Cultural Influences on Organizational Conflicts
(An empirical study on the Egyptian Ministry of Social

Solidarity)

AMANY I. SHAHIN [*]

ملخص

Abstract

This paper aims to investigate the relation between national culture and strategies of managing organizational conflicts. The study is conducted in the Ministry of social solidarity in the Egyptian environment on employees.

A questionnaire was used to collect data. Actually, data was collected from 250 Egyptian official employees at different ages. Hypotheses were analyzed by correlation and regression analysis.

Findings of this study showed the deep relationship between most of national culture dimensions and strategies of managing organizational conflicts.

Keyword, National culture, Power distance, Uncertainty avoidance, Cooperation Strategy, Controlling Strategy, Avoidance Strategy, Absorption Strategy Compromise Strategy.

[*]*Associate Professor, Faculty of Commerce Department of Management, Helwan University*

ملخص

يهدف هذا البحث إلى دراسة العلاقة بين الثقافة الوطنية واستراتيجيات إدارة النزاعات التنظيمية. أجريت الدراسة في وزارة التضامن الاجتماعي في البيئة المصرية على العاملين.

تم استخدام استبيان لجمع البيانات. في الواقع ، تم جمع البيانات من 250 موظف رسمي مصري من مختلف الأعمار. تم تحليل الفرضيات عن طريق تحليل الارتباط والانحدار.

أظهرت نتائج هذه الدراسة العلاقة العميقة بين معظم أبعاد الثقافة الوطنية واستراتيجيات إدارة الصراعات التنظيمية.

الكلمة الرئيسية ، الثقافة الوطنية ، مسافة القوة ، تجنب عدم اليقين ، إستراتيجية التعاون ، إستراتيجية التحكم ، إستراتيجية التجنب ، إستراتيجية تسوية إستراتيجية الامتصاص.

1. Introduction

Culture is a deep phrase which has many definitions. It is an outside thing which impacts management. This paper targets to recognize cultural effect on handling organizational conflict in Egypt. Organizational conflict is a confrontation with the aid of using people or corporations inside the organization, that may middle on elements starting from divisions of obligation and useful resource allocation to the general route of the organization. Organizational conflict produces poor outcomes. Conflicts should motive stress, which reduces employee performance. On the opposite hand, organizational conflict represents a possibility for efficient change.

The hyperlink among lifestyle and organizational conflict prompted the idea that it is difficult. Reaching a world-extensive software version to research handling organizational conflict is absolutely very difficult .and it desires a high-quality deal of investigation.

2. Literature Review

2.1 Cultural Background

Culture is an outside element affecting management. In the Nineteen Seventies it became clear that tradition may be very critical for management. Although, in the Fifties thedominant belief is that management was universal and this is an incorrect notion (Hofstede,1983).

Anthropologists recall culture as a device of values, assumptions, and norms (Schusky et al,1967; Gertsen et al,1998).

"Cultura" is the Latin phrase for Culture, which means "agriculture". It has extended to cover all marks that human have left in history (Aaltio-Majosola, 1991).

2.2 Types of Culture

The impact of culture for international companies may be analyzed at specific levels. The national culture is at the best level. Then comes the organizational culture wherein attitudes are expressed inside a particular organization. While, professional culture is on the slender level (Trompenaars and Hampden,1988).

2.2.1 National Culture

National culture differentiates one society from another. When you pass from one country to another you note variations among human beings in every society. These variations are specific varieties of interpersonal interaction. (Olie, 1995). Even within the same country there may be subcultures which show specific cultures. There can be specific regional, religious, linguistic, gender, and social class. (Hofstede, 1991).

National culture may be considered from a social attitude, an ancient attitude or individual attitude.

Social View

The social view sees subculture from a social factor view. It is described as a function of social life, (Greetz, 1973). It is taken into consideration as

a movement and social relationship which may be blended through different cultural contextual variables. (Child, 1981)

On the opposite hand, Cuplan (1993) considered subculture in phrases of the factors of the policy, economy, faith and family. The generation gap is likewise taken into consideration as one of the crucial considerations.

Ancient View

From an ancient view subculture refers to values inherited within the population of a specific nation. Evans, (1977) described culture as all the traditionally created designs for living which exist in any given time as a guide for behavior.

Individual View

The individual view considers culture as the values and norms of individuals. Triands (1972) described culture as cultural organization traits and has taken into consideration that it as a manner of perceiving human components of there environment. Hofstede, (1991) described culture as the collective programming of the thoughts which differentiates participants of a human organization from another. It is likewise described as shared values and meanings amongst groups as well as values and attitudes of social groupings.

2.2.2 Organizational Culture

Organizational culture is discovered whilst the company grows. Berryman,(1989) described organizational culture as a hard and fast of assumptions or ideals which are shared with the aid of using contributors of a company. Schein(1992) prominent three degree of cultuers (1) artifacts, this consists of seen organizational structures (2)espoused

values this consists of strategies, dreams and philosophies (3) fundamental underlying assumptions and this consists of subconscious taken without any consideration ideals.

