Impact of Organizational Conflict Strategies on Organizational Commitment at Public Universities in the North Region of Jordan

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Abstract

This study aimed to investigate the impact of organizational conflict strategies on organizational commitment at public universities in the north region of Jordan, the conflict management strategies represented by (Integration strategy, Domination strategy, compromising strategy, and Avoiding strategy), and organizational commitment represented by three dimensions (emotional, continuity, normative). The study population consisted of all of the Employees working in the public universities in the north region of Jordan (Yarmouk university, Jordan University of Science and Technology), a random simple sample was selected from the study population estimated (305) respondents. To achieve the objectives of the study, the descriptive analytical method was used through A questionnaire that used a major tool for data collection developed at the hands of elite researchers and writers in the field of the study variables. A number of statistical tools and methods were used such as Mean, Standard Deviation, one sample T-test, Multiple Regression, and Path analysis. The results showed that Integration, Domination, Compromising, and Avoiding had a significant and positive effect on Organizational commitment at public universities in the north region of Jordan, based on the study results, the researcher recommends manager and decision makers at public universities in Jordan to Work on training the staff on how to diagnose the conflict, and identify the causes and ways to deal with it.

1. Introduction

Conflict is a natural phenomenon in human life, and is an important organizational issue of conflict. Numerous views about it but the view is agreed upon by the organizations considered that the organizational healthy climate is full harmony reflected in labor relations and organizational commitment and General commitment to achieving organizational goals; conflict in that sense was an indication of imbalance Career for many. There is, on the other hand believe that organizational conflict is an indication of the healthy personal relationship and the degree of competitiveness, both at the level of organizational units, or at the level of the Organization as a whole (Edwards and Walton, 2000).

Organizational conflict can be classified in two types, which are effective conflict (positive) and ineffective conflict (negative) (McClure, 2010), where effective conflict refers to disagreement among members of the Organization, which can be solved and achieve positive effects on processes and decision making and organizational work. Either in non- effective; conflict hinders regulatory processes. And ranking conflict as positive or negative conflict on how to handle conflict, and satisfaction of individuals or group of solution, in addition to the Organization's ability to distinguish the conflict at an early stage and work to find the right solution for him (Al-Tabtabai and Thomas, 2004).

Organizational conflict is a natural phenomenon in the organizations and may return to a conflict or difference of goals, competition for organizational resources, in addition to differences about good performance standards, and the absence of good communication processes, or because of the disparity in personal qualities, or relations that connects individuals or organizational units. Ability to deal with conflict is one of the most important leadership skills which must be displayed by the leader.

Organizations struggling to understand behavioral rationale for their employees, because the success of its work and its activities depends primarily on functional behavior exhibited by human elements,

organizational commitment is an important functional behavior forecast about individual orientation towards his organization, as it is basis for its work, and a pointer to his commitment towards organization, in addition to being a desirable behavior casts considerable interest among managers to be translated by the individual into his functional behavior; academic gave more attention to organizational commitment, it is of the utmost importance because of its impact on the identity of the employee of the Organization, and its impact on the level of his effort and achievement, and will be reflected on the organization**.**

Organizational conflict represents a dimension of the organizational environment dimensions, management not to ignore this dimension because of its great importance on the organizational process outputs. Thus, Onishi and Bliss (2006) considered organizational conflict management as one of the most important roles of the Manager. And this role requires him to deal with conflict within the organization properly through developing and implementing strategies that will ensure organizational activities properly done, thus achieving organizational goals and organizational commitment**.**This study aimed to investigate the impact of organizational conflict strategies on organizational commitment at public universities in the north region of Jordan.

2. Literature review

2.1. Concept of organizational conflict management

Many previous studies that addressed organizational conflict and organizational variables affecting and affected by it, but those studies do not specify a clear definition of the organizational conflict management, but by linking this concept with strategies to deal with organizational conflict effectively, which enable organizations to have the positive effects and avoid the negative effects. In light of this, Rahim (2000) defined organizational conflict management as a process that involves designing strategies that aim to minimize the negative effects of conflict and increase constructive positive effects, in order to improve the effectiveness of the organization. Saeed *et al.* (2015) defined organizational conflict management as organizational practice that includes identifying organizational conflict and deal with it effectively**.**

