The Role of Organizational Conflict Management Strategies in Organizational Citizenship Behavior: A Field Study for Secondary Schools in Jordan

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Abstract

The aim of this paper is to identify and diagnose the organizational conflict management strategies as well as determine the level of availability of organizational citizenship behavior in the Jordanian schools. The teachers in the secondary schools in Jordan were the study sample. The data were collected from a sample consisting of (711) teachers, the study found that the most common strategies used to manage conflicts are cooperation strategies whereas the least one is the strategy of avoidance, and it turned out that the behavior of civility was the most available and the civilized behavior was the least present, moreover, the study also show that there is a relationship between all strategies for managing the organizational conflict and each variable of organizational citizenship behavior, the strategies of conflict management are combined with the behavior of citizenship, and a number of recommendations have been made, the most important of which is to maintain a certain level of conflict and to make changes in the rules and regulations of the work to enhance the behavior of organizational citizenship.

Keywords: Organizational Conflict, Organizational Citizenship, Jordan.

1. Introduction

The organizational conflict has witnessed a great interest by writers and researchers of various disciplines. There has been a difference in this regard by the administrative schools and its impact on the behavior of individuals and organizations. It was considered a negative force to be eliminated by the classics. Today, it was considered a desirable condition. It is necessary to manage and adapt it to support the achievement of the objectives of the organizations. Since the organizations are entities centered and focused on human resources, departments are required to use all means to influence the behavior of individuals to adhere to the rules as well as the rules of work and participate in decision-making and to regulate their practice with a high value system as supporting others, altruism, jealousy, belonging and support initiatives, which is reflected in the behavior of organizational citizenship.

The process of managing organizational conflict in any organization should receive the highest degree of attention if these organizations want to achieve their goals. The behavior of individuals varies according to the level of leaders and subordinates, where there are often differences between individuals, their values and their culture as well as the values of work or between individuals themselves. The management of this conflict is very important especially if these organizations are responsible for generations learning and how the conflict management can be reflected in the teachers' citizenship behavior in these schools, so the current study tries to answer the following questions: What are the methods used to manage the organizational conflict in Jordanian schools? What is the degree of positive organizational citizenship behavior in Jordanian schools? Is there a relationship between organizational conflict management strategies and organizational citizenship behavior in Jordanian schools? Is there an impact of the strategies of organizational conflict on the behavior of citizenship in Jordanian schools? Therefore, the study aims to achieve the following objectives: Identify any of the organizational conflict strategies practiced in the Jordanian schools. To suggest the degree to which the behavior of organizational citizenship is available to teachers in Jordanian schools. To know the relationship between the strategies of organizational conflict and citizenship behavior. To submit a number of recommendations to the relevant authorities. Moreover, the study is important because of the following reasons: It addresses one of the most important sectors in the

future of Jordan (schools). The organizational conflict is considered to be one of the topics that is still of great concern to writers, researchers and practitioners alike

1.1 Study Hypotheses

The first hypothesis

There is a statistically significant relationship between organizational conflict management strategies and organizational citizenship behavior

This hypothesis has the following sub hypotheses:

1. There is a statistically significant relationship between the strategy of power and control and the behavior of organizational citizenship.
2. There is a statistically significant relationship between the settlement strategy and the behavior of organizational citizenship.
3. There is a statistically significant relationship between avoidance strategy and organizational citizenship behavior.
4. There is a statistically significant relationship between the waiver strategy and the behavior of organizational citizenship.

The second hypothesis

There is a statistically significant impact of organizational conflict management strategies and organizational citizenship behavior.

2. Literature Review

This section reviews the most relevant studies on organizational conflict management strategies as well as determine the level of availability of organizational citizenship behavior in the Jordanian schools. Nadir (2013) seeks to determine the nature of work stress and organizational citizenship behaviors among workers in the state hospitals of the Syrian coast. The sample of the study consists of 370 workers and the instrument used in the study a questionnaire consisting of (48) items. However, the results have shown that workers suffer from actual stress in their work because of various sources, so they practice organizational citizenship behaviors. Also, the results show that work stress has a real adverse impact on the employees' exercise of various organization citizenship behaviors.

The study conducted by Jubran (2017) is intended to estimate the degree of organization conflict among teacher in Jordanian schools along with principal strategies that deal with them effectively. The findings point out that the degree of organizational conflict in Jordanian schools was moderate and in between, ranging between the most commonly and the least frequently – used strategies. These include cooperation strategies, reconciliation, courtesy and avoidance. Moreover, the findings show that there was a statistically significant positive relationship between personal problems encountered by teachers, along with the presence of a negative relationship between school management and individual teacher to reconcile strategy and strategic cooperation. This was seen in relation to the level of efficiency and success of strategy and strategic cooperation, courtesy strategy and strategy avoidance.