2.2.3 Professional Culture:

Professional culture is slim in scope. Bloor and Dawson (1994) investigated the professional culture they recommended that professionalism took place through the formation of expert associations, the improvement of minimal requirements of expert schooling the pursuit of expert understanding and the improvement of a code of ethics.

Culture and organizational conflicts are deeply embedded. Culture offers us a manual toward dealing with organizational conflicts. Although matters rely upon the character and length of the organization, countrywide culture offers approximately the norms and values of individuals. Organizational culture lets us know the set of assumptions or ideals which are shared by members of an organization. While, professional culture develops a standards for expert schooling and code of ethics.

3. Organizational Conflict

Nowadays societies there's a growing potential and a growing need for management conflict. Conflict management pursuits to combine organizational stage and individualstage.

3.1 Traditional Conflict

Traditional struggle conflict was considered the variations among humans or businesses in objectives, thoughts and strategies of dealing with

obstacles. Schmidt and Kochan (1972) outline conflict to be a perceived opportunity which is interfering with the other's intention attainment. Actually, conflict is the distinction among humans, businesses and groups in achieving their objectives (Hocker&Wilnat, 1985). It is an interactive state that looks within the variations among people and businesses and this may be among or inner social entities.

Conflict is the distinction or disturbance that appears on the behavior of humans and this causes deterioration in decision making (Haniti,1993). El-Karyouni (2003) considers organizational conflict as the bad effect aiming to keep away from attaining objectives. Rahim (2011) defined conflict that it can be functional through stimulating innovation, creativity, and change; enhancing choice making processes; and forcing people or businesses to look for new approaches. Serfi (2008), descried conflict as a power for change in any organization.

Organizational Conflict isn't just bad however it has many effective facets together with creativity, fixing troubles and going through boundaries which faces employees. (Farayat, Lousi,and Shehab 2009). Aziz (2012) recognized that conflict exists within the lives of individuals, companies and groups and that is ordinary because it refers to interaction. Organizational conflict seems as cited formerly due to the struggle in targets and evaluations at the man or woman and organizational tiers (Haseeb, 2015). Conflict takes place horizontally (inside tiers of an organization) or vertically (among exclusive tiers of an organization). Each sort of struggle can have exclusive effects for the organization. (Flink,2015).

Over time conflict exists amongst people, companies and groups. It is a major component affecting the overall performance of work. However, through the years conflict concerned different components which have an effect on work.

3.2 Modern Conflicts

Conflict of interest (COI) is a main element and has a main effect on high-satisfactory and performance. In this regard it's crucial to reinforce responsibility, revise work processes, definition the rules and government of beneficiaries, formulation, implementation, monitoring and coordination among private and organizational goals.

Conflict may be a huge dysfunction causing stress, burnout, and dissatisfaction; lowering commitment among businesses and people; negative traces inside relationships; reducing dedication levels; and growing resistance to change.

Despite the negative aspects assossiated with. conflict, it could have positive effects on many aspects. The businesses and people need to efficiently discover ways to manipulate conflicts to achieve successful outcomes. (Annacone,2017). Ababneh (2008) found that there are those who find positive effects and those that find negative effects.

> In the Modern view, an organization with no conflict is much more likely to emerge as static, non-responsive, rigid and unadoptable. It states that a minimal stage of conflict is absolutely useful for any organization, as it contains a stage of creativity and competition among people. (www.quora.Com).

4. Types of Conflicts

Qaryouti (2009) and Omyan (2008) mentioned that organizational levels are organized as follows: 1) Conflict on an individualistic level. 2) Conflict among individuals and 3) Conflict on group level. 4) Conflict at the organizational levels.

Jurban (2017) diagnosed three styles of conflicts, (1) The degree of functional independence: Members of an organization in different departments having specific obligations which creates conflicts if not entertained separately. (2) The distinction in values and desires: An important conflict among people in specific departments arises once they have different goals. (3) Overlapping powers and obligations in the organizational structure: When the obligations and powers of the people interfere with each other.

Other conflicts which exist in an organization include:

Problems in communication: The bad human relations of organizational members, the lack of appropriate information process eliminates mutual understanding (Tourish and Hargie, 2004)

Role ambiguity: When the job is not clear the employee find it difficult to work (Mullins, 2007). Studies determined bad outcomes of role ambiguity, but different research determined useful outcomes due to this fact they need outlining the function expansively (Ebbers and Wijnberg 2017)

Conflict of interest The allocation of limited sources for a conflict. Every entity may want to combat for its personal share (Mullins, 1996)

Omisore& Abiodun (2014) diagnosed different types of conflict,

Functional or Constructive Conflict: conflicts sometimes beneficial. Conflicts guide and increase performance; The argument is if conflict leads to more competition it is beneficial for the group and the organization. While, Dysfunctional or Destructive Conflict: there are conflicts that restrict the group performance. Conflict if not successfully dealt with can tear relationships aside and, thus, intervene with the alternate of ideas, data and sources in organizations and among departments.

