

جامعة بغداد/ كلية الادارة والاقتصاد/ قسم ادارة الاعمال  
Kadhim.m@coadec.uobaghdad.edu.iq

جامعة بغداد/ كلية الادارة والاقتصاد/ قسم ادارة الاعمال  
Areej.abd@coadec.uobaghdad.edu.iq

## **Conflict Management Strategies and Their Impact on Employee Motivation**

Kazem Mahmoud Abdul Qadir  
كاظم محمود عبد القادر

Areej Faiq Abdul  
أريج فائق عبد

### **Abstract:**

The current research aims to investigate conflict management strategies and their impact on employee motivation. This study holds significant importance in light of the prominent influence that conflict management strategies have on employee motivation in work environments. The researcher employed a descriptive approach, and the research sample consisted of 113 employees of the Electronic Industries Company. The questionnaire consisted of three alternatives and 25 items. The researchers reached a set of the following results and recommendations:

There is an impact of conflict management strategies on the motivation of employees in the Electronic Industries Company.

The company's conflict management strategies can be attributed to the strong commitment to the organization's resources and adherence to their duties. It can also be attributed to each employee's personal values, beliefs, and their conviction of the necessity to work with high quality and produc-

tivity.

It is essential for companies and organizations to pay attention to the behaviors of conflict management strategies and their role in employee motivation.

Workshops and training programs should be conducted to instill motivation in employees in both government and private institutions.

**Keywords: Conflict Management, strategi, Employee Motivation**

استراتيجيات إدارة الصراع وتأثيرها على دافعية العاملين

المدرس المساعد اريج فائق عبد

كلية الادارة والاقتصاد / جامعة بغداد

المدرس المساعد كاظم محمود عبد القادر

كلية الادارة والاقتصاد / جامعة بغداد

## ملخص البحث

يهدف البحث الحالي الى التعرف على استراتيجيات إدارة الصراع وتأثيرها على دافعية العاملين ، حيث تتسم هذه الدراسة بأهمية كبيرة في ضوء الأثر البارز الذي تلعبه استراتيجيات إدارة الصراع على دوافع العاملين في البيئات العملية ، اعتمد الباحث على المنهج الوصفي ، تكونت عينة البحث من العاملين بشركة الصناعات الالكترونية وعددهم (113) عامل ، حيث تكونت استمارة الاستبيان من ثلاثة بدائل و (25) فقرة ، وقد توصل الباحثان الى مجموعة من النتائج والتوصيات الآتية :

1. هنالك تأثير لاستراتيجيات إدارة الصراع على دافعية العاملين في شركة الصناعات الالكترونية .

2. استراتيجيات ادارة الصراع في الشركة يمكن تفسيره بالالتزام الكبير لموارد المؤسسة والتقييد بواجباتهم, ويمكن مرده إلى القيم الذاتية لكل موظف وقناعاته وإيمانه بضرورة العمل بجودة وإنتاجية مرتفعة.

3. ضرورة اهتمام الشركات والمنظمات بسلوكيات استراتيجيات ادارة الصراع ودورها في دافعية العاملين.

4. العمل على اقام ورش عمل هادفة تسعى الى غرس دافعية العاملين في

## المؤسسات الحكومية والاهلية .

الكلمات المفتاحية : إدارة الصراع ، دافعية العاملين ، شركة الصناعات الالكترونية .

### **introduction**

Conflict management is an essential part of the management process in any organization, whether business, government, or non-profit. Conflicts arise from differences in goals, values, needs, or opinions between individuals or groups within an organization. If conflict is not dealt with effectively, it can lead to increased stress and reduced productivity and flexibility at work.

Conflict management is a vital aspect of the work environment that requires careful attention and constant examination. Although conflict cannot be completely avoided in any organization, an effective response to it can have a positive impact on employee motivation. Effective conflict management strategies can contribute to enhancing the working environment and improving employee relations, which ultimately leads to increased satisfaction and commitment from the working team.

Where Effective conflict management strategies depend on a range of factors that include effective communication, promoting mutual understanding and respect between conflicting parties. Scientific research also shows that directing attention to problem solving and providing space to express different opinions can reduce stress and enhance team spirit. In addition, encouraging innovation and creative thinking in the face of challenges can contribute to improving team dynamics and enhancing the desire to contribute effectively to achieving the organization's goals.

### **The first topic :Methodological framework**

#### **Research problem**

“This study addressed the problem of the impact of conflict management strategies on employee motivation in the context of practical environments. Understanding how conflict management strategies influence the level of

motivation and satisfaction of employees is crucial in improving the overall performance of organizations and promoting positive interaction between leaders and employees. Although there is some research that address this topic, but there is an urgent need for a comprehensive and accurate analysis of the potential effects of conflict management strategies on employees' motivations and how to apply these strategies effectively to achieve the best results in the work environment.”

“Previous studies show that conflict management in work environments plays a crucial role in improving the overall performance of organizations and raising the level of satisfaction and motivation among employees. However, despite the importance of this aspect, the impact of specific conflict management strategies remains unclear. Analysis of previous research shows diversity in results, Some of them imply that some strategies enhance employee motivation, while others suggest that they may create tensions and reduce satisfaction. This difference in results highlights the need for careful study to analyze the specific effects of different conflict management tactics on employee motivation. Based on this context, it is necessary We must focus on analyzing the potential factors that affect this interaction between conflict management strategies and employee motivations, and how to apply these strategies efficiently to achieve the desired results in different work environments. The research problem arises in the following question:

**What is the effect Conflict management on employee motivation?**

### **research importance**

“This study is of great importance in light of the prominent impact that conflict management strategies play on workers' motivations in practical environments. Understanding how these strategies impact can effectively contribute to improving the overall performance of organizations and raising the level of satisfaction and motivation among employees. In addition, it may be possible “The results should contribute to developing policies

and procedures to improve work environments and enhance positive interaction between leaders and employees. This analysis reinforces the urgent need to complete this research and analyze the results accurately and comprehensively, with the aim of providing practical, applicable guidance for improving conflict management and enhancing workers' motivations in various practical environments.”

“The subject of this study is critical to understanding the impact of conflict management strategies on the motivation and promotion of positive interactions between leaders and employees. In addition, the findings from this study can contribute to the development of more effective policies and procedures to improve work environments. This analysis highlights the urgent need to Continued research and careful analysis of the specific effects of different conflict management tactics on employee motivation and how to apply them efficiently in a variety of practical settings.”

### **research aims**

The current research aims to:-

1. RecognitionConflict management strategies and their impact on employee motivation.
2. Learn about conflict management strategies.
3. Identifying employees' motivation.