Amason *et al.* (1995) classified conflict generally into two categories: Affective Conflict, and Substantive Conflict. Emotional conflict represents a State of disharmony in personal relationships. It is a kind of destructive type affecting the effectiveness of the teamwork. The Substantive Conflict, representing health status which aims to improve the effectiveness of teamwork, shows the result of a positive difference of opinion on certain issues, for example a difference of opinion between two individuals towards work assignments and how to implement them. The Substantive conflict is normal in teamwork and requires attention to activities that increase its effectiveness and improve the quality of the decisions of the team**.** Amason *et al.* (1995) suggested the need to strengthen the essential conflict and try to mitigate or avoid emotional conflict, by focusing on the core issues of the problem of work tasks, and encourage individuals to think positively and creatively to find solutions to the problem and promote open communication between team members and allow for open discussions.

Kolb (2013) added third type of conflict management which is procedural conflict, which is the conflict of differing views about how to perform tasks. In order to distinguish between the types of conflict due to the nature of interpersonal relationships, and those concerning work tasks, Kolb (2013) shorten types of conflict into two types: the conflict between people and the Substantive conflict. Woods (2012) finds that organizational conflict is divided into two types, namely cognitive conflict and emotional conflict, organizations must identify each type and to be able to distinguish between them, while cognitive conflict is linked to the nature of the tasks, the emotional conflict is due to personal disagreements between individuals. Therefore, cognitive conflict should be encouraged because it leads to better performance, must be seen as a catalyst for learning and creative strategic solutions. In contrast, should work to alleviate the emotional conflict**.**

2.2. Organizational conflict strategies

The importance of effective management of organizational conflict leads to improved relations between individuals in the organization. And consequences of ignoring the conflict and not managed

properly leads to low level performance and low levels of job satisfaction, as well as increase stress in the work environment and the high level of hostility (Laios and Tzetzis, 2005).

Researchers have identified many organizational conflict management strategies. In this regard, Rahim (2000) mentioned that organizational conflict management strategy concerning three issues centered on negative forms of conflict such as animosity among persons, racial disharmony among individuals that have negative effects on performance of groups and individuals. Of course it is necessary to reduce these negative forms. In addition to the positive forms of conflict such as difference of opinion on functions and organizational issues. Such forms within organization are normal and healthy and no problem of existence where they enrich the organizational work. In this light, there is a need to learn how to use various types of organization conflict to cope with different situations in an effective way, something that can handle the case of disagreement between them in a constructive way**.**

There are many behavioral patterns that can be employed to deal with the conflict between individuals (Interpersonal Conflict), which can be named as organizational conflict management models: the first model, consisting of two factors cooperation and competition (Deutsch, 1990). Knudson *et al.* (1980) model, which includes two other factors involvement and avoidance. Another example is the model of Lawrence and Lorch (1967) which includes three factors confrontation and compromise, and coercion. And another form put Billingham and Sack (1987) composed of rational thinking, verbal hostility, and coercion. Finally, model of Rands *et al.* (1981) which includes of avoidance, attack, and settlement**.**

The third model consists of four factors, problem solving, and yielding, inertia, and satisfaction (Pruitt, 1983). And another model includes problem solving, acquiesce, retreat, and integration (Kurdek, 1994). In contrast, the fourth model consists of five factors, integration, and coercion, avoidance, control and settlement (Follett, 1940). Then Blake and Mouton model with the following factors: confrontation and compromise the evading and forced a compromise settlement, followed by Thomas model (1976) based on cooperation and soothing, avoiding competition and settlement. Finally, Thomas (1976) model consists of the following factors: integration, forgiveness and commitment to good manners, avoidance, control and settlement**.**

De Reuver (2006) added a model which consists of the following factors: direct confrontation, indirect confrontation, cooperation, negotiation, tolerance and avoidance. Smith *et al.* (2000) refereed that conflict management strategies consists of five types: conflict resolution strategy, which includes an intermediate solution between the parties of the conflict, or withdrawal or avoidance strategy is applied when individual ignores the existence of conflict. Smoothing Strategy to minimize the importance of differences between individuals and focus on the importance of common goals. In addition to Confronting Strategy which includes work on problem solving and mutual cooperation with a view to finding possible solutions to the problem. Forcing Strategy is used when one party refuses to acknowledge the other party's opinion**.**