5. Egyptian Organizational Conflicts

Egypt is bordering Africa, Asia and Europe (Hopwood, 1993). The Nile, which cuts through Egypt, has helped population to settle across the Nile valley. This has helped to rise the historic Egyptian Civilization one of the oldest human civilizations. This civilization has laid the principles for most of the world's modern civilizations. It was primarily based on an effective education system. Such a device that has, for example, produced architects who constructed the well-known pyramids, physicians and surgeons who performed sensitive clinical operations, chemists who mummified our bodies of pharaohs in a way that has preserved bodies for numerous thousand years.

 Such an education system produced the primary regarded accountants and auditors in history (Woolf,1912). It has produced architectures who placed the statue of the Pharaoh Ramses in a sure place wherein the sun shines on his face most effective two times every year, on his birthday, and at the

day he has ascended the throne. Archaeologists are nevertheless coming across new secrets and techniques of this civilization whose secrets and techniques never end.

Egypt has handed within the following years through durations of ups and downs. Evidently the education system was suffering from those fluctuations through the years. The eighteenth century has been a period of decay and isolation to the quantity that the invasion of Egypt through Napoleon Bonaparte in 1798 has produced cultural shock.

The only education system available at the time was "Al-Azhar" University, a university which was founded in the year 972 for religious education and some related studies including language study of only one language. (Amar,2005).

6. Conflicts of the Egyptian Education

In Egypt we discover that education certificates are of a great value. In the Egyptian society pride extends from the scholar's pride to have a better education certificates to encompass the view of individuals of society to them. However, Holmes (2008) believes that the Egyptian public universities do not prepare students for career opportunities and this result in unemployment following graduation. Although confronted with this possible problem that may decrease satisfaction, we discover that the demand for better higher education continues to be very excessive from Egyptian consumers. Students normally call for a public or a private university. If they have got the financial ability they have got an additional choice to be a part of a private (non-governmental) university. The call for

a better education is of wonderful significance it suggests a demand for a better organization degree.

Mousa & Mousa (2009) investigated the issue of developing countries and cited the significance of the encouragement of the authorities of the private and public in addition to the need to train and educate educators.

Egypt as a growing country requires a link between the university and the society especially in regions associated with coaching studies and social services (Amar 1996). Also Ali (1998) cited the significance of the university education to deal with future problems.

7. Conflicts within the Egyptian Organizations

Although centralization of strength appears to be a dominant component of the Egyptian culture, current researches display a fashion toward participation, as a manner of sharing decision making. From a research in 31 Egyptian State owned businesses, Badran and Hinings (1981) found that these companies are highly structured and enormously centralized.

From another look at of 825 Egyptian public employees, Palmer et al (1985) found that Egyptian officers tended to concentrate authority in their hands and resist the delegation of authority.

The managerial factors were studied among Qatar, Morocco, Turkey, Kuwait and this was the Arab area of the Globe Project (Kabasakal and Bodour, 2002). They were under the impact of Europe and Ottman Empire. This study proves that the Arab area concentrates on social integration and concentration of power.

Hofstede (1980) identified that Arab countries which include Egypt are characterized by high power distance and uncertainty avoidance.

Hickson and Pugh (1995) described the Arab countries as having authority and high power distance.

Other researchers located that Egyptian managers consider participation as one of the maximum vital managerial elements in organizations.

The Egyptian managers use participative style to some extent from a comparison between Egyptian and American managers (Parnell and Hatem, 1999). Arab countries focus on centralization and emphasis on control. Atiyah (1992) notes that the effects regarding management styles of Arab managers are conflicting. Some comply with an authoritarian style, while, others comply with a consultative style.

Actually we discover that a few researchers recognized the existence of concentration of power in public organizations and it has a great effect on management (Palmer et al, 1985; Badran and Hinings, 1981; Kabasakal and Bodour, 2002).

While others referred to the existence of participation for Egyptian man styles (Elgamal, 1999; Parnell and Hatem, 1999).This conflict needs research to fulfill this gap.

8. Managing Organizational Conflict

There are many techniques for resolving organizational conflicts however, the best method depends on the situation. Rahim (1986) determined several methods to deal with organizational conflicts. They are as follows,

The Integrated Style-Exchanging information between parties is an effective solution for them.

Leaning for assistance Style- The person who's leaning for assistance scarifies for his interests the sake of others.

Controlling Style- It is a technique which makes use of all methods to attain the focused objectives

Avoidance Style- This technique escapes duty it plans to keep away from any duty

The Conciliator Style- This technique relies upon the give and take method each party sacrifices to attain goals.

Gawad (1995) stated that techniques that address organizational conflict rely upon on avoidance, bargaining, forcing, and calming down. While, Harer (1997) encouraged the usage of avoidance, facing, opposition and cooperation to address organizational conflicts. El-Saad and El- Mola (1999) encouraged competitive advantage to resolve conflicts.

While Hellriegel et. al.(2001) decided different techniques to solve organizational conflicts as follows:

1) The Cooperation Strategy-This approach aims to attain solutions which satisfies all parties.

2) The Controlling Strategy- It is a restrictive approach. The user aims to reach his goal with out being concerned approximately others.

 3) Avoidance Strategy- It is a approach that is neither cooperative nor restrictive; this approach avoids any problems

4) Absorption Strategy- This approach goals to take in the conflicts which the specific events have.