### **research assumes**

Includes impositionYesHSearching for a relationship of a statistical natureYesHLMTGYesshe saw Conflict management strategiesAnd mtgYesshe saw Employee motivation(PYesNahResearch, hypothesisYesHWhich were chosen in order to reach conclusions and conclusionsYesatThrough the correlation coefficientYesiAnd weighted and significant deviationsYes- RYesH And the circleshe accountYesHFor researchYesOYesNah Above: There is a significant correlationYesHAnd statisticsYesHBYesn Conflict management strategies and employee motivation.

## search limits

Objectivity border :Conflict management strategies and their impact on employee motivation.

Spatial boundaries: Baghdad–Electronic Industries Company.

Time limits: The research was conducted and implemented in the academic year 2023 AD.

## Hypothetical outline of the research

### Independent variable dependent variable

Engagement

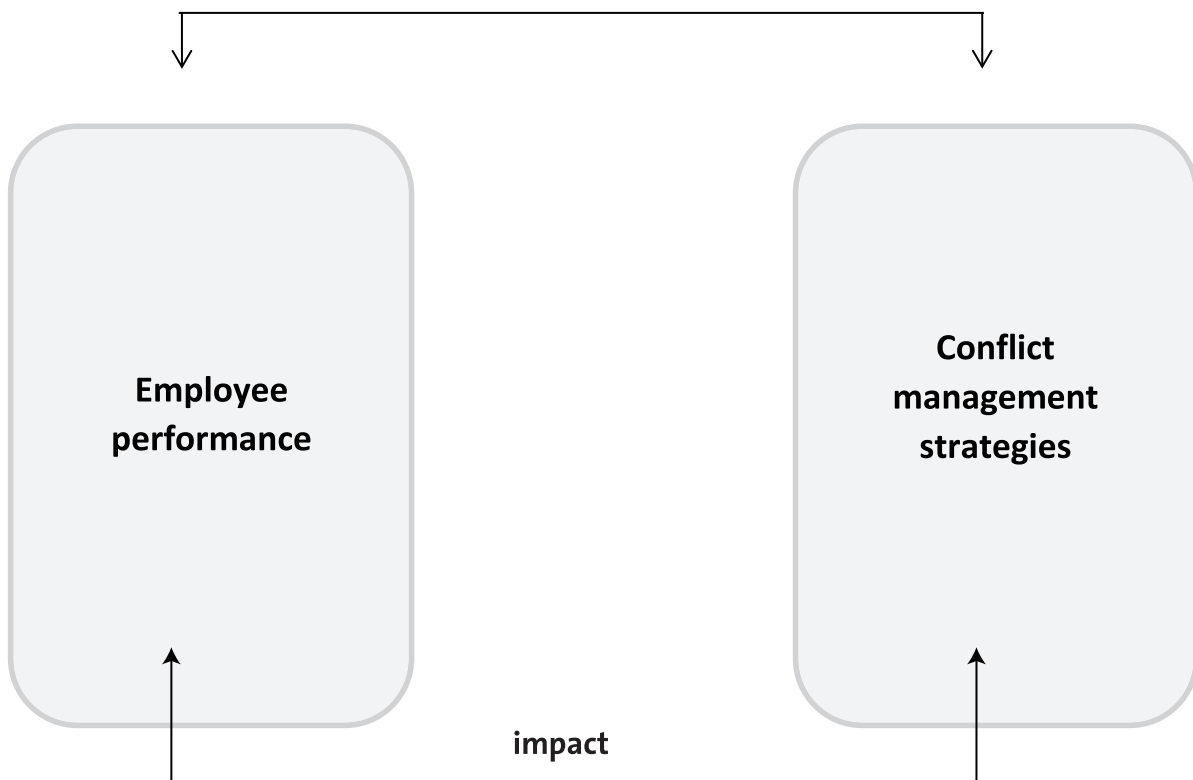


Figure (1)

## Hypothetical outline of the research

### Procedural definitions

**StrategiesConflict management:**Methods used by managersCompanies-To deal with the situations he faces The manager is a situation of disagreement, or opposition from a person or group People, it represents the overall

score indicating a preference For style A certain administrator differs from another through the response of the study sample members On the study tool.

### **Employee motivation:**

The individual's desire to demonstrate the effort necessary to achieve organizational goals, so that this effort can satisfy the needs of this individual

### **Methods of collecting data and information**

A- On the theoretical side, the research included several methods in collecting data and information, including relying on books, letters, dissertations, and research published on the Internet.

B- On the practical side, some information was obtained by interviewing some officials during the distribution of questionnaire forms.

### **Previous studies**

#### **First: Arab studies**

1. **Study (Al-Attar, 2010):-**Titled "The Impact of Conflict Management Strategies on Occupational Alienation: An Applied Study on Employees Working in Jordanian Ministry Centers," it aimed to To know the impact of organizational conflict management strategies on Job alienation from the point of view of employees working in Centers of the Jordanian ministries, and to achieve the aim of the study, it was designed Questionnaire and distributed to a sampleThe study consisted of 620 individuals Of employees in ministries in Jordan. One of the most important results is that It was concluded that the perceptions of the sample members For management strategies Organizational conflict came in at a moderate degree, in the following order

(cooperation, compromise, avoidance, courtesy, competition), and there Statistically significant differences in the sample members' perceptions of organizational conflict management strategies due to the variable (gender,

marital status)

2. **Noah Study (2008):**-Titled “Conflict Management Strategies.” Organizational information used by public secondary school principals government in the Tabuk region and its relationship to the degree of organizational commitment of their teachers from the teachers’ point of view. “This study aimed to Know the conflict management strategies used by managers Governmental public secondary schools in the Tabuk region in Saudi Arabia And its relationship to the degree of their teachers’ organizational commitment from this point of view Teachers, to achieve the aim of the study, a questionnaire was designed and distributed The study sample consisted of (530) male and female teachers. It is the most important My findings are in the order of using the strategies Conflict management respectively (avoidance, integration, settlement, etc.) Satisfaction, dominance), and statistically significant differences were found in Teachers’ perceptions when their principals use the two (integration) strategies The adjustment is due to gender in favor of females, and the presence of differences among employees in developing their performance or continuing to maintain a high level of commitment. The researcher used a sample of 91 teachers in secondary schools. The results of the study revealed that conflict with superiors has negative effects that prevent the development of positive relationships between employee empowerment and commitment. Organizational.

### **secondly:Foreign studies**

1. studyPlowman 2005: He conducted his study in the United States of America entitled (Administrative and Strategic Conflict and Public Relations) and found that public relations are considered a contributing factor to strategic management, as this model ensures containment, avoidance, bargaining, and cooperation in a positive manner, and that there is importance for senior management in management based on experience and strategic planning to solve problems. organization, and this in turn has a long-term link to accumulated experience and a controlling alliance based on logic



and trust.

2. McIntyre study McIntyre 1997: He conducted a study entitled (The style of managing subordinate conflict controlled by the individual and others). The study aimed to compare managers' reports about conflict with those issued by subordinates. Studies have shown that managers and subordinates have arranged integration strategies, such as compromise, imposition, control, and avoidance, respectively. The study found that there were significant differences between the management style and its reports on conflict. It was found that managers' reports included integration and control styles, while subordinates' reports included avoidance styles.

