For educational level was (56.3%) of respondents from the campaign diploma, and the rest is distributed to the various scientific degrees

Table 3: Sample distributed according to the monthly income

Category	Repetition	%
Less than 200	26	102
400-200	35	13.8
600-401	149	58.7
800-601	27	10.6
More than 800	17	6.7
total	254	100%

Table shows (3) above, the majority of the sample with respect to the average monthly income of 149 accounted for 58.7 and the lowest was 6.7 of income which more than 800 dinars.

### 5. Results

#### 5.1 The first hypothesis

Analysis of mono variance for the answers of sample individuals no statistically significant differences in the level of the degree of job satisfaction among the different administrative levels.

source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Between groups	6.780	10	0.678	3.814	0.00
Inside groups	43.2	243	0.178		
Total variance	49.979	253			

Table 4:

The table (4) above shows, the value of (f) the calculated (3.814) which is greater than the extracted value from the statistical tables of (1.83) at the level of significance (0.05) and degrees of freedom (10 and 243), which requires rejection of the nihilism hypothesis and accept the alternative hypothesis that cites the existence of a relationship between the availability of organizational conflict management and job satisfaction. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) approved level for this study

#### 5.2 Second hypothesis

Analysis of mono variance for the sample individuals answers between the methods of management conflict followed in government institutions satisfy a lot of staff.

source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Between groups	14.037	7	2.005	13.724	0.00
Inside groups	35.943	246	0.146		
Total variance	49.979	253			

Table 5:

Table (5) above shows, the value of (f) calculated (13.724) which is greater than the value extracted from the statistical tables of (2.01) at the level of significance (0.05) and degrees of freedom (7, 246), which requires rejection of the nihilism hypothesis and accept the alternative hypothesis and which provides for the existence of a relationship between the conflict management followed in governmental institutions and a lot of satisfaction employees. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) level approved for this study.

#### 5.3 Third hypothesis

Analysis of mono variance for the sample individuals answers between the methods of management conflict followed in government institutions satisfy a lot of staff. According to the study variables (the functional level, and the party, age, experience, and qualifications).

source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Between groups	14.037	7	2.005	13.724	0.00
Inside groups	35.943	246	0.146		
Total variance	49.979	253			

Table 5:

Table (6) above shows, the value of (f) calculated (9.298) which is greater than the value extracted from the statistical tables of (1.94) at the level of significance (0.05) and degrees of freedom (8 and 245), which requires rejection of the nihilism hypothesis and accept the alternative hypothesis and which provides for the existence of a relationship between the conflict management followed in governmental institutions and a lot of satisfaction employees. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) level approved for this study.

#### 5.4 Fourth hypothesis

Analysis of mono variance for the sample individuals answers between the methods of management conflict followed in government institutions satisfy a lot of staff.

source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Between groups	16.044	9	1.783	12.818	0.00
Inside groups	33.935	244	0.139		
Total variance	49.979	253			

Table 7:

Table (7) above shows, the value of (f) calculated (12.818) which is greater than the value extracted from the statistical tables of (1.88) at the level of significance (0.05) and degrees of freedom (9 and 245), which requires rejection of the nihilism hypothesis and accept the alternative hypothesis and which provides for the existence of a relationship between the conflict management followed in governmental institutions and a lot of satisfaction employees. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) level approved for this study

5.5 Fifth hypothesis

Analysis of mono variance for the effect of an inverse correlation between the method of force or power (coercion) and job satisfaction.

source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Regression	25.633	4	6.408	65.542	0.00
Other Factors	24.346	249	0.098		
Total variance	49.979	253			

Table 8:

The correlation coefficient (R) = 0.716  
Coefficient of determination (R<sup>2</sup>) = 0.513

1-linear regression analysis was conducted and the results were Table (8) above shows, the value of (f) calculated (65.542) which is greater than the value extracted from the statistical tables of (2.3) at degrees of freedom (4 and 249), and the level of significance (0.05) This requires rejection of the null hypothesis and accept the alternative hypothesis which states that the effect of the presence of an inverse correlation between the method of force or power (coercion) and job satisfaction and which provides for the existence of a relationship between the conflict management followed in governmental institutions and a lot of satisfaction employees. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) level approved for this study

In addition to that, it is clear that the value of the coefficient of determination R<sup>2</sup> amounted to (0.513), which means that the ratio of (0.513) all of the changes that occur in the average answers of the sample quality of services (the dependent variable) attributable to changes in an inverse correlation between the method of power or

authority (coercion) and job satisfaction. The style of power and job satisfaction (the independent variable).