5) Compromise Strategy-This approach aims to provide partial take care of every celebration that allows you to gain partial satisfaction to face challenges.

National culture is deeply embedded in managing organizational conflicts. This study investigates the relationship and the impact between national cultures and strategies managing organizational conflicts.

The strategies of managing organizational conflicts identified by Hellriegel et. al. (2001) were used in this study.

9. Methodology

This research is a hypotheses testing research. Where Convenience sampling was used. Convenient sampling is considered quick and less expensive. The nature of the Egyptian administrative employees wereinvestigated. The research aims to investigate the relationship between nationalculture(Power Distance and Uncertainty Avoidance)and managing organizational conflicts (Cooperation, Controlling, Avoidance, Absorption and Compromise).

The research investigated the Ministry of Social Solidarity in Egypt. It is the government board which is responsible for social security affairs. This Ministry is responsible for the social safety for citizens in the Arab Republic of Egypt and is currently handled by Minister Nevin El-Kabbaj. Its affiliate bodies in the community are as follows,

- National social insurance institutions
- National Foundation for Social and Criminological Research
- Nasser Social Bank
- General Federation of NGOs and Institutions
- NGO Service Center

- National Centre for Family and Community Development
- National Foundation to Facilitate Hajj and Umrah
- General Organization for Social Solidarity
- Events Foundation
- The National Council for Disability Affairs
- The National Council for the Control and Treatment of Addiction
- The National Center for the Blind
- The National Center for Integrated Care for People with Special Needs
- Intellectual Education Foundation
- Physiotherapy centers
- Drug addiction prevention and treatment fund

The community of the research consists of Egyptian administrative employees in the main campus of the ministry. It is located in El Agouza, Cairo Maragahi Street. It consists of about 710 employees. (www.moss.gov.eg)

The following equation was used to identify the sample size

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2\right)\right] + p(1-p)\right]}$$

This equation is Steven Thompson'sequationfor calculating the sample

size(Thompson, 2012)

N: Size of study population which is 14000 employee.
z: Standard value.
d : Allowable error limit
P : the proportion of the study population .
n : sample size
95% confidence level and an error of 0.05

The research community is 710 indicating that the sample size is 250The

survey included different occupations and age groups of Egyptian

employees. Questionnaires were distributed to Egyptian administrative

employees. The results were a total of 250 usable responses from 300 distributed questionnaires.

A likert scale was used for the first 5 items. (1) referred to strongly agree (2) agree (3) neutral (4) disagree and (5) strongly disagree. Actually, (1) strongly agree referred to a very high degree of acceptance or very low degree of refusal, while (5) strongly disagree referred to a very low degree of acceptance a very high degree of refusal.

Research Hypotheses

The research hypotheses are as follows,

H1 *There is a positive correlation between National culture and managing organizational conflict*

H2*National culture has a positive impact on managing cooperation strategy*

H3*National culture has a positive impact on managing controlling strategy*

H4*National culturehas a positive impact on managing avoidance strategy*

H5 *National culture has a positive impact on managing absorption strategy*

H6*National culture has a positive impact on managing compromise strategy*

Table 1.1 Question and Related variables

Questions	Variables
1)Listens to any one solving a problem 2)Finds solution to employees for their	Cooperation Strategy

problems	
3)stimulating actions through power 4) stimulate his ideas through power	Controlling Strategy
5)Ignores problems 6) Tries to avoidsproblems	Avoidance Strategy
7)Satisfies needs of the employees 8)Considers employees views	Absorption Strategy
9)Talks with the employees to reach a solution 10) Compromise solutions to solve problems	Compromise Strategy
11)Decisions are centralized 12)Employees do not like consultations	Power distance
13)Avoiding risk is ideal 14)Avoiding problems is necessary at work	Uncertainty avoidance

The hypotheses in regard to the variables are shown in this table.

Table 1.2 Hypotheses and Variables investigated

H1	Q.11-14and Q.1-10
H2	Q.11-14and Q.1-2

H3	Q.11-14 and Q.3-4
H4	Q.11-14and Q.5-6
H5	Q.11-14 and Q.7-8
H6	Q.11-14 and Q.9-10

The questionnaire was divided into two sections. The first section was descriptive. It included information about the type of work, age and experience. The second section included information about national culture (power distance and uncertainty avoidance) and managing organizational conflicts (Cooperation, Controlling, Avoidance, Absorption and Compromise Strategies).

A correlation analysis was conducted to measure the association of national culture as independent variables and managing organizational conflicts as a dependent variable

Correlation is a basic measure to associate the relationships. (Bryman and Cramer, 1998).Correlationindicates the relationship between variables (Amin, 2008). As our variables are considered intervalwe will use Pearson Product Moment Correlation because it is a suitable measure

Tables 1.3show the Correlation analysis

Table 1.3 The correlation between national culture and strategies of managing organizational conflicts,

Strategies of Organizational Conflict	Cooperation Strategy	Controlling Strategy	Avoidance Strategy	Absorption Strategy	Compromise Strategy

National Culture	.581**	.573**	.567**	.261**	.216**
Sig.(2 tailed)	.000	.000	.000	.000	.001
Power Distance	.524**	.552**	.554**	.265**	.274**
Sig.(2 tailed)	.000	.000	.000	.000	.000
Uncertainty Avoidance	.482**	.488**	.420**	.182*	.086
Sig.(2 tailed)	.000	.000	.000	.004	.174

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

*Correlation is sig. at the 0.05 level (2-tailed).