## **The second topic :Theoretical framework**

### **First: Conflict management strategies**

#### **The concept of conflict**

The concept of conflict can be clarified by identifying the meaning of the word conflict in dictionaries Language, and then arrive at the terminological definition of this concept.

#### **Conflict in the Arabic language**

Ibn Manzur mentions (2003:234) That: Epilepsy: is throwing to the ground, and it is specifically defined in terms of refinement of a human being. He wrestles with him and he strikes him, he strikes him as a result of epilepsy, and the struggle is dealing with whichever of them strikes the other.

He adds (Al-Bustani, 1869, vol. 2: 1125): He threw him to the ground, and he threw him to the ground. He wrestled, wrestled, and wrestled, and the two men wrestled and wrestled, trying to see which one of them would knock down the other.

As for(Al-Azhari 1964, vol. 8: 248) He stated that conflict is conflict and disagreement, or quarreling and disharmony, or disagreement and discord, and they have a common denominator, which is hostility between two

groups.

From the previous linguistic definitions, it is clear that the word conflict has a negative impact on relations between individuals.

There are many definitions of the term conflict, based on many researchers and their different points of view. The following is a review of the most important of these definitions:

male (Jawad, 2000, p. 89) that conflict is the event that occurs when a person disagrees with another person or group of people about something that causes a difference in feelings, opinions, values, or Beliefs.”

While (Hareem, Hussein, 2003, p. 98) defines it as: a state of imbalance that the organization is exposed to as a result of conflicting interests and goals between individuals, groups, and organizations.” (Hareem, Hussein, 2004, p. 183) adds that conflict is “the intended behavior that... It is practiced by a specific person to negatively influence, in any form of prevention and blocking, the abilities of another person during his endeavor towards achieving its goals and interests.

He knows him (Hamoud, 2002, p. 193) It is: a competitive situation in which one is aware. The two parties to the conflict are conflicts between their interests, and each party desires to obtain benefits that conflict with the desires of the other party, which leads to the disruption of decision-making due to the difficulty of conducting the process of comparison and choice between alternatives. Overlapping goals results from conflicts of interest, contradiction of values, beliefs and opinions, and differences in feelings, sensations and trends. “.

While he knows him (Al-Hinnawi, 1997, p. 83) It is: a conflict of interests or a discrepancy in goals, motives, and actions between two parties, and this conflict exists in reality or perceived existence.

And he knew him (Hanafi, 1990, p. 84) It is an “interactive process that appears in the event of incompatibility or disagreement within or between

social entities (individuals, groups, organizations...).

(Al-Hunaiti, 1993, p. 131) considered it a realistic fact in all systems, but it is not necessarily negative. Rather, it sometimes has value for the system, as it may mean violence, destruction, or uncivilized control of things, or Not resorting to rational behaviors, but it can also mean adventure, exciting experience, modernization, clarification, creativity, growth, and dialectical rationality,” and from the point of view of (Al-Khudairi, 2003, p. 72) It “does not necessarily mean something undesirable, but rather it may be an incentive to improve the level of its performance and a source of the organization’s competitiveness and distinction from other organizations.”

Thus, the terminological definition added the positive effect to the word conflict, while the linguistic definition had only a negative effect, and from here conflict can be considered to have two contradictory effects. One is negative, destructive, and the other is positive, constructive.

Through the previous definitions, the important features and characteristics of the conflict can be deduced as follows: following:-

1. The conflict situation is between two or more parties.
2. The conflict is in goals, benefits, or even ideas.
3. Conflict is a cognitive process, as the conflicting parties are aware of the other parties.
4. Conflict has emotional dimensions, as it causes a state of tension that may lead to a collapse in relationships between... The conflicting parties.
5. The existence of mutual interaction between the parties to the conflict.
6. The results of the conflict remain unknown to either party until the conflict ends.
7. Conflict produces negative or positive effects.

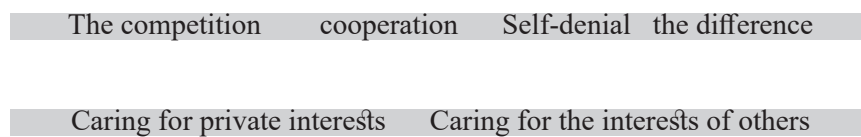
The researchers know Conflict is an “interactive” process that arises as a

result of the parties to the conflict realizing that there is a conflict in goals, motives, and ideas, or ambiguity in powers, or a lack of definition of responsibilities, or that there is limited resources. Depending on the method of conflict management, the results are negative or negative. "Positive."

### **The emergence of conflict**

Functional behavior goes through a number of interactions that lead to the emergence of conflict. These interactions are divided into four stages in the form of functional behavior, which range from concern for oneself to concern for others. Figure (1) shows the complex stage in which many concepts intersect to form conflict. (Hussein, 2018, p. 89)

### **Figure No. (1): Stages of functional behavior interaction leading to the emergence of conflict**



Below are brief definitions for each of the stages that lead to the emergence of conflict:

1. Self-denial (Altruism) where the individual at this stage provides assistance to others on an ongoing basis without waiting for a return, so he provides assistance at the expense of his own interests. Personal.
2. Cooperation (Cooperation: It is work in one direction until both parties benefit.
3. Competition, which is a behavior that mixes cooperation at times and resistance at other times Continuous interaction between two parties or groups seeking to achieve a goal.
4. Difference (Conflict: Behavior at this stage is characterized by resistance and objection (signs The latent conflict between the two parties (Aqili, 2009, p. 129)

Therefore, the overlap in these stages of the emergence of conflict in the

areas of concern for oneself and concern for others leads to the emergence of conflict. Then this generated conflict enters several stages.