5.6 Sixth hypothesis

There are no statistically significant differences in the study sample answers to job satisfaction is attributable to demographic factors combined (sex, age, educational level, income

Variance analysis for the impact of organizational managing conflict on job satisfaction among workers.

Source	Total squares	Freedoms degree	Average squares	Value of (f)	Level of significance
Regression	17.644	4	4.411	33.966	0.00
Other Factors	23.336	249	0.130		
Total variance	49.979	253			

Table 9:

The correlation coefficient (R) = 0.594 Coefficient of determination (R<sup>2</sup>) = 0.353 linear Regression analysis was conducted and the results were Table (9) above shows, the value of (f) calculated (33.966) which is greater than the value extracted from the statistical tables of (2.3) at degrees of freedom (4 and 249), and the level of significance (0.05), This requires rejection of the null hypothesis and accept the alternative hypothesis which states that the effect of the presence of an inverse correlation between the method of force or power (coercion) and job satisfaction and which provides for the existence of a relationship between the conflict management followed in governmental institutions and a lot of satisfaction employees. This result confirms the level of significance (f) of (0.00), where it is less than (0.05) level approved for this study.

In addition to that, it is clear that the value of the coefficient of determination R<sup>2</sup> amounted to (0.353), which means that the percentage (.353) of all changes that occur in the average answers of respondents on job satisfaction (the dependent variable) attributable to changes in demographic factors (the independent variable) .341

**Fourth Topic**

**6. Conclusion**

The researcher found through studies that dealt with organizational conflict and job satisfaction There are conflicts within individuals working in the institutions of

the region; due to increasing pressures placed on them, and their inability to express themselves clearly .there is conflicts between identical individuals and non-identical in the organizational structure, also conflicts found between groups, and between different sections and each other, and between Organization and among other organizations, the researcher has been attributed emergence of conflicts, to the a lot of reasons mainly , the scarcity of resources, and the complexity of the business, and the lack of clarity of the role, and the organization's policy, exemplified by: the lack of participation of employees in decision-making, and differentiation followed by the administration between individuals, and the method of disclosure and transparency, and the availability and diversity of communication, and management style in the granting of rewards and incentives, and the grant gatekeepers , ambiguity of role and role conflict trends functional among workers leads to determine the relationship of each of role ambiguity and role conflict in job satisfaction and organizational loyalty and the desire of employees to leave the organization on and their relationship to the following results:

## 7. Recommendation

Based on the results of the study that we have downloaded can move forward a set of recommendations are as follows:

- researcher concluded to methods of conflict management, which is supposed to governmental institutions in Iraqi Kurdistan to be followed, and these methods are, teamwork, and increase the resources of the disputed, and the development of standards of fair promotions, and rewards and incentives, and improve communication channels , disclosure, and transparency, and equality in the distribution of information, and the integration of competing units, and rationing reliability between individuals, and increase training courses.
- Evolving employees in the decision-making process by informing them of the progress of work and the reason for making some decisions and deal with them with transparency and clarity, especially those with higher degrees of them.
- Ministries should works to increase meetings between the various administrative levels and by which objectives should be clarified and explained of the departments, and its policies and procedures; because the results have proven that the more experienced employee rose level supervisory role was more satisfaction, and the further away the employee from the center of decision-making whenever less satisfaction.
- trend towards the adoption of organizational structures that contain a small number of administrative

levels, which extends in the form of a horizontal (rectangular) and stay away from forms of organizational structures vertical (vertical) which contain a large number of administrative levels because the organizational structures of few administrative levels allow room for the post and near broad base of staff to make the decision and therefore this leads to increased degree of satisfaction.

- it is necessary to direct officials in the ministries toward for more formal at work and get away a little bit about social relationships that affect the operations of the upgrade promotion, because the results showed that there was a rise in the satisfaction of individuals in the dimensions of relations promotion, promotion, recognition and appreciation, and social values and all of the dimensions of mutual influence.
- Paying attention to officials responsible for the financial aspects of staff and it does not necessarily mean toward trend to increase salaries but could be a link between the possibility of improving the income of the employee and productivity by creating an objective effective incentive system, where the results showed that the degree of satisfaction were few in the financial dimension from the rest of the other dimensions.
- The attention of the officials to improve the physical conditions in which staff working in their offices through improving works condition such as, ventilation, lighting and appliances, equipment and work on the availability of good transportation service for staff and offices to improve the situation.
- Improve working conditions in terms of securing as much more than transportation to all areas and the provision of care homes and nurseries for employees within the ministry.
- Updating in the in terms of organizational system structure, and other buildings.

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