Savran and Sunay (2017) investigated the conflict strategies of physical education teacher workers in public and private secondary school in main districts of Ankara. The sample consisted of 412 of physical education teachers. However, the results have shown that there was no significant difference in conflict strategies a according to variables, such as age, education level, occupational (seniority, duration of duty of school, previous conflict management strategies, and gender and school type variable of physical education teachers. In consequence, It is observed that the physical education teacher working in Ankara use most integration strategy on the other hand avoidance is the least used strategy. Pradhan *et al* (2016) seeks to explore the effect of the work life balance on organizational citizenship behavior. He attempts to examine the role of organizational commitment. In any case the study shows that there are significant effects of work life the balance on organizational citizenship behavior. It also displayed the effect of organizational commitment on the relationship between work life balance and organizational citizenship behavior.

Yuen and et al (2018) investigated the mediating effect of trust on the dimensionality of organizational justice and organizational citizenship behaviors among teachers in Malaysia .The results have shown that trust significantly intervenes the relationship between organizational justice and OCB with various degrees of mediating effects.

These findings provide insight notions about the organizational behavior discipline and shed greater light on the trust's mediation concerning the relationship between organizational justice and OCB.

Varma and Cheasakul (2016|) attempted to investigate the direct and indirect impact of passion and empowerment on organizational citizenship behavior of teachers in a private university in Thailand, intervened by organizational commitment. The study sample includes 124 teachers working at the university. The findings show that there are relationships between passion for teaching, teacher empowerment, and organizational commitment on the organizational citizenship behaviors of teachers. The teachers have high level of organizational citizenship behavior, suggesting that they show behaviors of discretionary nature that are not part of their formal role requirements which promote the functioning of the university effectively.

2.1 Theoretical Framework

Organizational Conflict, its concept and importance:

Like other concepts in the human sciences, the concept of organizational conflict has been subject to different interpretations according to the views of the researchers who were involved in it. It is considered a series of emotional states of man such as anxiety, hostility, resistance and aggression on all kinds of interaction and opposition (Tomaciu & naracine, 2010). It was described as the process that takes place when one party realizes that its interests are conflicting or negatively affected by the other. (Mcschan & glinow, 2005). It is a kind of contradiction between incompatible or conflicting needs, desires, thoughts or interests of individuals. (Khanka, 2013).

Al-Qahiwi, (2015) sees it as a confrontation between individuals or groups in situations where one or both parties realize that the other party is obstructing or trying to impede their interest. The follower of administrative literature finds that there are three trends or visions of the organizational conflict, the first is the traditional theory, which considered the conflict as an undesirable negative situation that should be working to demise or reduce it to the minimum and should work to avoid the stage of access to conflict and disposal when they arise, because it is a kind of violence, vandalism and irrational behavior, and one of the most important means of removing it is the proper choice of leadership and training. The second is the behaviorist view is that consider the conflict as a natural phenomenon that is reinforced by social interactions and cannot be eliminated. Rather, it must be managed and benefit from the conflict. The latter view, which is interactive which considered the conflict as a natural phenomenon inevitable and positive sometimes and it is not wise to get rid of it definitely, so that the emergence of new ideas and the creation of capacity building help change and development.

The conflict can avoid stalemate, boredom and routine, and there are many advantages to the conflict, the most important of which is to motivate employees and managers to compete positively, to show and discover creative talents and abilities, to increase horizontal relationships between administrative units and to create competitive opportunities (Taha, 2012).

2.2 Causes and Levels of Conflict

There are many reasons that lead to the conflict, the first is reliability relationships, when the work of one of the parties depends on the other in completion of the work; the second is the difference of objectives and that the existence of individuals or sections have different goals and values lead to the emergence of non-cooperative relations of contradiction; the third is ambiguity roles, the lack of accuracy of the roles given to individuals as well as the unspecified powers will make the individuals unable to behave well, and the fourth differs according to personal qualities resulting from educational, cultural and social differences and because of potential factors in the personality of the individual, including inherited ones, including the effects of the environment (Khalil, 2013). As for the levels of organizational conflict, most writers and researchers have collected four levels, the first is the conflict within the individual, and this conflict is for the individual himself and its impact on his behavior and relationships in the work and achievement of the goals of the organization (Shamaa and Hamouda, 2000).