Laios and Tzetzis (2005) mentioned five types of conflict management strategies, Competing Style, which is insisting on a particular view of things as envisaged under the individual. Avoiding Style, which excludes insist or cooperation and is used in cases where an individual can be a winner, and when there's room for postponement of conflict to gather more information. In addition to Comprising Style, which includes moderate amount of determination and cooperation, this pattern is most suitable in situations where the common goals and the task equally for both sides of the conflict. Accommodating Style, which reflects a great deal of collaboration, and is appropriate for individuals who realize they are wrong, and when the subject is more important for the other party. Finally, Collaborating Style which is based on the negotiation on the theme of conflict in order to come out both sides of the conflict to satisfactory solutions**.** This pattern is important when there is a common interest of great importance for both parties must be settled, when the commitment of the parties to the conflict needed to reach an agreement.

Ozkalp *et al.* (2009) classified organizational conflict management strategies into five types according to the criterion of personal goals and the other objectives which are integration pattern, control pattern, avoidance pattern, and settlement pattern. In the light of conflict management models and strategies, it can summarize organizational conflict handling strategies contained in the theoretical literature**:**

− *Domination strategy:* refers to grab one of the parties to the conflict in his mind and does not offer any concessions to the other party in order to reach a solution on the conflict, where one of the parties to

the conflict to force the other side to accept his opinion. Thus this style reflects a situation where one of the parties to the conflict takes the view of the other. Smith *et al.* (2000) considers that the control strategy represents one of the parties to the conflict to ignore the needs and expectations of the other party, in order to achieve personal interests. And may be expressing control through using algebraic methods.

    − *Avoiding strategy:* This strategy is related to the behavior of ease conflict. It can be said here that tolerance expresses calm behaviour in conflict by working to reduce differences between the parties to the conflict by finding common factors or concerns and focus on them. Batayneh (2014) adds settlement strategy include a moderate interest in self and others. This strategy is positive if there is a common interest between the objectives of the parties to the conflict, or in cases where the power is equal on both sides of the conflict, which is an important strategy in the event of failure to reach agreement**.** Avoidance strategy means that one of the parties to the conflict withdraw from the conflict entirely (de Reuver, 2006). Smith et al. (2000) gave another name to avoidance strategy, which is withdrawing strategy, which means that ignores one of the parties of the conflict to conflict. Laios and Tzetzis (2005) Adds that the avoidance strategy does not include any measure of cooperation usually used in cases where the individual feels that his loss in the subject of inevitable conflict so he favors withdrawal. He can turn to avoidance strategy if he has plenty of time to maneuver and delay the resolution of the conflict and gather more information which makes a stronger position than the other party. Ozkalp *et al.* (2009) see that the motive behind avoidance strategy to ignore individual to own interests and concerns of others.

    − *Integration strategy:* includes cooperation and negotiation. Cooperation strategy used in resolving the conflict through direct confrontation of the conflict and to identify the causes of conflict and to find solutions that will mitigate or eliminate conflict (de Reuver, 2006). Laios and Tzetzis (2005) Emphasizes that Cooperation strategy is the best strategy in cases where common interests of both sides in the conflict, and is a favorite of cooperation in order to find a solution to the conflict. In contrast, the negotiating strategy express mutual behavior based on flexibility in dealing with conflict, where one of the parties to compromise for the other party to reach a mutually satisfactory agreement (de Reuver, 2006**).** Ozkalp *et al.* (2009) see that the view to integration through comparison between personal goals and objectives of others, this strategy puts others in the ranks of balanced strategies which include balancing personal and other targets at once**.**

    − *Compromising strategy:* A strategy based on compromise between the parties of the conflict (Smith et al. (2000)). Laios and Tzetzis (2005) Emphasizes that the compromise involves a degree of cooperation and determination to resolve the conflict. It is one of the best organizational conflict resolution strategies in cases where there are common goals for both sides of the conflict, and that these goals are important for both equally, which make the need for conflict resolution is common matter. As recourse to compromise strategy is in cases where the power is equal on both sides of the conflict, which invites them both to a common solution. Compromise strategy does not lead to find the optimal solution to the conflict, but contribute to a compromise solution that satisfies both parties. Ozkalp *et al.* (2009) Adds that the compromise strategy often reflects moderate self-interests and concerns of others. This strategy is based on a solution that satisfies both parties**.**

2.3. Organizational commitment

    The concept of organizational commitment is considered as a behavioral management concept, which emerged mainly from the human relations movement in the first half of the twentieth century, in this regard Meyer and Allen (1997) referred that organizational commitment is one of the best indicators that can be used to predict the intention of employee leave the organization**.**