Table 3 shows that national culture is deeply correlated to strategies of managing organizational conflicts. National culture is correlated to cooperation strategy at .581**sig at.000,controlling strategy at .573**

sig at .000,avoidance strategy.567**sig at .000,absorption strategy at .261**sig at.001 and compromise strategy at .216**sig at .001.

Power distance as a dimension of national culture is correlated to all of strategies of managing organizational conflict. Power distance is correlated to cooperation strategy at .524**sig at.000,controlling strategy at .552**sig at .000,avoidance strategy.554**sig at .000,absorption strategy at .265**sig at.000 and compromise strategy at .274**sig at .000

Uncertainty avoidance is also a dimension of national culture. It is correlated to all of strategies of managing organizational conflict except the compromise strategy there is no relation between them. However, they are correlated to cooperation strategy at .482**sig at.000,controlling

strategy at .433**sig at .000,avoidance strategy.420**sig at .000,absorption strategy at .182**sig at.004

National culture and its dimensions from power distance and uncertainty avoidance play a great role in enhancing strategies of managing organizational conflict. However, uncertainty avoidance is not related to compromise strategy.

This indicates that our first hypothesis is partially accepted.

Then, a regression analysis was conducted in this case the use of regression was necessary because we aim to predict and explain the relation between the dependent variable and the independent variables (Haireet al, 1995). Regression analysis in the form of multiple regressions was the most widely used method for conducting multivariate analysis, particularly when more than three variables are involved (Bryman &Carmer, 1998). It provides a method of assessing the predictive power of a set of independent variables. As this study is an exploratory study, the stepwise method was used as it is the most useful method (Field, 2003). The regression analysis was conducted at two stages. In the first and second stages culture was considered as an independent variable. In the first stage the impact of culture on managing organizational conflicts was investigated, while in the second stage the impact of the items of culture (power distance and uncertainty avoidance) were considered. culture in both cases was considered anindependent variable.

Table 1.4,1.5,1.6,1.7 and 1.8 show the regression analysis which is Impact of Items of national culture on managing organizational conflicts

Table 1.4 Impact of National culture on Cooperation Strategy

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std Error	Beta	T	Sig.
Constant	.853	.223		3.825	.000
Power	.415	.066	.377	6.299	.000
Uncertainty avoidance	.375	.077	.292	4.880	.000

All of the factors of national culture entered the equation and all of them remained. Power distance had the greatest impact on the Cooperation Strategy, while Uncertainty avoidance had the least impact. R square which is the percentage of variation in the dependent variable explained by theindependent variable was .338 and the F test was 63.155 sig. at .000.

The beta coefficients and T test were shown in the table. For power distance the Beta was .377 and the T test was 6.299, Sig. at .000. While, for uncertainty avoidance the Beta was .292 while the T test 4.880, Sig.at .000

This indicates that our second hypothesis is accepted

Table 1.5 Impact of National culture on Controlling Strategy

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std Error	Beta	T	Sig.

Constant	**.979**	**.197**		**4.978**	**.000**
Power	**.434**	**.058**	**.448**	**7.470**	**.000**
uncertainty	**.235**	**.068**	**.208**	**3.469**	**.000**

All of the factors of national culture entered the equation and all of them remained. Power distance had the greatest impact on the Controlling Strategy, while uncertainty avoidance had the least impact. R square which is the percentage of variation in the dependent variable explained by the independent variable was .337 and the F test was 62.816 sig. at .000.

The beta coefficients and T test and were identified. For power distance the Beta was .448 and the T test was 7.470, Sig. at .000. While,for uncertainty avoidance the Beta was .208 while the T test 3.469,Sig.at .000 This indicates that our third hypothesis is accepted

Table 1.6 Impact of National culture on Avoidance Strategy

Model	Unstandardized coefficients		Standardized coefficients		
	B	**Std Error**	**Beta**	**T**	**Sig.**
Constant	**1.161**	**.211**		**5.515**	**.000**
Power	**.475**	**.062**	**.459**	**7.635**	**.000**
uncertainty	**.228**	**.072**	**.189**	**3.149**	**.002**

All of the factors of national culture entered the equation and all of them remained. Power distance had the greatest impact on the AvoidanceStrategy, while uncertainty avoidance had the least impact. R square which is the percentage of variation in the dependent variable

explained by the independent variable was .334 and the F test was 61.817 sig. at .000.