2.3 Strategies of Organizational Conflict Management

The management of the organizational conflict does not mean resolving it. The solution of the conflict requires minimizing the conflict and removing it while managing the conflict requires diagnosing the conflict in order to determine its size. In light of this, the process of intervening to find it if it does not exist and increase it if it is less than the appropriate size and reduce it if it is too much. (Al Omyan, 2005, 382). There is a lot of jurisprudence on the strategies of managing the organizational conflict, but there are common denominators which will be adopted in this study, such as the strategy of power and control will be used as means of power to force the conflicting

parties to stop the conflict and accept certain solutions. Despite the problems associated with this pattern, it is considered useful in some cases especially in crises that require quick solutions. (Idris and Al-Marsi 2004).

The strategy of cooperation which is known as the strategy of persuasion; the two parties seek to cooperate with each other to find a solution that meets the needs of the parties and takes into consideration the interests of both parties. (Hussein, 2009). The strategy of settlement in which a compromise is reached which satisfies the conflicting parties. Each of them has achieved partial gains, which are suitable if the objectives are very important and require quick solutions. It is considered one of the types of bargaining (Hussein, 2009).

Moreover, the strategy of avoiding and ignoring the causes of the conflict so that it can be controlled, and it takes three forms, the first of which is negligence, ie disregard of the position completely and indifference to the hostile behavior of the other party. The second form is the physical separation which is an attempt to distance the groups from each other, and the third form is the limited interaction. (Radi 2010). The strategy of waiver where one of the parties of the conflict leaves their interests for the benefit of the other party. It can be seen that there are two methods that can be used in this area, the first reduces the points of disagreement and the second reconciles between the parties of the conflict, the resources can be divided into conflict.

2.4 Organizational Citizenship

It means the optional behavior that is not included in the job description and does not force the director to do it, but it is important for the function and the effectiveness of the organization. (Yen, et.al, 2008, 394) said that they are the activities carried out by individuals to accomplish their work.(Patti & Hartman, 2004, 216) said that it indirectly includes the assistance of co-workers and active participation in the decision-making process in the work environment as well as the tolerance of working conditions without complaint. Both researchers see that the behavior of organizational citizenship is an optional behavior that does not require a reward; it is a positive role in enhancing the social environment and the effectiveness of the organization.

The behavior of citizenship reflects advanced levels of professionalism, continuity and professional and moral maturity for the leaders of the systems and their employees who are working on framing their practices with a high value system which is based on assistance, altruism, jealousy, active participation, belonging, conscience and supporting initiatives for the development of work and achieving effectiveness, thus establishing a permanent state of emotional and self-commitment (Tabouli 2015). This behavior leads to the achievement of the organization's goals in the scarcity of resources. (Smech & Zahavy, 2004).

The behavior of citizenship contributes to reducing the need for costly supervision (Begum, 2005). This behavior also provides the ability to innovate through the development and enhancement of the motivation and sense of responsibility towards the organization. The dimensions of the behavior of the organizational citizenship are represented by five dimensions, the first of which is altruism (Atwi, 2007). The second is courteousness through the concern to put an end to the problems of work and avoid them (Tabouli 2015). The third is the team spirit represented by the willingness of the individual to accept some frustrations and harassment (Polate, 2009). The fourth is the civilized behavior which means the importance of enriching the organization and its constructive participation and contribution in the management of the issues and objectives of the organization (Amiri 2003). The fifth is the living conscience. It expresses self-restraint and exceeds the minimum required to work, such as commitment to working time and following the rules of performance and completion of work on time. (Al-Taie, 2014, 1988).

3. Population and Sample

The access to research data was obtained through scientific books and journals to cover the theoretical aspect as well as the questionnaire to obtain the scientific data to cover the theoretical side in order to obtain the field data, which was formulated based on the previous studies. The study used the teachers in public high schools in Jordan as a study sample with the total number of (3651) male and female teachers. The questionnaire was distributed on a sample of (750) teachers from these schools representing 20% of the total society, (739) of questionnaires were retrieved whereas (711) were valid for analysis.

4. Results and Discussion

First: Strategies of organizational conflict

The results in Table (1) indicate that the strategy of cooperation was the most used with an average of 3.821, which is higher than the median (3), the standard deviation was (0.692). The strategy of strength and control was in the second rank with the average (3.821) exceeding the median (3), and the standard deviation was (0.665).