2.4. Organizational commitment concept

    The review of previous literature, we can see that there is a difference between researchers in defining organizational commitment. Yildirm (2015) confirms that organizational commitment is an ethics works to form a working relationship with the Organization, affects the willingness or unwillingness to remain as members of the organization. Tekin *et al.* (2014) believes in the same context that organizational commitment expresses the desire of employees to remain as members of organization and commitment to its goals and values**.**

Buchanan (1974) defines organizational commitment as 'the effective coupling between the individual and the Organization, employees demonstrate their desire to serve the Organization dramatically despite getting less payoff. Su *et al.* (2013) defines organizational commitment with that employee's desire to serve the Organization through a distinct effort than expected. The definition of Alniaçik *et al.* (2013) who confirmed what the other definitions in terms of organizational commitment is an employee's attention in organization, and acceptance of the objectives and the desire to work hard to achieve these goals, and stay organized. While (Andolsek and Stebe, 2004) defines organizational commitment ' as an employee attitudes toward the Organization, so these trends affect participation in current and future work of the organization. Where Guh *et al.* (2013) referred that organizational commitment is the level of uniformity in personal goals for employees and those established in the organization**.**

Meyer and Allen (1997) noted that many of the definitions of organizational commitment converge as "a psychological situation that distinguishes the employee's relationship with his organization and has implications for his decision to maintain continuity with the organization. In the organization, which is reflected in the individual's desire to remain in the organization and adopt its values, and make a great effort to achieve its goals.

Allen and Meyer (1997) developed the commitment model as a multidimensional construct. They were at the forefront of the multidirectional approach to the concept of organizational commitment. They divided it into three dimensions that gave a more precise definition of the concept (emotional, continuity, normative) and developed a tool for its measurement. This model and instrument will be adopted in this study. Allen and Meyer (1997) considered that commitment is not only a psychological state that reflects a manifestation of the harmony of the individual with the values and goals of the organization. Accordingly, their efforts included seeking to expand the prevailing view of organizational commitment and psychological state that may reflect the individual's desire or need or Commitment to and adherence to the organization.

- *Emotional commitment:* Refers to "the emotional attachment of the employee to the organization and its belonging to and integration into it", an emotional attachment to the organization resulting in a merging with it. This emotional attachment entails such things as (1) faith in the goals and values of the organization, (2) working hard for the organization, and (3) staying in this organization. Chen *et al.* (2012) sees that emotional commitment reflects the strength of the emotional bond between the employee and the organization, and the degree of consensus that it collects, in addition to participation in the organization. Ayac (2015) points out that emotional commitment stems from employees' respect for organizational goals and values, their admiration and respect for managers, their emotional proximity to their bosses and co-workers, and their involvement with the rest of the workers in an organizational vision based on the need to continue in the organization. This commitment also indicates the degree to which an individual perceives the characteristics of his work as to the degree of autonomy he obtains in his work, the importance of his work, the diversity of skills and their compatibility with what is required of him, and the feedback received from the supervisor. Finally, Allen and Meyer notes that the worker needs to see organizational leadership that practices certain practices to guide employees towards a sense of emotional commitment; and emphasize that emotionally committed employees continue to work with the organization, because their presence stems from their desire to survive, because they want do so, so this commitment is based on the desire and will of staff.

- *Continuity commitment:* Refers to "awareness of the costs associated with leaving organization, and therefore the need for continuity in working with organization stems from the employee's understanding of the financial consequences of leaving the organization, the amount of loss that will be incurred if he leaves the organization due to lack of employment and therefore the need to continue with the organization, in regardless of the cost of survival in the organization (Chen *et al.,* 2012). Don and Slocum (2004) points out that a continuing commitment represents the integration of workers in different organizational activities, taking into account the costs they may incur if they leave their jobs. In other words, the continuing commitment indicates that the individual's survival in the organization depends on the amount of profit he gains as a result of this continuity with the costs incurred by the same individual as a result of his non-continuity with the Organization. Hence, we see the difference between emotional commitment and Continuity commitment, which is that emotional commitment depends on the

individual's feelings towards the organization, while the Continuity commitment depends on the material aspect of the relationship between the employee and the employee. Allen and Meyer (1997) add that the continuous commitment is based on two factors: the number of investments made by individuals in the organization for which they currently work, and the lack of alternatives available to work outside the Organization.