The Beta coefficients and T test were shown above .For power distance the Beta was .459 and the T test was 7.635,Sig. at .000. While, for uncertainty avoidance the Beta was .189 while the T test 3.149, Sig. at .002

This indicates that ourforth hypothesis is accepted

Table 1.7 Impact of National culture on Absorption Strategy

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	2.438	.192		12.711	.000
Power	.246	.057	.265	4.320	.000

All of the factors of national culture entered the equation and Power distance only remained. It had the only impact on the Absorption Strategy R square which is the percentage of variation in the dependent variable explained by the independent variable was .070 and the F test was 18.658 sig. at .000.

The T test and the beta coefficients were presented in the table. For power distance the Beta was .265 and the T test was 4.320, Sig.at .000

This indicates that our fifth hypothesis is partially accepted

Table 1.8 Impact of National culture on Compromise Strategy

| Model	Unstandardized coefficients		Standardized coefficients		
	B	Std Error	Beta	T	Sig.
Constant	2.943	.176		16.683	.000
Power	.235	.052	.274	4.481	.000

All of the factors of national culture entered the equation and Power distance only remained. It had the only impact on the Compromise Strategy

R square which is the percentage of variation in the dependent variable explained by the independent variable was .075 and the F test was 20.083 sig. at .000.

The T test and the beta coefficients were presented in the table. For power distance the Beta was .274 and the T test was 4.481, Sig. at .000

This indicates that our sixth hypothesis is partially accepted.

Fig.1 *The Impact of National Culture on Managing Organizational* **Conflicts**
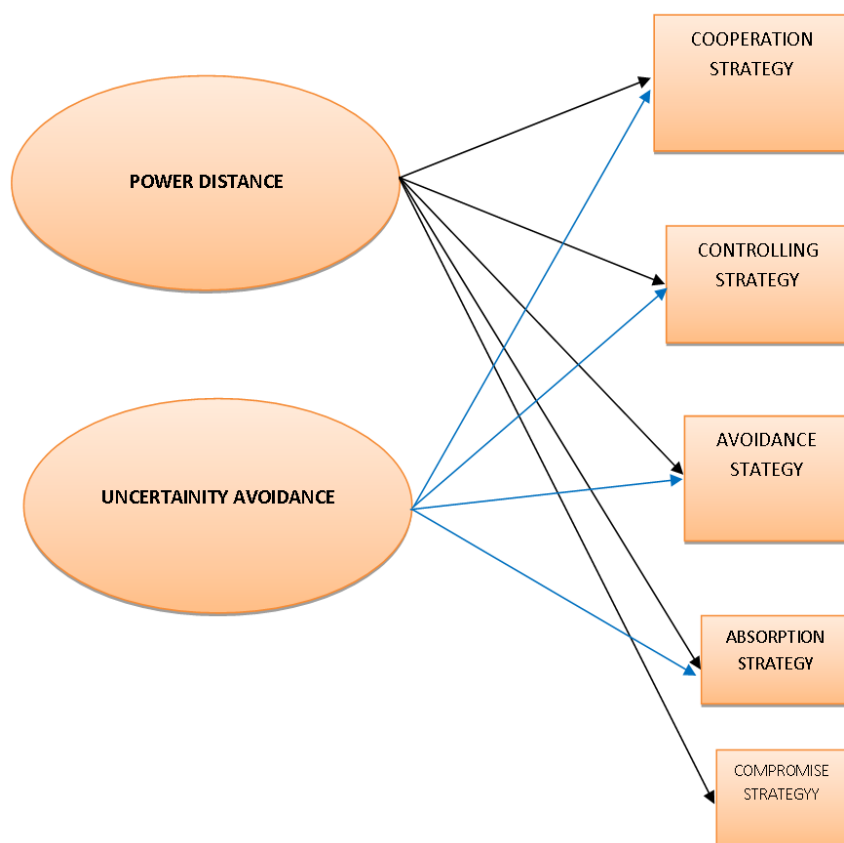
The above figure indicates the result of this research. Where national culture is related and impacts most of the strategies coping with

organizational culture. Power distance as a dimension of national culture has an impact on all of strategies managing organizational conflict. However, uncertainty avoidance has also this impact except for compromise strategy.

10. Discussion

The results of the study supported some of our hypotheses. According to the correlation analysis, the national culture has a positive relationwith the Strategies of Managing Organizational Conflicts.

National culture is embedded in managing organizational conflicts. The culture of the country and people play a great role in solving their problems. Power distance as dimensions of national culture is correlated to all of the strategies of managing organizational conflicts. However, uncertainty avoidance is also correlated to all of the strategies of managing organizational conflicts except compromise strategy. This indicates that avoiding risks has no relation with compromise strategy.

The Cooperation Strategy-which is the approach which aims to attain solutions which satisfies all parties, is affected by both power distanceand uncertainty avoidance.. However, power distance has the greater impact. Favoring centralization and avoiding risks and is a way to solve problems according to cooperation strategy.

The Controlling Strategy, which is a restrictive approach.(The user aims to reach his goal without being concerned about others). is affected by both power distance and uncertainty avoidance. Also, the Avoidance Strategy which avoids any problemsis affected by both power distance

and uncertainty avoidance. However, power distance has a greater impact in both cases.

The Absorption Strategy which takes in the conflicts, as well as the Compromise Strategy-which allows you to gain partial satisfaction to face challenges, both are affected by power distance only. Indicating that favoring centralization is a method of solving some conflicts in organizations.