### **Stages of conflict**

We previously indicated that the conflict begins within the individual due to a conflict between interests and goals The individual and the interests and goals of others, and when he feels this conflict, he begins to imagine reactions Others and believes that the actions of others will hinder the fulfillment of his interests and desires...and when he does Others do some behavior that interferes with the individual's interests...conflict arises between him and others The following figure shows how conflict arises. (MtnYes(2016, p. 143)

Conflicts in organizations go through several stages, but the book does not agree on the nature and duration of each (Al-Dahan, 1992, p. 187)

Conflict begins with individuals realizing the difference and disparity between them, whether in goals or... Interests, needs and inclinations, then analyzing the differences and crystallizing them to enter the stage of conflict Public, specific blocs are formed that represent the parties to the conflict, and each party develops a strategy to eliminate the other party The conflict process is a dynamic process that arises and develops through successive stages, which can be launched It is the life cycle of conflict, but there is disagreement about the number or nature of these stages, but there is Models showing their perception of these stages (Al-Salem, 1988, p. 156)

The conflict goes through multiple phases and series and cannot appear without introductions or even out of nowhere If it appears suddenly, it is the result of sediments, differences, and interactions between individuals and groups (Suleiman, 1995, p. 173)

**Figure No. (2) shows the stages that the conflict goes through**

*Outputs*      *to treat*      *Input*

**First: the stage of hidden conflict**

It is the stage in which conditions and circumstances exist that create opportunities for the emergence of conflict. There is a cause or source of conflict but it has not yet occurred and remains buried which necessarily leads to it. For the conflict (Al-Shamaa, 1989, p. 178)

The causes of conflict are often competition for resources and differences in goals and objectives. The lack of proper exchange of information, and the noise affecting communication channels, are all factors that create the appropriate opportunity and fertile ground that contribute to the birth of conflict in an implicit way that has not crystallized. After public. (Al-Amyan, 1993, p. 173)

### **Second: The stage of perceived conflict**

One party may realize the importance of the disagreement and the parties begin to notice a conflict between them. The conflict becomes aware when there is no reason for the conflict to remain a hidden state, and in this case Stage: Information plays a major role in fueling images and perceptions of conflict when it flows through available communication channels. Information may become confusing and may be transmitted inaccurately. The first indicators of conflict perception are the degree of activation of relationships between individuals, and their dealing style. As a result of interaction and difference or divergence of goals, feelings play a major role in shaping... Attitudes and drawing bad mental images, which leads to the perception of conflict. (Ghassan, 1993, p. 173)

### **Second: Employee motivation**

#### **The concept of employee motivation**

It is the individual's desire to show the effort necessary to achieve Organizational objectives, so This effort can be satisfied needs. The individual This includes The definition has three components: effort, goals, Organizational needs. Individuality

Motivation to work is defined as the internal needs and desires of an individual that need to be satisfied Which is affected by the factors and variables surrounding it (Al-Baroni, 2015, p. 56). It is also known as a “system.” Multi-dimensional that stimulates the effort associated with work and achievement, and determines its nature and destination. And its intensity and duration, with the aim of distinctive achievement of the goals.” (Al-Badarin, 2012, p. 147) It can be looked at Employee motivation refers to the factors that motivate and influence the behavior and performance of individuals in the workplace. They reflect the motivations and needs that drive individuals to achieve their personal and professional goals. There are several theories and methods for understanding and motivating employee motivation, the most prominent of these theories is:(Bani Yunus, 2012, p. 276)

### 1. **Herzberg’s theory of needs (Herzberg’s theory)**

- It was developed by the famous psychologist Frederick Herzberg. It suggests that there are two main needs that influence worker satisfaction and motivation: basic needs (such as security and pay) and developmental needs (such as fulfillment and advancement at work)

### 2. **Maslow’s theory of human needs (Maslow’s theory)**

- Developed by Abraham Maslow, it suggests that humans have a series of basic needs that include physiological needs, security, belonging, esteem, and fulfillment. It asserts that needs higher up the continuum become important after basic needs are achieved.

### 3. **Viktor Fromm’s waiting theory:**

- Focuses on the desire to achieve personal freedom, responsibility, and meaning at work. She says that work that allows the individual to express himself and make a moral con-



tribution increases his motivation.

#### 4. **Victor Vroom's performance expectations theory:**

- It suggests that employees' motivation depends on their expectations about performance and rewards. If an individual believes that effort will lead to good performance and satisfactory reward, he or she will be more motivated to work hard.

#### 5. **Edwin Locker's goal achievement theory:**

- It suggests that individuals work best when they have specific, measurable goals. These goals encourage clarity and focus and increase motivation.

#### 6. **Social justice theory:**

- It is based on the concept of justice in distribution and the balance of effort and reward. If the worker feels that the reward is proportional to the effort expended, this will increase his motivation.

Managers must take into consideration that employee motivation depends on multiple factors and varies from one individual to another. Therefore, it is preferable to analyze the needs and expectations of each individual individually to ensure the highest levels of performance and satisfaction in the workplace.

### **Types of motivation among employees**

There are several types of motivations that can influence employees in the workplace. Here are some common types of motivation (Davidoff, Linda, 2000, p. 19)

#### 1. **Financial motivation:**

- It relates to financial rewards and financial benefits that the worker receives as a reward for his good performance, such



as salaries and financial incentives.

2. **Moral motivation:**

- It relates to the individual's need to feel satisfaction and psychological satisfaction through work. These factors can include recognition of achievements, achievement of personal goals, a sense of pride and contribution to the overall goal of the organization.

3. **Social motivation:**

- It is based on the need to belong and interact with others in the workplace. These motivations may come through building positive social relationships and working as part of a team.

4. **Motivation to achieve goals:**

- It relates to the individual's desire to achieve his personal and professional goals. These motivations can encourage improved performance and innovation.

5. **Motivation to challenge:**

- It is represented by the individual's desire to face new challenges and develop his skills. Processes and tasks that require challenge and development may encourage this type of motivation.

6. **Motivation for responsibility and verification:**

- It depends on the individual's desire to take responsibility and achieve excellent performance at work. It can include taking on additional tasks or working on projects that carry additional responsibility.

7. **Motivation for professional development:**

- It depends on the individual's desire to develop and im-

prove his skills and knowledge to achieve professional advancement and career path.

#### **8. Environmental motivation:**

- Related to the environment and culture in the workplace. Things like good air, advanced technology, and safety at work can positively influence motivation.

Whatever drives a worker, understanding and meeting them appropriately can contribute to increased satisfaction and performance in the workplace.

(Al-Sada, 2016, p. 187)

#### **Determinants of employee motivation**

Determinants of employee motivation are the factors and circumstances that affect the extent of readiness. And they are accommodating individuals to carry out tasks and contribute to achieving the organization's goals. Here are some common determinants of employee motivation (Al-Zamil, 1982, p. 178)

##### **1. Financial rewards and benefits:**

- This includes salaries, financial incentives, and other material rewards. Maintaining an inspiring and fair reward system is important to keep employees motivated.

##### **2. Professional development and opportunities for promotion:**

- This includes the possibility of developing skills and knowledge, and offering opportunities to work on new projects or take on higher responsibilities.

##### **3. Appreciation and recognition:**

- Providing recognition for good work and notable achievements can positively enhance motivation and contribution.

##### **4. Trust and understanding from management:**

- The positive role of management in providing support and correct guidance plays a major role in supporting employee motivation.

**5. Work environment and organizational culture:**

- The influence of the working environment and culture in motivating employees to participate and innovate cannot be ignored.

**6. Flexibility and balance between personal and professional life:**

- Providing opportunities to balance personal and professional life can positively impact worker motivation.

**7. Job enrichment:**

- It relates to providing tasks and projects that challenge the worker and provide him with an opportunity to develop his skills and continuous improvement.