Normative commitment: Reflects a sense of commitment to follow up with the organization based on community norms on how committed an employee should be to the organization in which he or she works; employees with a high normative commitment feel they should stay with the organization after the organization has invested too much time or Money in their development and training. Meyer and Allen (2008) affirm that a normative commitment is generated by the individual's awareness that he has a moral obligation to remain in his work and stay in the organization. Weng *et al.* (2010) adds that a staff member with a high level of normative commitment would prefer to remain in the organization because he felt that it was his moral duty to do so, which stemmed from not ceasing to serve the Organization, which had given him many advantages and benefits. In other words, it is the employee's sense of organization that motivates him not to leave the organization (Chen *et al.,* 2012). Meyer and Allen (1997) noted that the development of normative commitment is more theoretical than practical. The normative commitment is concerned with the duty of staff to remain in the organization, based on what he describes as generalized cultural expectations that individuals should not change their jobs "This sense of duty to remain in the organization may arise from the usual pressure on individuals to join the organization, and these pressures are initially family or cultural, or emerging pressures On organizational guidance at a later stage.

3. Study hypotheses

Based on the above studies, the study hypotheses may be formulated as:

H1. There is Impact of Organizational conflict strategies on organizational commitment at public universities in the north region of Jordan

More specifically:

H1a. There is Impact of Integration strategy on organizational commitment at public universities in the north region of Jordan.

H1b. There is Impact of Domination strategy on organizational commitment at public universities in the north region of Jordan

H1c. There is Impact of Compromising strategy on organizational commitment at public universities in the north region of Jordan

H1d. There is Impact of Avoiding strategy on organizational commitment at public universities in the north region of Jordan

4. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of organizational conflict strategies on Organizational commitment from the Viewpoint of the Employees in the public universities in the north region of Jordan, where Organizational conflict strategies are the independent variable and are positively related to Organizational commitment as the dependent variable.
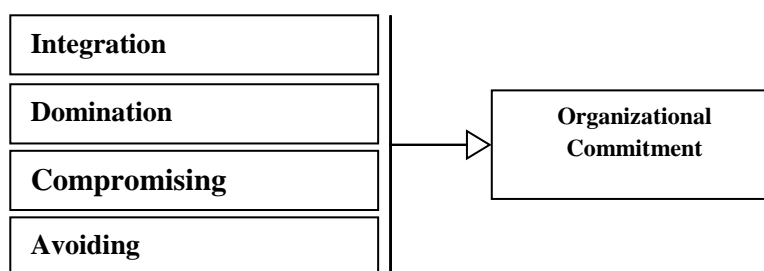

Figure 1. Theoretical Model

5. Methodology o research

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (organizational conflict strategies and Organizational commitment).

5.1. Data collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Organizational conflict strategies adoption by the public universities in the north region of Jordan adopted from previous studies, and which could possibly influence Organizational commitment, using a five-point Likert scale. The following strategies were focused on; Integration (7 statements), Domination (7 statements), Compromising (5 statements), and Avoiding (5 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of employees Organizational commitment were focused on these dimensions; emotional (5 statements), continuity (5 statements), normative (6 statements).

5.2. Study tool

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Organizational conflict strategies consist of Integration, Domination, Compromising, and Avoiding, were adapted from previous studies (Tjosvold *et al.* (2010); Chen *et al.* (2005); Paulsen *et.al.* (2009). Organizational commitment dimensions consist of (emotional, continuity, normative). Allen and Meyer (1997) developed the commitment model as a multidimensional construct to measure Organizational commitment.

5.3. Sample

- The study population consisted of all of the Employees in public universities in the north region of Jordan (Yarmouk university, Jordan University of Science and Technology), a random simple sample was selected from the study population, with reference to the sample schedule (Bartlett *et al.*, 2002), a sample of 350 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (325) questionnaires retrieved. After reviewing the questionnaires show that there are (20) extremely unfit for statistical analysis, that had the study sample size (305).

