

Organizational Conflict and its Reflection on Job Performance - An Exploratory Study for Opinions of a Sample of Employees of Ashur Construction Contracting Company

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Abstract:

Purpose: To test the impact of conflict stages on job performance, and to determine the level of their availability.

Design/methodology/approach: Adoption of a questionnaire prepared from previous studies to collect data by the employees of Ashur Contracting Company. The current research community represented (114), while the sample was random (93) employees.

Findings: The results of the research expect that the stages of conflict are achieved quickly and stronger with the availability of perceived, declared, tangible and implicit conflict and its effects on job performance. And adaptation, the latter has become in recent years a necessary condition for the exchange of information and viewpoints in a way that reduces negative conflict and supports positive constructive conflict.

Conclusion: The emergence of positive acceptance of the individuals (Employees of Ashur Contracting Company) in the research sample towards the availability of paragraphs of the variables of conflict stages and paragraphs, job performance and its dimensions. Dissolving problems and obstacles facing performance, increasing productivity and adapting to various situations.

Originality/value: This research enriches the literature and texts of organizational behavior and human resource management that contribute to the search for how and why the stages of organizational conflict affect job performance.

Keywords: stages of conflict, job performance, perceived conflict, adequacy and adaptation.

A. Research Problem:

Many organizations in the construction and construction sector today are looking for appropriate tools for the development, growth and planning process to ensure the achievement of job performance, efficiency, effectiveness, productivity and adaptation in the work environment, through their ability to reduce negative conflict and spread constructive conflict, so they tended to diagnose the stages of conflict and employ them positively to improve job performance for her singles. Constructive conflict and its good management is one of the most important tools that companies can rely on when developing their competitive capabilities and

organizational capabilities. Provided by its people when they complete their tasks efficiently, effectively, and productively and their skill in adapting to various fluctuations, Ashur Contracting Company faced a clear difficulty in directing the conflict that its members are exposed to during work and affecting their job outcomes, so it tries to use the constructive organizational conflict to ensure the performance of its members and successfully deal with the stages of conflict Organizational, the main research question could be **(Has Ashur Construction Contracting succeeded in employing the organizational conflict according to its stages to improve the performance of its members efficiently, effectively, productively, adapting and**

appropriate to all circumstances and challenges?).

B. Research Importance:

The importance of this study lies in its enrichment of the organizational behavior library and dealing with the challenges faced by the individual in Ashur Contracting Company. The company seeks through achieving a state of harmony between the stages of conflict and the performance of its employees, as well as in the theoretical aspects that contain summaries and discussions of the most prominent contributions of researchers in these areas As well as diagnosing the relationships and their levels between its variables. Given that most of the previous research in the field of organizational conflict focused on its strategies away from its stages, both from a practical point of view, the importance of this research lies in its attempt to organizational conflict according to its stages in improving the job performance of individuals and collecting these two variables with a single hypothetical model managed by intermediate variables.

C. Research Purpose:

This study purpose to achieve a number of goals that can be summarized as follows:

1. Determining the level of the company's practice of organizational conflict according to its stages.
2. Identifying the level of job performance of the company's personnel from the perspective of efficiency, effectiveness, productivity and adaptation.
3. Diagnose and determine the nature of the relationship between the organizational conflict and its repercussions on the functional performance of the company's members.

D. Hypothetical Research Model:

According to the research hypothesis, the research model consists of an independent variable, the organizational conflict, and it was measured through its stages (implicit conflict, perceived conflict, perceived conflict, declared conflict, the effects of conflict) and according to the model (Singh, 2010), and the dependent variable of job performance and its dimensions (efficiency, Effectiveness, productivity, appropriateness and adaptation) and according to the model (Kurrppu, 2021), and that the organizational conflict and its sub-dimensions are related to the functional performance of workers and affect them, and as in Figure (1) a research plan formulated according to the main research question and its objectives.