11.Conclusion & Recommendations

The research investigates national culture and managing Organizational Conflicts.

Conflicts are always found in organizations they are not always bad they are sometimes good. However solving conflicts is necessary for survival and growth. Solving conflicts is essential to design programs that increase employees' performance.

It is important to increase the availability of information for employees' through different periodicals and training programs. This helps the employee to increases experience and to have a better quality of work Encouraging employees is a must to accept and deal with any changes in the organization. As well as creating standards so that employees work accordingly.

Extended research is needed to illustrate the managerial policies required to direct and encourage productivity in Egypt. More questions may be needed to tackle more information. This topic is worthy of further research.

References

Aaltio-Majosola I (1991) *Culture Change in a Business Enterprise*, The Helsinkin School of Economics and Business Administration.

Amar, Hamid (2005) *The Historical Development of Egyptian Education*, Cairo: MaktabitEldarElarabialilkitab (In Arabic)

Amar, Hamid (1996) *University As a Mission and an Institution*, Cairo: MaktabitEldarElarabialilkitab (In Arabic)

Amin, Osama Rabea (2008*) Statistical Analysis for different variables by using SPSS*, Egypt: Monofya University (In Arabic)

Annaccone , Adam R. (2017) *Identifying Interpersonal Ccnflict and Conflict Management Strategies in Collegate/University Athletic Traning: A Descriptive Study*, A Dissertation   Submitted to the School of Graduate Studies and Research   in Partial Fulfillment of the   Requirements for the Degree   Doctor of Education,   Indiana University of Pennsylvania

Atiyah, H.S (1992) Research Note: Research in Arab Countries, *Organization Studies,* 13(1):105-110

Aziz, Khaled Mahmoud (2012) Organizational Culture and its relationship with methods of dealing with organizational conflicts *Journal of Scientific Physical Education*, Babylon University, pp.48-71(in Arabic)

Badran, M. and Hinings, B. (1981) Strategies and Administration Control and Contextual Constraints in a less developed Country: The Case of Egyptian Enterprises, *Organization Studies, V**ol.* 2, No.1, pp.3-21

Berryman C.(*1989) The Managers Desk Reference*, London: AMACO.

Bloor and Dawson, P. (1994) Understanding Professional Culture in Organizational Context, *Organization Studies*, Vol.15, No.2, pp.275-293.

Bryman A. and Carmer D. (1998) *Quantitative Data Analysis With SPSS*   Release 10 for Windows, East Sussex: Routledge.

Child, J. (1981) Culture Contingency and Caoitalism in the Gross National Study of Organization in Cummings, L. and Staw B. (eds) *Research in Organizational Behaviour*, Vol.3, Greenwich: Jail Press:303-355.

Cuplan, R. (1993) *Institutional Model of Comparative Management in Advance in International Comparitive Management,* Greenwich: JAL Press.

Ebbers, Joris J and Wijnberg, Nachoem M (2017) Betwixt and between: Role conflict, role ambiguity and role definition in project-based dual-leadership structures*, Human Relations*,Vol. 70, No.11, pp. 1342 –1365

Elgamal, M. A. (1993) An Investigation of the Managerial Practices of Egyptian Managers and Implications for Effectiveness, *Arab Management Group Proceedings*   Arab Management Conferences, University of Bradford U.K., 6-8 July.

El Saad, Moslem and El Mola, Abd el Rahman (1999) Conflict between Organizations*, Journal of Economic Studies*: Basra (in Arabic)

Evans, W.M. (1977) *Organizational Theory, Structure, Systems and Environment,* London: John Wiley.

Faryhat, Kidr Kazim, El louzi, mousa and Shehabi, Enam (2009*) Organizational Behavior Contemporary Concepts,* Jordan: Dar Ithraallnashr (in Arabic)

Field A. (2003) *Discovering Using SPSS for Windows* (London, Sage).

Flink ,Carla M.(2015) Multidimensional Conflict and Organizational Performance, *American Review of Public Administration,* Vol. 45, No.2,pp.182 –200

Gawad, ShawkiNagi (1995*) Business Management a Macro Perspective*, Bagdad:Dar El Kotoblltebaha (in Arabic)

Gertsen M. C., Soderberg, A., & Trop J. E. (1998) Different Approaches to the Understanding of Culture in Gertsen M C., Soderberg, A., Trop J. E.(eds) *Cultural Dimensions of Interntional Mergers and Acquisitions, Berlin: Waiter de Gruyter*

Greetz, C. (1973) *The Interpretation of Culture*, New York: Basic Books

Haire, J.F, Anderson. R.E., Tatham, R. L., Black, W.C (1995) *Multivariate Data Analysis* (Forth ed.) New Jersey: Prentice Hall.