Table 1. Sample characteristics

Variable		Frequency	%
Age group	less than 30	73	24%
	30- less than 40	179	56%
	40 years and more	61	20%
Gender	Male	217	71%
	Female	88	29%
Educational level	Diploma	40	13%
	Bachelor	220	72%
	Master	36	12%
	PH.D	9	3%

Females make (29 percent) of the employees on the other hand Males respondents represented (71 percent) of the sample. The largest group of respondents (56 percent) was aged 30- less than 40 years. The next largest group (24.0 percent) was aged less than 30 years. Smaller groups of respondents were aged 40 years and more (20 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (72 percent), respondents with Diploma degrees make (13 percent), and respondents with Master degrees make (12 percent). Finally, holders of PH.D degrees make (3 percent) of the employees. The sample characteristics of the respondents represented in Table 1.

5.4. Reliability and validity of the survey instrument

The survey instrument with 40 items was developed based on two variables Organizational conflict strategies as independent variables with four dimensions; Integration(IN1-IN7), Domination(DO1-DO7), Compromising (CO1-CO5), and Avoiding(AV1-AV5). Organizational commitment as dependent variables with three dimensions: emotional (EM1-EM5), continuity (CON1-CON5), and normative (NO1-NO6).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood and Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi and Phillips, 1982).

Table 2. Factor analysis of Organizational conflict strategies

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Integration			.759	**62.34**	.78
IN1	0.53	0.56			
IN2	0.52	0.59			
IN3	0.61	0.64			
IN4	0.63	0.68			
IN5	0.57	0.67			
IN6	0.56	0.59			
IN7	0.50	0.53			
Domination			0.812	**65.34**	.81
DO1	0.51	0.54			
DO2	0.59	0.67			
DO3	0.57	0.69			
DO4	0.62	0.65			
DO5	0.53	0.58			
DO6	0.56	0.59			
DO7	0.57	0.61			
Compromising			.773	**71.57**	.87
CO1	0.52	0.56			
CO2	0.54	0.58			
CO3	0.56	0.59			
CO4	0.52	0.56			
CO5	0.51	0.55			
Avoiding			.792	**73.68**	.77
AV1	0.61	0.69			
AV2	0.53	0.57			
AV3	0.58	0.64			
AV4	0.54	0.58			
AV5	0.56	0.63			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Organizational conflict strategies, and Organizational commitment dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table 2 and Table 3.

Table 3. Factor analysis of organizational commitment

Variables	Loadings	Communalities	KMO	Variance	Reliability
emotional **commitment**			.793	59.67	.83
EM1	.72	.77			
EM2	.75	.79			
EM3	.68	.73			
EM4	.67	.74			
EM5	.73	.78			
Continuance commitment			.749	64.79	.87
CON1	.71	.77			
CON2	.69	.73			
CON3	.73	.78			
CON4	.68	.75			
CON5	.67	.76			
Normative commitment			.717	67.43	.82
NO1	.74	.79			
NO2	.73	.78			
NO3	.71	.76			
NO4	.69	.73			
NO5	.68	.74			
NO6	.76	.80			

All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table 2 and Table 3. Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 2 and 3) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 50.0 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

5.5. Descriptive statistics analysis

Table 4 indicates that the Employees of the public universities in the north region of Jordan evaluate Integration (with the highest mean scores, i.e. M = 3.87, SD=0.63) to be the most dominant of Organizational conflict strategies and evident to a considerable extent, followed by Avoiding (M= 3.24, SD=0.66), Compromising (M = 3.12, SD=0.61), and Domination (M = 3.03, SD=0.68), (with the lowest mean scores M **=** 2.74, SD=0.59). With regard to Organizational commitment, Employees in the public universities in the north region of Jordan evaluate their normative commitment (with the highest mean scores, i.e. M = 3.73, SD=0.61) to be the most dominant Organizational commitment dimension within their organization and evident to a considerable extent, followed by continuance commitment (M= 3.59, SD=0.58), and Affective Commitment (with the lowest mean scores M **=** 3.34, SD=0.63).

Table 4. Descriptive analysis of Organizational conflict strategies and Organizational commitment

Dimension	Mean	Standard deviation
Organizational conflict strategies	3.32	
Integration	3.87	0.63
Domination	3.03	0.68
Compromising	3.12	0.61
Avoiding	3.24	0.66

Dimension	Mean	Standard deviation
Organizational commitment	3.55	
Affective Commitment	3.34	0.63
normative commitment	3.73	0.69
continuance commitment	3.59	0.58

6. Test of hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational commitment acts as the dependent variable and Organizational conflict strategies, as the independent variables. From the result as shown in Table (4), the regression model was statistically significant (F = 98.545; R2 =.628; P =.000). The R2 is 0.628, which means that 62.8 per cent of the variation in Organizational commitment can be explained by Integration strategy, Domination strategy, compromising strategy, and avoiding strategy. The proposed model was adequate as the F-statistic = 98.545 were significant at the 5% level (p < 0.05). This indicates that the overall model was reasonable fit and there was a statistically significant association between Organizational conflict strategies and Organizational commitment.