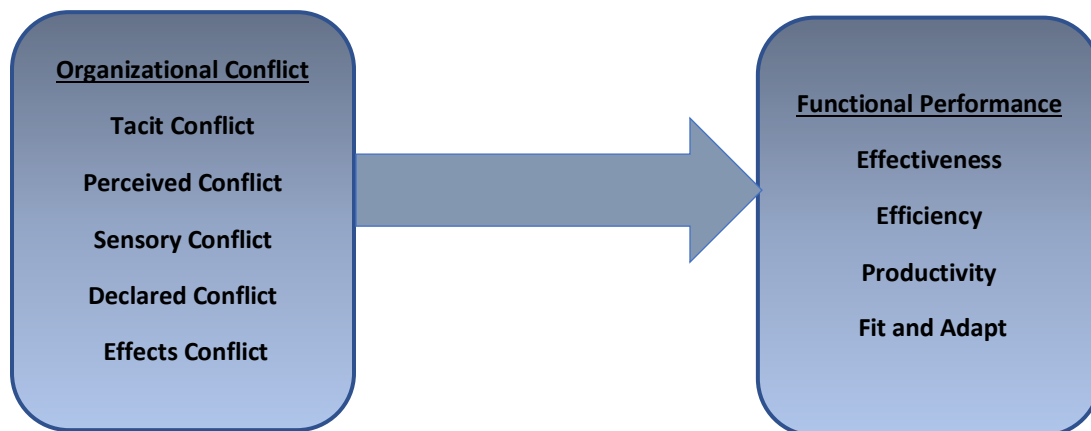


Fig. (1) Research Model

E. Research Hypothesis:

The main hypothesis: The organizational conflict, according to its stages, has a statistically

significant effect at the level ($P \leq 0.05$) between job performance.

F. Research sample and community:

The study population consists of the employees of Ashur Contracting Company. A random sample was selected from among them. The number of questionnaires that were distributed was (100) questionnaires, and (95) questionnaires were collected with a retrieval rate of (95%), among which two questionnaires were invalid and were excluded. For the research sample to be (93) observations, the number of valid questionnaires for statistical analyzes became.(93) .

The second axis: Theoretical Side of Research

A. The concept of organizational conflict: The conflict is an integral part of the daily life of the individual and the organization, as our life begins with a conflict and our lives end with a conflict, but the conflict does not necessarily take the form of revenge. It is better in the interest of the organization, as (Wagner & Hollenbeck, 2010: 228) defines conflict as “a problem that managers must control.” It is clear from this definition that conflict represents a problem within the organization. In a way that affects the followers, and (Daft, 2010:493) saw that it occurs between one group and among the groups arranged according to the hierarchy of the organizational structure, and the reason for this is the difference in the social environment from which they come, and they may suffer from the inability to accept culture and values that differ from their culture, while Some view conflict as "supporting and enhancing group goals and improving group performance" (Robbins, 2003: 446).

(Bauer & Erdogan, 2012: 217) referred to conflict as “a process that involves different individuals.” It is similar to the common cold, as everyone knows what it is, but understanding its causes and how to treat it represents the biggest challenge, and this means that the conflict is caused by the difference within the organization and the divergence of cognitive meanings between Individuals and empowerment may be the cause of conflict if one group is empowered and another group is exempt. This may lead to feelings of

frustration and unfairness, and the term conflict may seem negative, but in some cases, conflict can actually stimulate problem-solving, lead to creativity and improve the situation for all parties involved. Singh, 2010:300, (Kondalkar, 2006:160) sees conflict as “the process that begins when one party perceives that another party has negatively affected something that the first party cares about.” (Jones, 2013:392) stated that organizational conflict “clash which occurs when the goal-directed behavior of one group hinders or frustrates the goals of another.” Conflict is defined as “the difference between traditional, interactive, and managed views of conflict” (Judge & Robbins, 2013: 447).

(Singh, 2010:300) argues that conflict is “a disagreement between two or more parties, such as individuals, groups, departments, organizations, or countries, who perceive they have incompatible concerns.” Conflicts exist when an action by one of the parties is seen as interfering with The goals, needs, or actions of the other party, as conflicts arise due to (incompatible goals, differences in the interpretation of facts, negative feelings, differences in values and philosophies, disagreements about joint success).

B. Levels of conflict: A group of researchers sees it passing through several levels. It is possible to refer to the opinions of researchers according to each of the levels mentioned.