Haseeb, El-sayed Ahmed Fathi (2015) The Impact of Managerial Strategies of Organizational Conflict and Organizational Subsidy on Organizational Development, Empirical Study on Taxation of Products, *Journal of Financial and Commercial Researches,* Faculty of Commerce, Port Said University(in Arabic)

Harer, Hussein (1997) *Organizational Behavior*, Jordon :El Zahran llnashr (in Arabic)

Haniti, Mohamed Falleh (1993) Organizational Conflict; Its Reasons, Methods of Management in Public and Private Organizations in Jordan*, Social Sciences Studies*, March, pp.30-69 (in Arabic)

Hellriegel, Don, Slocum, John and Woodman, Richard (2001) *Organizational Behavior*: Cincinnati: Ohio State

Hickson, D.J. and Pugh, D.S (1995) *Management Worldwide: The Impact of Societal Culture on Organization Around the Globe,* London: Penguin

Hocker, J. L., and W. W. Wilmot (1985)*Inter~personal conflict*, Dubuque, Iowa: Wm. C. Brown Publishers

Hofstede, G. (1980) *Culture's Consequences International Differences in Work RelatedValues,*Biverly Hills: C.A:Sage

Hofstede, G. (1991) *Cultures and Organizations: Software of The Mind*, London: McGraw Hill Hocker, J. L., and W. W. Wilmot (1985)*Inter~personal conflict*, Dubuque, Iowa: Wm. C. Brown Publishers

Hofstede, G. (1998) Attitudes, Values and Organizational Culture: Disentent angling the Concepts, *Organization Studies*, Vol. 14, No. 4, pp. 477-493.

Holmes, Mary Tyler E. (2008) Higher education reform in Egypt: preparing graduates for Egypt's changing political economy, Education, Business and Society: Contemporary, *Middle Eastern Issues*, Vol.1, No.3, pp. 175-185.

Hopwood, D (1993) *Egypt: politics and society 1945-1990*, New York: Routledge.

Jubran, Ali Mohammad (2017) Organizational Conflict among Teachers and the Principal's Strategies of Dealing with It from the Teachers' Perspective in Schools of Jordan, *Journal of Education and Learning;* Vol. 6, No. 1, pp. 54-71.

Kabbasakal, H. and Bodour, M. (2002) Arabis Cluster: A Bridge Between East and West, *Journal of World Business*,Vol.37, No.1, pp.60-67

Karouni, Mohamed Kasim (2003) *Organizational Behavior-Study of Personality Behavior (Individuals and Groups) in Different Organizations,* Amman-Jordan- Dar El-Shark.(in Arabic)

Moussa, Nabil & Moussa, Sandra (2009) Quality assurance of e-learning in developing countries, *Nonlinear Analysis*, Vol.71, pp.32-34.

Mullins LJ (1996) *Management and OrganisationalBehaviour*. 4th ed. London: Pitman. Mullins LJ (2007)*Management and OrganisationalBehaviour*. 8th ed. Upper Saddle River, NJ: Prentice-Hall.

Olie, R. (1995) The culture Factor in Personnel and Organization Policies in Harzing A and Ruyeeseveldet, J.V (eds*) International Human Resource Management An Integrated Approach,* London: Sage Publications

Omisore, Bernard Oladosu&Abiodun ,AshimiRashidat (2014) Organizational Conflicts: Causes, Effects and Remedies*, International Journal of Academic Research in Economics and Management Sciences,*Vol. 3, No. 6, pp.118-137.

Omyan, M. (2008) *Organizational behavior in business organizations* (4th ed.). Jordan, Dar Wael for publication and distribution.

Palmer, M., Yassin, E., and Leila, A. (1985) Bureaucratic Flexibility and Development in Egypt, *Public Administration and Development*, Vol.15, No.4, pp.323-337

Parnell, J.A and Hatem, T. (1999) Cultural Antecedents of Behavioral Differences Between American and Egyptian Managers, *Journal of Management Studies,* Vol.36

Qaryouti, M. (2009) *Organizational behavior: The research of individual and collective human behavior in work organizations*. Jordan: Dar Wael for publication and distribution.

Rahim M.A. (1986) *Referent Role & Styles OF Handling Interpersonal Social* PsychologyVol ,26 No.1 pp.79-86

Rahim, A. (2011) *Managing conflict in organizations* Piscataway, NJ: Transaction Publishers.

Schien, E. H. (1992) *Organizational Culture and Leadership,* San Francisco; Jossey-Bass.

Schmidt, S. M., and T. A. Kochan (1972) Conflict: toward conceptual clarity *Administrative Science* Quarterly 17, pp. 359-370.

Schusky, E. L and Culbert T. P (1967) *Introducing Culture*, New Jersey: Prentice-Hall.

Thompson, Steven k.(2012) Sampling, (Thirdedition), New York: Wiley

Tourish D and Hargie O (2004) Motivating critical upward communication: a key challenge for management decision making. In: Tourish D and Hargie O (eds) *Key Issues in Organizational Communication*, London: Routledge, pp.188–204.

Triandis, H. C. (1972) *The Analysis of Subjective Culture*, New York: Wiley

Trompenaars,F. and Hampden-Turner, C. (1997) *Riding the Waves of Culture*, London, Nicholas Brealey.

Woolf, Arthur H. (1912) *A short history of accountants and accountancy,* London: Gee & Co Ltd.

www.moss.gov.eg

www.quora.com