**8. Interaction and teamwork:**

- Providing opportunities to interact with colleagues and participate in teamwork can be a powerful motivator.

**9. Challenge and innovation:**

- Opportunities to engage in new challenges and work on exciting and innovative projects can be a powerful motivator.

**10. Contribute to the overall goals and vision of the organization:**

- Enhancing a worker's understanding of the organization's larger goals and his contribution to achieving them can have a positive impact on his motivation.

There are also other determinants that affect employee motivation, and they may differ from one company to another and from one individual to another. Improving understanding and meeting the individual needs and expect-

tations of employees can contribute to enhancing motivation and performance in the workplace. (Thaer Ahmed Ghayari, 2010, p. 176).

### **The third section: the practical framework for the research**

#### **Method and tools**

touchesThis section covers the method of selecting the research sample, as well as the tools used in collecting data and methods of analyzing it.

#### **How to choose a research sample**

##### **First: research methodology**

The researcher relied on the descriptive approach, as it expresses the social phenomenon to be studied quantitatively and qualitatively. The research also relied on two basic types of data:

##### **1-Primary data**

This is done through field research and collecting the necessary information from the research community, then transcribing and analyzing it using a programStatistical Spss and using appropriate statistical choices in order to reach statistical value and indicators that support the research topic.

##### **2-Secondary data**

This is done by reviewing relevant books, periodicals and publicationsB-Conflict management strategies and their impact on employees' motivation to enrich research scientifically.

##### **secondly:a samplesearch**

The research sample is composedCompany employeesElectronic industriesAnd their number (113) Factor.

#### **Used equipments**

##### **First: the search tool**

After reviewing the relevant literature and studies, the researcher found that

the most appropriate means of collecting information is the questionnaire. The questionnaire was designed in accordance with the research objectives as follows:

- 1- Prepare a preliminary questionnaire to be used in collecting data and information;
- 2-Show the questionnaire toA group of experts and arbitratorsIn order to test its suitability for data collection;
- 3-The questionnaire was presented to a group of arbitrators who took their turn;
- 4- Distributing the questionnaire to all members of the sample to collect the data necessary for the study.

The search tool consists of two parts as follows:

- **section One:**It is a collection of personal data in order to clarify the characteristics of the research sample and includes gender, age, educational level, and monthly income.
- **Second section:**It included phrases that measured the research variables, and the questionnaire consisted of:25A paragraph about each of the conflict management strategies and their impact on employee motivation, based on a Likert scaleTripleTo measure respondents' responses to the questionnaire items, as shown in Table No. (1).

**Table No. (1): Likert scale scoresTriple**

both	some- times	Yes	1Response
3	2	1	Class

### **Second: The validity and reliability of the questionnaire**

The validity of the questionnaire items was confirmed in two ways:

#### **1- Apparent honesty (honesty of arbitrators)**

This was done by presenting the questionnaire to a group of professors with the aim of ensuring the validity and integrity of the questionnaire's language.

## **2-Alpha-Cronbach method**

Cronbach's Alpha: A measure or indicator of questionnaire reliability as a second way to measure reliability. Therefore, the researcher calculated the reliability coefficient for all statements associated with the questionnaire.

The stability of the research tool is studied through the value of the Cronbach's alpha reliability coefficient (Cronbach Alpha) for each dimension, this coefficient measures the internal consistency in the questionnaire items. According to a study by researchers Strong and Hensley, in order for the stability of the tool to be achieved, the Cronbach alpha coefficient must be greater than or equal to 0.60. The reliability coefficient reached (0.841).

## **Third: Statistical processing methods**

The researcher transcribed and analyzed the questionnaire through a program Spss statistics and the following statistical tests were used:

- percentages and frequencies;
- Pearson correlation coefficient to measure the validity of items;
- Cronbach's alpha test to determine the reliability of the questionnaire items.
- a test is the difference between the means of two independent samples.

## **Fourthly :Research results and discussion**

The research results will be discussed and an attempt will be made to discuss and give explanations for these results.

## **Fifth:research results**

### **1-Characteristics of the research sample by gender:**

Table No. (2) includes the characteristics of the research sample in terms of gender.

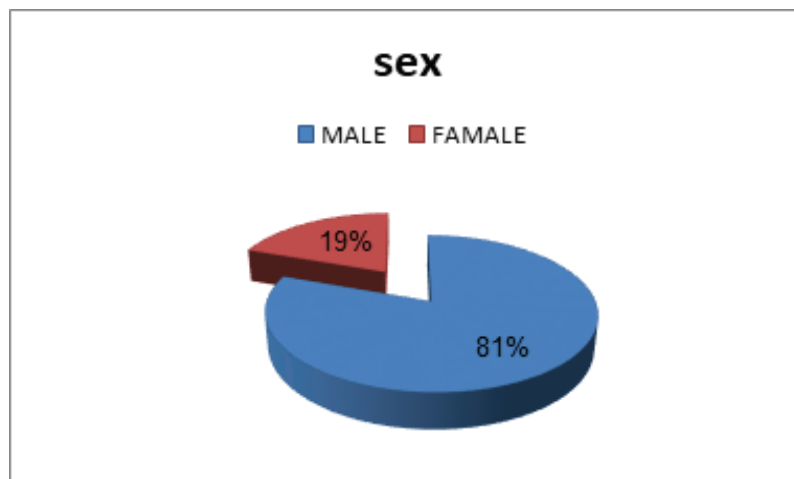
**Table No. (2): Distribution of sample members by gender**

(%) The ratio	Repetition	Sex
80.53	91	male
19.46	22	feminine
100	113	the total

**Source:**Prepared by the researcher based on the results of statistical analysis

From Table No. (2) we note that the percentage is 80.53% of the respondents were male, while the percentage of females was equal to 19.4% of the respondents. This indicates that the society in question is a male society. Below is an illustration of the distribution of percentages in a proportional circle.

**Figure (1): Distribution of the research sample by gender**



**Source:**Prepared by the researcher based on the results of statistical analysis

## **2-Characteristics of the research sample according to age:**

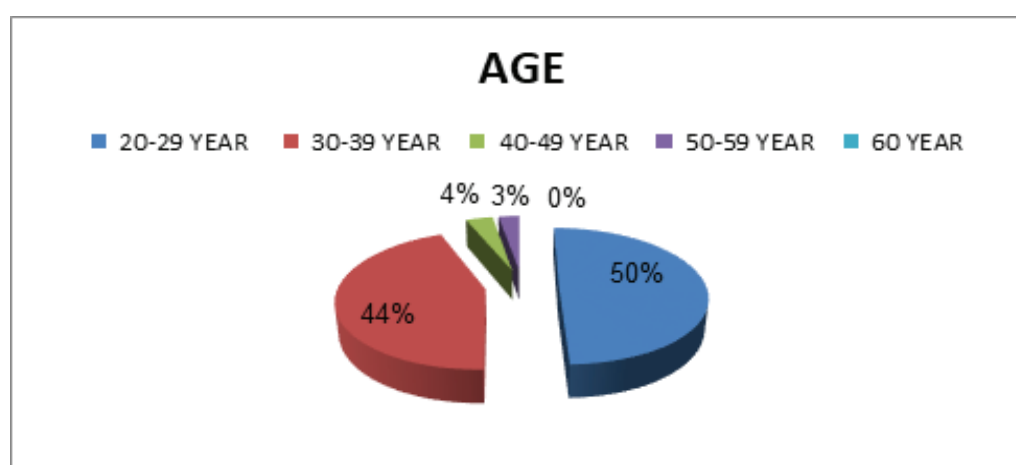
Table No. (3) represents the characteristics of the sample in question in terms of age.