1- Conflict within the same person: the personal conflict occurs within the individual and is usually in the form of a form of goal or cognitive or emotional conflict, as the effects of the conflict push a person to follow behavior that excludes each other, for example, graduates may be forced to trade-offs in choosing a place Work that provides better motivation and more job security (Hellrigel & Slocum, 2011: 386), and personal conflict occurs when the individual faces several mutual options and has difficulty making a decision, and many personal conflicts in the workplace revolve around the conflict between personal and organizational values (Dolan & Lingham, 2012). :218).

2- Interpersonal conflict: Interpersonal conflict occurs when two or more people realize that their preferred attitudes, behaviors or goals conflict,

and a lot of interpersonal conflict depends on role conflict or ambiguity of role (Hellrigel & Slocum, 2011:386), you may have experienced conflict Between people at school When your teacher feels that you have not been working as hard as you have felt that you are working, you both have conflicting perceptions about behavior. Interpersonal conflicts are especially common in the workplace. We often have to work with people whose ideas and values differ from ours (Dolan & Lingham ,2012:218).

3- Conflict within a group: Conflict within a group occurs when there is a clash between its members, and about how to accomplish a particular task. Conflicts within groups are also common in family-run companies, and in work groups whose members vary greatly in terms of cultural background, age, and amount of Practical experience, and diversity among group members can have a positive impact on group performance if conflicts are managed effectively (Dolan & Lingham, 2012: 218). These conflicts become more acute when the owner of the institution approaches the retirement age or reaches the stage of death, and this leads to conflict and perhaps reaching the stage of the institution's decline due to the destructive differences and conflicts within the group (Hellrigel & Slocum, 2011: 388).

4- Intergroup conflict: Intergroup conflict refers to the conflict between different groups or teams, such conflicts can have both positive and negative effects, for example, group cohesion and loyalty may increase as a result of intergroup conflict, on the other hand, may Groups develop the mentality of "we are against them" (Dolan & Lingham, 2012: 218), and (Hellrigel & Slocum, 2011: 388) sees the possibility of conflict occurring between groups within the organization, such as the conflict of departments and the conflict of departments and different administrative levels.

C. Perspectives of the transforming conflict: From the point of view of (Kondalkar, 2006:162-163), the conflict has gone through several perspectives. These perspectives can be referred to, according to the logical sequence.

1- Conventional conflict: Conflict during the 1930s and 1940s was bad and was viewed negatively, harmful, unnecessary and

synonymous with violence, irrational devastation, and the viewpoint that conflict arose due to poor communication, lack of openness, lack of trust and the failure of managers to respond to the needs of employees Their aspirations, and the future perspective urges avoiding conflict in any way, and the scientific management and the administrative school of management that was to develop it as well as develop the organizational structure and define responsibilities correctly, and the rules, regulations and policies are included in the system. Thus an appropriate mechanism has been introduced into the management systems and sufficient attention has been given by the administrators to ensure that there is no misunderstanding between the staff and administrators and to avoid conflict.

2- The perspective of human relations: human relations prevailed between 1940 and 1970, as it is a natural event of individual behavior, and conflict cannot be avoided. achievable goals, have proper communication and thus avoid stress and pressure, resources must be properly allocated and necessary steps taken to avoid the occurrence of conflict, a bridge of trust, cooperation, friendship and participation is built between employees so that an increase in the productivity of the organization is achieved, avoiding conflict and building trust is key the prosperity of the organization.

3- The Behavioral Perspective: Behavioralists encouraged conflict on various grounds, as they felt that a group that has harmonious relationships operating between groups peacefully shows broader cooperation among group members is more likely to be non-vibrant and static in nature, and can show a careless attitude towards group members , in this case the groups are unresponsive, and today innovation, creativity and the ability of the group to meet social obligations are required, as well as the need to maintain a minimum level of conflict within the group, so that the group is viable and group members must criticize themselves and develop their creativity, Minimal intergroup conflict would increase competitiveness leading to higher productivity and greater job satisfaction. It must be taken into account that minimal conflict is necessary to be beneficial. The behavioral view suggests that

because individuals differ in their attitudes, values, and goals, conflict is not only a natural outcome in any group of persons and can be beneficial and constructive.