The strategy of avoidance was ranked in the fourth rank with the mean (2.461), which is less than the median (3) with a standard deviation (0.835) its central arithmetic amounted to (2.334), less than the middle premise (3) and standard deviation (0.721). The settlement strategy came in the last rank with a mean of (2.334) which is lower than the median (3) with a standard deviation (0.721)

Table 1: The Arithmetic Mean and the Standard Deviation of Organizational Conflict Management Strategies

Conflict management strategies	Standard deviation	Average
Strategy of power and control	0.665	3.182
Cooperation Strategy	0.692	3.821
Settlement Strategy	0.721	2.334
Avoidance Strategy	0.835	2.461
Waiver Strategy	0.643	2.866

Second: The Dimensions of Organizational Citizenship Behavior

The results in Table (2) show that all the dimensions of the behavior of organizational citizenship are available and the averages ranged from (3,811) exceeding the median (3) with a standard deviation (0.653) for the dimension of civility and (3.134) for the dimension of civilized behavior exceeding the median (3), with a standard deviation (0.731)

Table 2: **The Average and the Standard Deviation of the Dimensions of the Behavior of Organizational Citizenship**

Dimensions of the behavior of organizational citizenship	Standard deviation	Average
Altruism	0.712	3.667
Courteousness	0.653	3.811
Team spirit	0.964	3.233
Civilized Behavior	0.731	3.134
Living conscience	0.665	3.671
Total arithmetic mean	0.621	3.503

Third: Testing hypotheses

Test of the first hypothesis: The results of Table (3) indicate a positive correlation relationship at the level of significance (0.05) between the strategies of management of organizational conflict and altruistic behavior and the correlation value was (0.44) and thus, this proves the credibility of the first hypothesis. We find that there is a positive correlation relationship at the level of (0.05) between the strategy of management of the organizational conflict and the behavior of courteousness may be (0.38) and thus, this proves the credibility of the second hypothesis.

This positive relationship did not stand at the level of significance (0.05) between the strategy of conflict management and the behavior of team spirit by (0.39) and thus, this proves the credibility of the third minor hypothesis. There is also a positive relationship between the strategies of conflict management and civilized behavior at a significant level (0.05) with the value (0.40) and thus, this prove the credibility of the fourth hypothesis. The value of the correlation between the strategies of organizational conflict and the behavior of the living conscience was (0.05) and thus, this proves the credibility of the fifth minor hypothesis. We find that the strategies of organizational conflict with its various components have a positive correlation to all variables of the behavior of organizational citizenship at the level of significance (0.05) and the coefficient of correlation was (0.39) and thus, this proves the credibility of the first main hypothesis of the study.

Table 3: Spearman Correlation Coefficients between Organizational Conflict Strategies and Organizational Citizenship Behavior

Behavior of organizational citizenship / organizational conflict strategies	Altruism	Courteousness	Team spirit	Civilized Behavior	Living conscience	Organizational Citizenship Behavior
Strategy of power and control	0.47	0.37	0.34	0.41	0.43	0.41
Cooperation Strategy	0.41	0.34	0.37	0.32	0.39	0.43
Settlement Strategy	0.36	0.39	0.41	0.37	0.36	0.39
Avoidance Strategy	0.39	0.40	0.42	0.35	0.37	0.36
Waiver Strategy	0.42	0.41	0.37	0.41	0.35	0.37
Organizational conflict strategy	0.44	0.38	0.39	0.40	0.37	0.39

$P \leq 0.05$

Selection of the second hypothesis:

(R = 0.673). This means that there is a positive correlation between the strategies of managing the organizational conflict and the behavior of citizenship in terms of its combined dimensions in achieving the behavior of citizenship, and its value is the determinant factor for conflict management strategies ($R^2 = 0.453$) which means that the strategy showed (45.3%) of the variation in achieving the behavior of the organizational citizenship.

Table 4: Impact of Conflict Strategies on Organizational Citizenship Behavior

Sample	R	R^2	B	F	Sig*
Conflict management strategies	0.673	0.453	0.673	958.164	0.000

The degree value of impact was (B = 0.673) and (67.3%) for the behavior of organizational citizenship. The calculated value of F has confirmed the significance of this effect at a value of (F = 958.164), thus confirming the credibility of the second main hypothesis.

5. Conclusion

The conflict is an organizational phenomenon that is inevitable in all organizations and the different attitudes of the administration's leaders, some of whom consider it negative, and others consider it positive. Conflict management is an essential function of the administration that cares about it. The most common strategies for managing the organizational conflict are the strategy of cooperation and the dimension of courteousness is the most available dimension of the behavior of organizational citizenship. There is a relationship between each conflict management strategy and every dimension of the behavior of organizational citizenship and therefore, conflict management strategies affect the behavior of organizational citizenship.

Recommendations

1. To maintain a certain level of conflict within schools.
2. To direct conflict towards positive aspects and creative abilities.
3. To raise awareness of managers about the organizational conflict and its causes and effects.
4. To create a democratic atmosphere within schools.
5. To raise the values of the important work between teachers.
6. To strengthen the behavior of organizational citizenship by making changes in labor rules and regulations.

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