**Table No. (3): Distribution of sample members by age**

(%) The ratio	Repetition	the age
49,6	56	From 20-29 years
44,2	50	From 30-39 years old
3,5	4	From 40-49 years old
2,7	3	From 50-59 years
0	0	From 60 years and over
100	113	the total

**Source:**Prepared by the researcher based on the results of statistical analysis

The results of Table No. (3) indicate that the equivalent of 49.6% of the respondents to the questionnaire were between 20 and 29 years old, i.e. about half of the research sample. As for those between the ages of 30 and 39 years, they constitute 44.2%, and in third and fourth place are 3.5% and 2.7% of those in the age groups from 40 to 49 years and 50 to 59 years, respectively. This is evidence that the community in question is young and can be exploited by imparting a certain culture to it, as it is capable of learning. Below is an illustration of the distribution of percentages in a proportional circle.

**Figure (2): Distribution of the research sample according to age**

**Source:**Prepared by the researcher based on the results of statistical anal-



## ysis

**Third: Characteristics of the research sample according to educational level:**

Table (4) shows the characteristics of the sample in terms of the level or educational qualification of the employees of the General Company for Leather Industries.

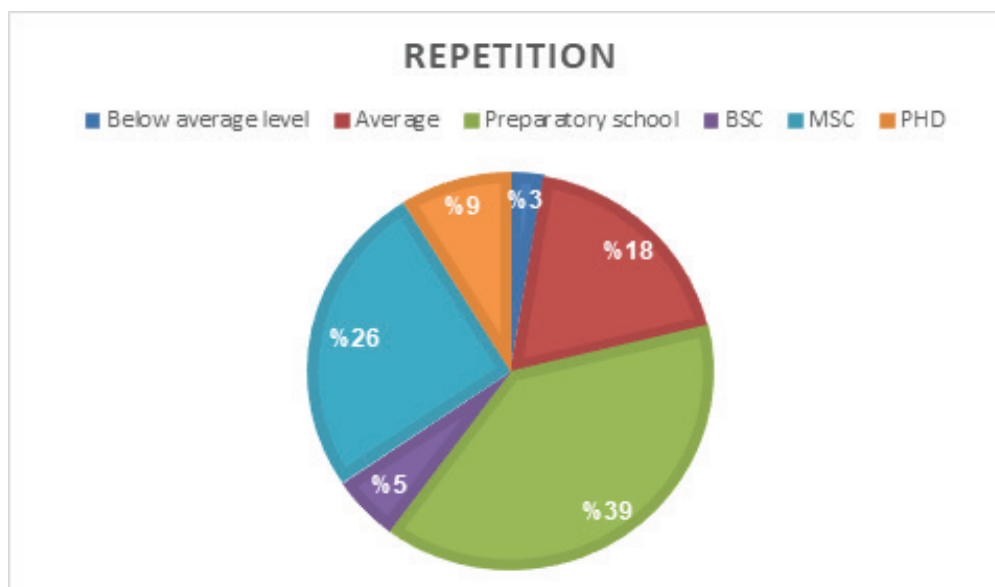
**Table (4): Distribution of sample members according to educational level**

The ratio	Repetition	Educational level
2,7	3	primary
18,6	21	Medium
38,9	44	Preparatory school
5,3	6	Bachelor's
25,7	29	Master's
8,8	10	Ph.D
100	113	the total

**Source:**Prepared by the researcher based on the results of statistical analysis

From Table (4), employees holding a master's degree constitute 25.7%% Those holding a doctorate degree represent 8.8%, while bachelor's and middle school students represent 5.3% and 38.9%, respectively, of the research sample. We find that those with an intermediate level constitute 18.6%, while those with an elementary school certificate represent 2.7%, and this percentage is considered a very small percentage. Below is an illustration of the distribution of percentages in a proportional circle.

**Figure (3): Distribution of the research sample according to educational level**



**Source:**Prepared by the researcher based on the results of statistical analysis

#### **Fourth: Characteristics of the research sample according to monthly income:**

Table No. (5) represents the characteristics of the distribution of the sample of the community under study according to the monthly income of the respondents.

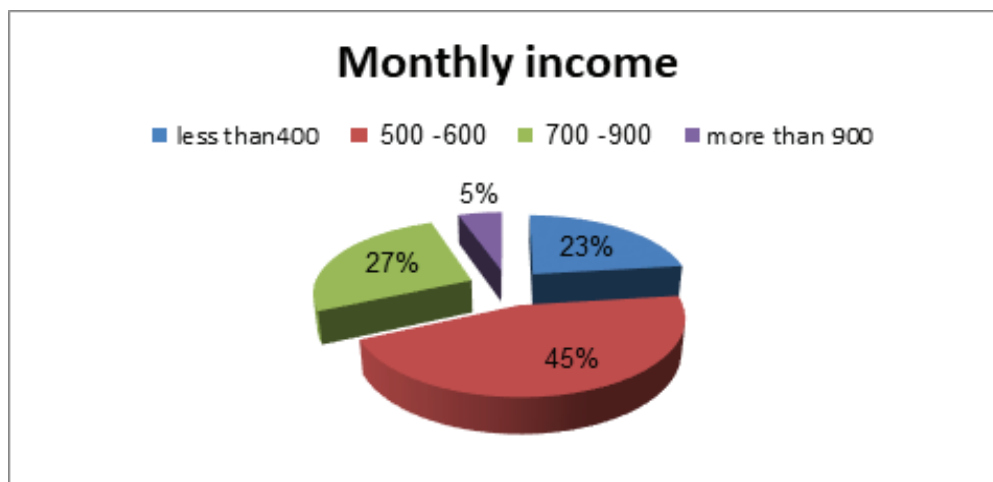
**Table (5): Distribution of community sample members according to monthly income**

(%) The ratio	Repetition	Monthly income (Iraqi dinar)
23	26	Less than 400
45,1	51	600 500-
26,5	30	900 700-
5,3	6	More than 900
100	113	the total

**Source:**Prepared by the researcher based on the results of statistical analysis

Table (5) shows that those with income between 500-600 D represent 45 percent% of respondents to the questionnaire, which is the highest percent- age. As for those whose income was between 700-900 of the respondents, it represented 26.5%. Those with an income of less than 400 and those with an income of more than 900 come at a rate of 23% and 5.3%, respectively. Below is an illustration of the distribution of percentages in a proportional circle.