4- The modern perspective: It holds that conflict may be essential to organizational effectiveness, and believes that harmonious, peaceful, and cooperative groups can become static and uninventive. The minimum level of conflict that keeps the group alive, and self-criticism and creativity is desirable. Modernists believe that conflict is structural in nature, which is inevitable and endemic in the organizational environment, as it is the product of systems and determined by structural factors and an integral part of the nature of change, especially when groups interact, it becomes necessary to have a difference of opinion and disagreements, and this is a cause of conflict, it exists even when one individual is facing organizational problems such as decision-making, conflict must be welcomed and managed effectively.

D. The causes and consequences of the conflict:

(Bauer&Erdogan, 2012:472,473,474) has mentioned many potential root causes of conflict at work, and will review six causes that lead to conflict, and remember well that anything that leads to conflict can be a cause of conflict, although conflict is common in organizations, but that Some organizations have more conflict than others.

1- Organizational Structure: The conflict tends to take different forms depending on the organizational structure, for example, if the organization has a matrix structure, the conflict is about the decision, because the structure determines that each manager reports to two bosses, this leads to confusion and conflict Opinions as a result of the clear difference in the vision of each manager according to the premises of personal interest.

2- Limited resources: Resources such as money, time, and equipment are often scarce. Competition between individuals or departments for limited resources is a frequent cause of conflict. For example, high-end laptops and devices such as BlackBerry or iPhone are expensive resources that can be allocated to employees on the basis of need

to have them in some organizations. When these devices are allocated to a number of employees and deprive others, conflict may arise between employees or between employees and management.

3- Task interdependence: Another cause of conflict stems from task interdependence, when achieving your goal requires relying on others to perform their tasks. Media To buy ad space, that means completing your goal (broadcasting or publishing your ad) depends on others.

4- Incompatible goals: Conflict sometimes arises when two parties believe that their goals are mutually exclusive within the organization. To provide “free gifts” to customers such as urgent delivery in order to make the sale, and in return the transportation manager’s compensation depends on the amount of money the organization earns during transportation, in this case the goal is to eliminate urgent delivery because it adds other expenses, and forces those in charge of selling and transportation tasks The organization has to follow a unified system in providing financial compensation.

5- Personal differences: Personal differences between co-workers are common, by understanding some of the basic differences between the way individuals think and act, and we can better understand how others see the world, knowing that these differences are normal and it is the duty of the organization to work to mitigate these differences And stay away from the spectator style. For example, it was found that individuals of type (A) have conflicts with their colleagues at work more than individuals of type (B), the reason for this may be the difference in the behavioral cultures of the same group, and this is provided that this does not lead to spoil the friendliness and influence on organization's reputation.

6- Communication issues: Sometimes disagreement arises simply from a small unintended communication problem, such as missing emails or dealing with people who don't answer phone calls, giving feedback is also a situation where bad intentions can quickly escalate into conflict, When communicating with people, he focuses on the person's behavior more than

your focus on the person. For example, a person arrives late to the meeting to make a bad impression on him without knowing the situations he went through and made him arrive late to the meeting.

E. Stages of Conflict: According to the opinion of (Singh, 2010: 300, 301, 302), the conflict passes through several stages that can be referred to as follows:

1- **Implicit conflict:** When two or more parties need each other to achieve the desired goals, other precedents of conflict appear, such as interdependence, separate goals and ambiguity of responsibility, which do not automatically create conflicts. Conflict can occur due to a change in organizational direction, a change in personal goals, the assignment of a new project to an overburdened workforce, or an unexpected event such as dating with a salary increase that does not occur.

2- **Perceived conflict:** This is the point at which team members become aware of the problem, mismatch of needs is seen, tension begins because the parties involved begin to worry about what is going to happen, and at this point the parties involved do not feel that anything they care about is being overtly threatened.

3- **Perceptible conflict:** the parties involved become emotionally involved and begin to focus on differences in opinions and opposing interests, highlighting the perceived conflict, internal tensions and frustrations begin to crystallize around specific issues, individuals begin to build emotional commitments to their own situation, and the types of feelings that we experience It is important because negative feelings produce low confidence and negative perceptions of the other party's position, and positive feelings can contribute to a balanced view of the situation and to cooperative endeavors between individuals.

4- **Declared conflict:** The apparent display of declared conflict occurs when the two opposing parties plan and act accordingly to achieve their goals and thwart the goals of others. Actions can range from minor disagreements, to interrogation and defiance on one side of the conflict chain, to the intensity of verbal attacks, threats, warnings,

and physical attacks, to the destruction of one side of the conflict.

5- **Effects of the conflict:** the interactions of the conflicting parties in the stage of the clear conflict lead to results that can be functional or ineffective for one or both parties, while the conflict continues during these stages and the functional decision becomes difficult, those concerned are sure of their positions and are convinced that the conflict is a win-win situation Everyone It is easier to achieve positive cooperation and win-win results when conflict is recognized early, before frustration and other negative feelings arise.

Second: job performance

A. Job performance concept

The concept of performance has been closely related to management science since the very beginning of its appearance. It was and still is one of the main axes on which management scholars focus and focus, through which it is possible to give a comprehensive picture of the progress of the organization's activities and work (Al-Dawamy and Komuna, 2013: 187). The concept of performance has passed through different stages that contributed to the crystallization of its philosophy and the development of its measurement approaches, as it derived its basic characteristics and foundations from economic thought (completing work at the lowest costs), then developed to include efficiency in work (achieving the highest outputs relative to the inputs), and increased development to refer to effectiveness (Getting the work done correctly, the extent to which the goals can be reached (Taha, 2008: 99).

Massoudi (2018: 1353) referred to performance as a multi-dimensional main construct that aims to achieve results that are closely related to strategic goals, while (Al-Durra and Al-Sabbagh, 2006: 15) sees the performance of individuals as nothing but the outcome of the interaction between behavior and achievement, with the aim of generating outputs from Goods and services that add value to the customer, while (Tuffaha, 2020: 14) defined it as a combination of efficiency and effectiveness in the individual's completion of his routine work and meeting the expectations of stakeholders, and performance (Prasetyo (2021:30) described

performance as the individual's ability to complete the tasks assigned to him.

Also (Hermina & Yosepha, 2019: 71) mentioned the concept of performance as the quality and quantity of work achieved as a result of the individual's performance of his job tasks in accordance with the powers granted to him, and (Nguyen & Khoa, 2021:100) defined it as the value chain generated as a result of the individual's positive contribution to achieving the goals of the organization.

B. Importance of job Performance:

Many writers and researchers have attached great importance to performance and made it an essential focus and axis in their writings, as they directed their research efforts towards studying it as a mirror that reflects the status of organizations, and as a mechanism of interaction between behavior and achievement to generate valuable outputs that contribute to the organization's survival within the scope of competition in the industry environment. And it enhances its position among competitors (Jery & Souai, 2014: 283).

The performance of employees is one of the indicators that enables the organization to identify and evaluate its various activities, its internal work, and determine its strengths and weaknesses compared to competing organizations that offer similar products that are reliable, efficient and high quality that meet the needs and desires of customers, and enhance their loyalty to its brand. Appropriate strategies in the competitive business environment according to the performance indicators and its returns for each of the organization and its employees according to specific criteria, such as physical units (number of goods) or services, product quality, working hours, speed and accuracy of completion, or according to absolute criteria (such as sick leave), or standards Relative (measuring the performance of each individual relative to his other colleagues at work), and it may be criteria related to determining the relationship between the work and its internal environment and the prevailing climate of trust, team spirit, and the ability to take initiative and innovation, as well as the external environment in relation to the relationship of the

organization with its customers (Al Douri, 2003 : 193; Al-Zubaidi, 2010: 85; Al-Halayba: 2013: 26).

The final result of the interaction of three variables represented by (perception and understanding of the nature of the job role, superior capabilities, and exceptional effort) is only the way to reach a high job performance that reflects the viewpoint of the organization's senior management and those in charge of it and what they aspire to, the ability and effort must be employed in their place. To ensure effective job performance (Abu Jleida, 2018: 37; 2016:11, Naz et al.,).

While (2016: 221 Fakhar) believes that achieving high job performance for individuals depends on the organization having a coherent and strong organizational culture that encourages employees' participation in decision-making, taking risks, supports efficient and fair incentive systems, provides open channels of horizontal and vertical communications, and adopts the philosophy of management by objectives From the customer's perspective, to bring the individual's performance to the required level of efficiency and effectiveness.