**Figure (4): Distribution of the research sample according to monthly income**



**Source:**Prepared by the researcher based on the results of statistical analysis

### **Discuss and interpret the results**

#### **First: Study and test the validity of the research hypotheses:**

##### **1-The nature of the distribution of model variables:**

In order to test the validity of the research hypotheses, the dimensions of the research model must be subject to a normal distribution. This condition is achieved if the skewness coefficient (Pearson) is limited to 3 and 3 - this is according to a study by the researcher.won in the year 2004.

Table No. (6) shows the value of the skewness coefficient for the various

research variables.

**Table (6): Torsion coefficient**

Torsion coefficient	variable
0.284	Effectiveness of administrative communication
0.683	The role of management in resolving conflicts
0,466	Transparency and justice
1,163	Conflict management strategies
0.848	Employee motivation
1,509	Level of job satisfaction
1,549	Organizational commitment
1,328	Opportunities for professional development
0.444	Confidence in conflict management

**Source:**Prepared by the researcher based on the results of statistical analysis

From Table No. (6), we notice that the skewness coefficient is limited to between 0.284 and 1.549, and this is within the range  $[-3,3]$ , meaning that the distribution of this sample is subject to a normal distribution, meaning that the procedure for selecting the validity of the hypotheses can be completed.

## 2- Testing the validity of hypotheses:

**1.2 Testing the validity of the first and second hypotheses:**To test the validity of the two hypotheses, we rely on the arithmetic mean of the respondents' answers. The arithmetic mean for the independent variable, which is conflict management strategies, was approximately 1,163 Returning to the Likert scale, we find it close to the middle of this scale, meaning that conflict management strategies are neither strong nor weak, but average. Therefore, the first hypothesis, which is that there are strong conflict management strategies, is denied With the company.

As for the arithmetic mean for the dependent variable, which is employees' motivation, it was approximately equal to 0.848, and this corresponds, on a Likert scale, to agreement with the respondents' answer, meaning that there is a level to Employee motivation is high, so the second hypothesis is accepted.

## 2.2 Testing hypotheses about the effect of the independent variable on the dependent variable:

- **Model fit:** As shown in Table (7), the coefficient of determination equals 0.137, which means that it is 13.7% of the variance in the dependent variable (employee motivation) is explained by the change in the independent variables (conflict management strategies). The significance level of F is 0.003, which is less ( $>$ ) than 0.05, and this is evidence that the model is statistically significant.

**Table (7): Results of regression analysis of variance (Analysis of Variances (conflict management strategies))**

Correlation coefficient ((R	Coef-ficient of deter-mination <sup>2</sup> R	Signif-icance level F	value F calculat-ed	Mean squares	Degrees of free-dom	Sum of squares	Sample	
3700,	1370,	0030,	4,275	1,379	4	5,517	Regres-sion	1
				0,323	108	34,843	Residu-al error	
					112	40,361	the total	

**Source:** Prepared by the researcher based on the results of statistical analysis

Table (8) shows the results of multiple regression analysis to test the effect of independent variables on conflict management strategies

**Table No. (8): Results of multiple regression analysis (Multiple Regression Analysis) to test the effect of independent variables on**

**conflict management strategies**

level indi- ca- tionT	valueT Calcu- lated	Typical transac- tions	Atypical transac- tions		Sample Model B	
			Beta	Stan- dard error		
000,	4,787		252,	1,208	FixedConstant	1
190,	1,320	135,	073,	096,	Effectiveness of ad- ministrative commu- nication	
010,	2,614	258,	065,	170,	The role of manage- ment in resolving conflicts	
922,	099,	011,	080,	008,	Transparency and justice	
245,	1,169	112,	073,	085,	Conflict management strategies	

**Source:** Prepared by the researcher based on the results of statistical analysis

According to the results shown in Table (8), it is:

1. there impact Conflict management strategies on employee motivation in the Electronic Industries Company.
2. Considerations have a positive impact on conflict management strategies because the level of significance T equals (Sig=0.010) which is less than 0.05 if the fourth hypothesis is accepted. In addition, the Beta coefficients, which express the percentage of the effect of the independent variable on the dependent variable, were 0.258, or 25.8%, and this is a fair value.

**Conclusions**

The researchers will By giving explanations for the results of hypothesis testing based on the information gained from studying this topic.

1. Conflict management strategies and their impact on employee

motivation can be explained by not giving much attention to embodying prominent values and beliefs within the organization. This could also be due to the great delay that Iraq is experiencing in the field of managing organizations on modern administrative foundations and theories that are in line with the requirements of the times.

2. Conflict management strategies In the company, it can be explained by the great commitment to the organization's resources and adherence to their duties, and it can be attributed to the personal values of each employee and his conviction and belief in the necessity of working with high quality and productivity.

3. The impact of conflict management strategies on Employee motivation It is self-evident, given that it is necessary for the employee to perform well and to ensure the quality of learning, given that conflict management strategies provide ways to ensure and facilitate the process of performing jobs to the fullest extent, and also makes the employee creative in his work.

4. Core values do not affect conflict management strategies, as it can be attributed to ambiguity in the organization's organizational culture

## Recommendations

1. The need for companies and organizations to pay attention to the behaviors of conflict management strategies and their role in Employee motivation.

2. Work to hold purposeful workshops that seek to instill Employee motivation In governmental and private institutions.

3. Striving to build productive capacities that believe in the importance of conflict management strategies as modern management concepts.

## references

1. Al-Barouni, Khaled Masoud ,Analyzing the relationship be-

- tween managers' motivation to work and their performance Organizational“**An analytical study on the industrial sector in Libya, Al-Zaytouna University Journal, No Fifteenth, fourth year, 2015**
2. Al-Badarin; et al, Behavior or emotional intelligence and self-efficacy SocialH With the motivation to work among the faculty members at the Hashemite University, the Hashemite University, Jordan, Amman Arab University, 2012
  3. Bani Yunus, Muhammad Mahmoud, Psychology of motivation- And the emotionT. 3rd Edition Amman/Jordan: Dar Al Masirah for Publishing and Distribution, 2012.
  4. Thaer Ahmed Ghayari, Theoretical and Applied Motivation, Dar Al Masirah for Publishing and Distribution Printing, Amman, Jordan, second edition, one year 2010
  5. Jawad, Shawqi Naji, Organizational Behavior, Al-Hamid Publishing House, Cairo, Egypt, 2000
  6. Hareem, Hussein Mahmoud, Organizational Behavior: The Behavior of Individuals and Groups in Business Organizations, Dar Al-Hamid Publishing and Distribution, Amman, Jordan, 2004.
  7. Hareem, Hussein, “Managing Organizational Conflict: A Field Study on the Banking Sector in Jordan,” Jordanian Journal of Applied Sciences, Volume Six, Issue Two, 2003.
  8. Hussein Abu Rayash and others, Motivation and Emotional Intelligence, Dar Al-Fikr for Publishing and Distribution, Jordan, first edition, year 200
  9. Hussein, Tommy (2018), Managing organizational conflict in the organization between theory and practice, Master's thesis in Economics, Faculty of Economic Sciences, Abdul Hamid University.
  10. Hamoud, Khudair Kazem, Organizational Behavior, Safaa Publishing and Distribution House, Amman, Jordan, 2002.
  11. Al-Hinnawi, Muhammad Saleh, Sultan, Muhammad Saeed, Organizational Behavior, University Publishing House Alexandria,