Add to this the study of the performance components (job analysis) through objective identification of the skills and abilities that the incumbent must characterize, and the identification of job responsibilities, duties, work methods, performance rates in terms of quantity and quality, and even the conditions in which the job is performed (Suad, 2007: 10). Effective performance represents the outcome of the interaction of work requirements with the skills and capabilities of individuals under the conditions of the internal environment and the effects of the external environment (Durra, 2003: 120).

The degree of effectiveness of organizations is measured by the efficiency of its members and the level of their job performance. Performance as a mirror of the organization helps it see its organizational and strategic position, as well as the degree of its effectiveness, as its indicators contribute to the higher management's awareness and understanding of the organization's status and current reality and the possibility of achieving the

goals set in the future according to its vision statement. and its strategic mission.

Performance represents a measure of the individual's ability to complete the tasks of his current work, as well as the completion of other relatively different tasks in the future, if this is linked to the existence of sound objective systems for measuring and evaluating the efficiency of individual performance in the organization as one of the main factors on which many administrative decisions related to the individual's career life are built. And his need for stability and self-realization in it, such as transportation, promotion, salaries, wages, material and moral rewards, and others (Nawal and Najwa, 2016: 48).

(Al-Hajri, 2011: 36) has shown the importance of determining the level of job performance as a continuous organizational process through which the performance of the human element in the organization is measured in order to find out the strengths and weaknesses in it and their repercussions on the productivity of the individual and the effectiveness of the organization, and to reveal latent untapped competencies, and to draw up a plan for the workforce Develop their technical and administrative skills to meet the aspirations of promotion in the career ladder, and obtain incentive rewards.

C. Dimensions of Job Performance

The researcher has adopted the dimensions of (efficiency, effectiveness, productivity, Fit and adapted) to measure the performance of workers in the current research environment, according to a study (Hamdan, 2019); Kuruppu, 2021)) being more consistent and consistent with the independent variable and its dimensions and closer to the reality of Iraqi organizations, and the following is a conceptual explanation for each of them as follows:

1. Efficiency: the proper implementation of work and tasks through the use of machines with high technical specifications, and skilled individuals, and represents the standard of rationality and rationality in the organization's use of its human and financial resources, as efficient organizations invest their available resources in areas that achieve the greatest returns, as for the relationship between inputs And the outputs mean the lowest

possible cost of the organization's resources and its material and human energies in generating outputs, whether they are goods or services (Hamdan, 2019: 209), and the efficiency indicator in performance is based on the measurable amount of work such as the volume of work performed by the individual (Kuruppu, 2021:7).

2. Effectiveness: The views of scholars and researchers vary in determining the nature of effectiveness and its form that suits all organizations due to the different criteria that organizations adopt in measuring it, as it reflects the organization's ability to survive and continue to perform the tasks of its functional activities in an environment of risk and competitive work, and represents the extent of the organization's ability to Achieving its goals, as effectiveness is a complex and multi-dimensional concept and levels (individual, collective, organizational) resulting from a dynamic process that affects the efforts and behaviors of the individual within the organization, and also expresses the extent to which the organization practices its work in a humane manner satisfactorily for all parties dealing with it, as well as being indicators of results achieved by the organization The individual contributed mainly to it, such as profits and the amount of production achieved (Hamdan, 2019: 209). Effectiveness is a complex mixture of internal and external resources, process efficiency, employee and customer satisfaction, intellectual capital development, creativity, innovation, change, and adaptation to reach the highest levels of success. And organizational excellence, and effectiveness describes the situation in which the organization's performance is in line with its energies, operations and goals within the scope of its vision and mission. Strategy (Al-Saadi and Al-Gharbawi, 2010: 20).

3. Productivity: Measuring the extent to which organizational resources are collected and invested to achieve a set of results and goals, as it seeks to reach a high level of performance with the least amount of costs (Ali, 2001: 8). Material and human resources and capabilities (Obaidat, 2008: 33).

4. Fit and adapted : any extent of congruence between the individual's values and goals with the organization's values and goals, as it is defined as

the degree of convergence of the ideas and orientations of the working individual with the ideas and directions of the organization as a whole (Hammam, 2018: 448). Positive on his motivation to work with dedication and sincerity, and he develops a feeling of belonging and loyalty to the organization, and that he is an integral part of it, as well as a love of work and a sense of pleasure and enthusiasm in it, as the turnover rate of work and his desire to leave the organization is reduced as long as there is a state of integration and consistency between the goals and objectives of the organization (Al-Halayba, 2013: 32).

Third Axis: Practical Aspect:

A. Validity and Reliability:

Table (1) Validity and Reliability

P	DF	X ²	KMO	ALPHA	ITEMS	Var.
0.000	650	1089.999	0.845	0.863	25	ORCON
0.000	450	398.206	0.869	0.897	20	JPER

B. Descriptive Statistics for Research Variables:

The research was represented by two variables (organizational conflict, and job performance), and they were investigated through the answers of (93) respondents from the employees of the Ashur Construction Contracting Company. On an arithmetic mean (3.40), with a standard deviation of (0.570), which indicates that the sample agreement on job performance was in the first order, while the second order of the variable was (organizational conflict). The dimension of the perceived conflict was ranked first with a relative difference coefficient (24.50%) and an arithmetic mean (3.22) of moderate level, while the second rank for the implicit conflict dimension was with a relative difference coefficient (28.45%), and an arithmetic mean (3.17) was moderate, while the solution after the perceived conflict Third, with a relative difference coefficient (29.35%) and a moderate arithmetic mean (3.12), and in the fourth order, the declared conflict was resolved, with a relative difference coefficient (26.98%) and a moderate arithmetic mean (3.21). As for the effects of the conflict, it was resolved in the fifth

The independent variable included the organizational conflict and its five stages (implicit conflict, perceived conflict, perceived conflict, declared conflict, conflict effects), and across (25) paragraphs, I got Cronbach's alpha coefficient (0.863), and he obtained a value (KMO) of (0.845) with a value of Chi-squared (1089.999) with a probability value (0.000) and a degree of freedom (650), while the job performance and through its four dimensions (efficiency, effectiveness, productivity, suitability and adaptation) obtained the Crowe's alpha coefficient (0.897), and the value (KMO) of (0.869), with a value of chi-squared (398.206) and a degree of freedom (450) at the probability value (0.000).

order, with a relative difference coefficient (29.55%) and an arithmetic mean. (3.13) moderate level, either at the level of The dimensions that formed job performance, the productivity dimension was ranked first with a relative difference coefficient (19.59%) and a high-level arithmetic mean (3.42), and efficiency came second with an arithmetic mean (3.52) and a relative difference coefficient (20.82%), while the third arrangement was for the effectiveness dimension with a coefficient Relative difference (22.36%) and arithmetic mean (3.30) of moderate level, and finally solved after the fit and adjustment fourthly with a relative difference coefficient (24.92%) and arithmetic mean (3.35) of moderate level, and it is noted that all dimensions were available with an arithmetic mean that exceeds the hypothetical mean (3)) which indicates its availability, practice and adoption with relative interest from medium to good, with the weighting of the company's availability and interest in performing the jobs of its members at the expense of organizational conflict, as shown in Table (2).

Table (2) Descriptive Statistics for Research Variables

PER.	IMP	C.V	St. D	Mean	Variables
SECOND	63.4	23.91	0.758	3.17	ORCON
2	63.4	28.45	0.902	3.17	TACON
3	62.4	29.35	0.916	3.12	PRECON
1	64.4	24.50	0.789	3.22	SENCON
4	64.2	26.98	0.866	3.21	DECON
5	62.6	29.55	0.925	3.13	EFFCON
FIRST	68	16.76	0.570	3.40	JOBPER
2	70.4	20.82	0.733	3.52	EFF
3	66	22.36	0.738	3.30	EFEN
1	68.4	19.59	0.670	3.42	PROD
4	67	24.92	0.835	3.35	FITADP

SPSS V.28 (SOURCE):**C. Inferential statistics and research hypothesis testing**

Testing the main hypothesis of the research (organizational conflict with its combined dimensions has a significant effect on job performance)