Egypt, 1997

12. Hanafi, Abdel Ghaffar, Organizational Behavior and Personnel Management, University Publishing House, Alexandria, Egypt, 1990

13. Al-Hunaiti, Muhammad Faleh, 1993, Organizational Conflict: Its Causes and Methods of Management in Public and Private Institutions in Jordan, Studies, University of Jordan, Volume 20, Issue One

14. Al-Khudairi, Mohsen Ahmed principles Negotiation, Arab Nile Group, Cairo, Egypt, 2003

15. Davidoff, Linda, Personality-motivation And the emotion T". (Translated by Sayyid Al-Tawaf and Mahmoud age). Egypt: International House for Cultural Investments, 2000

16. Al-Dahan, Omaima, Theories of Business Organization, Amman, Al-Safadi Press, 1992.

17. Al-Zamil, Abdullah., Incentive theories and their applications in the field of work in a system symposium Incentives in the civil service Institute of Public Administration, Al Riyadh Z, 1982

18. Gentlemen, Khalifa Yusuf; Ababneh, Saleh Ahmed, The relationship between self-efficacy Public school principals in the Kingdom of Bahrain and their motivation to work". Studies magazine for a university Ammar Thliji Laghouat - Algeria Issue , 2016

19. Al-Salem, Muayyad Saeed, Organization Theory, Shafiq Press, Baghdad, 1988

20. Drunk, Mr. Abdel Dayem, Predicting the growth components of work motivation through dimensions Emergent procrastination among student counselors in general education schools, 2017

21. Suleiman, Abu Bakr, organizational conflict and loyalty in Sudanese industrial companies. Master's thesis, University of Jordan, Amman, 1995

22. Al-Shammaa, Khalil Muhammad Hassan, Hammoud, Khudair Kazem, Organization Theory, Dar Al-Shu'an Cultural, Baghdad, 1989

23. Issam Abdel Wahab Al-Dabbaa, Personnel Management, Dar Zaher, Amman, first edition, 2008
24. Aqili, Omar Wasfi (2009), Contemporary Human Resources Management, A Strategic Dimension, 2nd edition, Wael Publishing House, Amman..
25. Al-Amyan, Mahmoud Suleiman, Organizational Behavior in Business Organizations, Wael Publishing House, Amman 1993
26. Ghassan, Abdel Muti Muhammad, Organizational Administrative Behavior in Contemporary Organizations, National Library, Amman, 1993.
27. Al-Qaryouti, Muhammad Qasim, Organizational Behavior, Dar Al-Shorouk, Amman, 2000
28. Muthanna, Mazen Mahmoud (2016), The reflection of the performance evaluation system of senior and middle leaders on the quality of institutional work, field research at the Ministry of Agriculture Center, Master's thesis in performance evaluation, College of Administration and Economics, University of Baghdad.
29. Muhammad Mahmoud Bani Yunis, Psychology of Motivation and Emotions, Dar Al Masirah Publishing House Printing and Distribution, Amman, Jordan, first edition, year 2004

## **Appendices**

### **Questionnaire: Conflict management strategies and their impact on employee motivation**

Dear brother, dear sister

I am placing in your hands a questionnaire form for the research entitled "Conflict management strategies and their impact on workers' motivation," which is part of the means of obtaining information. The aim of this study is to survey your opinions on the subject, based on our confidence in your cooperation in completing this research, through your contribution to filling out the form in accordance with the paragraphs

below. Note: The accuracy of the research and the recommendations it produces will depend on the accuracy of your answer, which we have confidence in and which is the subject of our pride and appreciation.

In front of each phrase you will find alternatives(Yes, sometimes, no) You are required to choose the alternative that matches your point of view by ticking (✓✓) In the right place.

### Notes:

1. There is no need to mention the name on the questionnaire.
2. The information given by you will be limitedFor purposesScientific research only.
3. Please do not leave any paragraph unanswered.

### Questionnaire paragraphs

both	sometimes	Yes	Paragraph	T
			Do you think there are effective conflict management strategies applied in ?your company	.1
			Do you benefit from management's guidance on how to handle conflicts at ?work	.2
			Do you feel that conflict management contributes to improving individual ?relationships in the company	.3
			Do you find that there is effective interaction between management and employees when dealing with con- ?flicts	.4
			Do you have the ability to express your opinions and problems openly ?and without fear in the company	.5
			Do you think that using conflict management strategies increases your ?motivation to work better	.6

			Do you feel that conflict management helps improve overall job performance?	7
			Do you find that using conflict management strategies helps achieve your personal goals at work?	8
			Do you feel that using conflict management strategies increases your desire for continuous improvement?	.9
			Do you think that conflict management can contribute to improving the quality of products/services provided by the department or company in general?	.10
			Do you have confidence in the company's ability to resolve conflicts effectively?	.11
			Do you find that conflict management strategies help enhance team spirit and interaction?	.12
			Are you taking advantage of the training or workshops the company offers on conflict management?	13
			Do you think that conflict management contributes to reducing stress levels at work?	.14
			Do you find that conflicts at work occur reasonably and are handled effectively?	.15
			Do you think there are situations that have been handled ineffectively in terms of conflict management?	.16
			Do you feel you have the skills to deal with conflicts at work effectively?	.17
			Do you think there are opportunities for improvement in how conflicts are managed in the company?	.18
			Do you think that conflict management strategies contribute to enhancing a sense of ownership and belonging to the company?	.19

			Do you feel that conflict management strategies contribute to improving the company's decision-making process	.20
			Do you find that the company strikes a good balance between achieving meaningful goals and managing conflicts	.21
			Do you see potential improvements in how conflict management strategies are implemented in the company	.22
			Do you use specific means to express conflicts at work (eg: one-on-one meetings, email, workshops	.23
			Do you think team training on how to deal with conflicts at work could be improved	.24
			Do you have any additional comments or feedback about conflict management in the company	.25