It was found that there is a preliminary model for the effect with the calculated value (F) (17,364), which is more than its tabular value (3.949) at the degree of freedom (92), while the results of Table (3) showed the presence of an interpretation coefficient (0.314), and an adjusted interpretation coefficient (0.301), as The stages of (organizational conflict) were able to explain a percentage of (30.1%) of the changes that occur in job performance in general, while the remaining percentage (69.9%) is attributed to other variables that were not included in the tested model, as the

interpretation model is a statistically acceptable model and can be adopted in the interpretation of The improvement in job performance is attributed to the organizational conflict in its five stages combined, and it was found that the value of (F) calculated for the best model is (22.919) with a probability value of (0.000).

While it was found that there was a direct positive effect of the perceived conflict dimension on job performance of (0.326) and a probability value (0.000), and the calculated (T) value (4.395), while it was found that there was a positive direct effect of the perceived conflict dimension on job performance of (0.160) and a probability value (0.023), with a calculated (T) value (2.297), and a positive direct effect of the implicit conflict dimension on job performance of (0.134) with a probability value (0.035), and with a calculated (T) value (2.128) and all the calculated (T) values exceed their scheduled value. (1.9872) at the probability value (0.05) and with a degree of freedom (92), as the researcher noticed the

company on the stages of organizational conflict (perceived conflict, perceived conflict, implicit conflict) combined in improving job performance in a positive way, as these results lead to accepting the main hypothesis (The organizational conflict, with its combined dimensions, has a moral effect

on job performance, according to the following equation:

$$JOBPER (Y) = (1.356) + 0.326 * (\text{perceived conflict}) + 0.160 * (\text{perceived conflict}) + 0.134 * (\text{implicit conflict})$$

Table (3) The effect of the dimensions of organizational conflict combined on job performance (n = 93)

JOP PERFORMANCE							Var.
F	T	p-value	A R ²	R ²	β	α	
Back Ward							
22.919	2.128	0.035	0.301	0.314	0.134	1.356	TACON
	2.297	0.023			0.160		PRECON
	4.395	0.000			0.326		SENCON
	0.355	0.855			0.068		DECON
	0.655	0.723			-0.088		EFFCON

Source: (SPSS V.28).

Fourth Axis: Conclusions:

1. The company's interest in the organizational conflict became clear in an average way, so it proceeded to make it a priority of its interests, specifically its stages, so its attention focused primarily on the tangible conflict, the implicit conflict, the perceived conflict, the declared conflict, and finally the effects of the conflict with interest from the good to the medium.
2. The company shows interest in the performance of its employees well, so it sought to enhance it through the productivity of its employees, the efficiency of their performance, the effectiveness of their outputs, as well as their ability to fit and adapt.
3. Ashur Contracting Company showed clear interest in the performance of its employees well, so it proceeded to improve it by investing in the organizational conflict, and controlling its stages in a positive way, as well as investing the stages of conflict (implicit, perceived, tangible) in that improvement, with the absence of its use of the

declared conflict The conflict was sparked by that goal.

Fifth Axis Recommendations and future proposals:

1. The necessity of the company’s interest in managing the organizational conflict in a more serious manner, as well as the interest in reducing the negative effects of the conflict, whatever they are, and resorting to dealing with the declared conflict realistically, dialogue, discussing the causes, and working to bring the views closer, no matter how different, and making individuals’ perceptions turn to the positive side of the conflict and activate Competition, participation and cooperation, resorting to openness and sharing of ideas in a way that reduces the implicit conflict of individuals.
2. Additional attention should be paid to enhancing the company’s job performance in a way that leads to more high productivity that meets its ambitions, and gives their performance efficiency in achieving goals, with minimal efforts

and inputs, as well as the ingenuity of adapting to fluctuations in the work environment and its suitability in a manner that appeals to its senior management.

3. Ashur Contracting Company should pay extra attention to the performance of its employees and work to improve it by employing mainly organizational conflict, as well as adopting the stages of conflict (implicit, perceived, and tangible) in that improvement.

4. The researcher suggests studying the declared conflict and the effects of the conflict individually, and it affects the job performance of Ashur Contracting Company, taking into account the selection of another model for job performance.

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