Table 4 also shows that Integration (ß =0.136, p< 0.05), Domination (ß =0.146;p<0,05), Compromising (ß =0.289, p< 0.05), and Avoiding (ß =0.290, p< 0.05) had a significant and positive effect on Organizational commitment. This provides evidence to support H1a, H1b, H1c, and H1D. Based on the ß values Avoiding has the highest impact on Organizational commitment followed by Compromising, Domination, finally Integration.

Table 5. Regression Summary of Organizational conflict strategies and Organizational commitment (N=305)

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
		B	Std. error	ß			Tolerance	VIF
	Integration	.135	.017	.136	7.822	.000	.664	1.507
	Domination	.152	.030	0.146	3.261	.041	0.12	8.06
	Compromising	.593	.157	.289	3.790	.000	.396	2.524
	Avoiding	.194	.019	.290	10.166	.000	.462	2.164
Notes: R 2 =.628; Adj. R 2 =.620; Sig. F = 0.000; F-value = 98.545; dependent variable, Organizational commitment p < 0.01								

7. Discussions and conclusions

- The level of affective commitment of employees in public universities in the north region in Jordan is moderate. This stems from the employees' respect for the adopted organizational goals and values, their admiration and respect for the managers, their emotional proximity to their bosses and colleagues, and their participation in the organizational vision based on the necessity of continuing the organization. It also shows that the level of continuous commitment to employees in public universities is moderate. This category of employees continues to work in order not to lose any gains or benefits they have achieved in the past as a result of working at the university. They are also aware that their continued work can meet their personal interests and receive the incentives, benefits and rewards offered by the university. This type of commitment stems from the desire of employees to remain as individuals at the university, recognizing that they have made previous personal investments at the university. The level of normative compliance of employees in public universities is high. The normative obligation of the individual is generated by the realization that he has a moral duty to remain in his work and stay in the organization. It is also enhanced by the support received from management and co-workers from involving the worker in decision-making processes, participation in policy-making, as well as the development of organizational objectives.

- The study reached that the public universities in the north region in Jordan have adopted some strategies to manage their organizational conflict, represented by the strategies of integration, avoidance, Domination and Compromising. The first option is to implement the strategy of integration in dealing with the organizational conflict. On each other in all aspects, which requires the availability of this strategy and significantly, a strategy that tends to the joint debate and the exchange of information and ideas common through mutual understanding that leads to mitigate the negative effects of conflict and enhance the positive effects of which is reflected in the nature of work. If the integration strategy does not succeed in reaching an agreement for one reason or another, the alternative is to resort to a Compromising strategy or avoidance strategy. A Compromising strategy in this case is useful in terms of maintaining relations with others and at the same time achieving some personal gain, as this strategy means reaching a common agreement that satisfies both parties to the conflict. Otherwise, the alternative is to follow the strategy of avoidance or the so-called withdrawal from conflict and ignore its existence in order to protect the interests of the organization and give up personal interests in order to achieve the interests of others.

- The results of the study confirmed a significant effect of the strategies of integration, avoidance, Compromising and Domination on the organizational commitment. This can be explained by the fact that the strategy of integration reflects the mutual behavior based on flexibility in dealing with the conflict where one party makes concessions to the other party in order to reach an agreement that satisfies the parties, which is reflected in the organizational commitment. The results of the study also confirmed a significant effect of the strategies of Compromising on the organizational commitment. That the strategy of Compromising is one of the best strategies to resolve the organizational conflict in cases where there are common objectives of the parties to the conflict and that these goals are equally important to both, which made the need to resolve the conflict is common, which is reflected on the organizational commitment. The results of the study showed a significant effect of the strategies of Domination on the organizational commitment. This strategy is positive if there is a common interest in the objectives of the two parties to the conflict or in cases where the authority of the parties to the conflict is equal. This is an important strategy in the absence of an agreement, which is reflected in the commitment. The results of the study showed a significant effect of the strategies of avoidance on the organizational commitment This can be explained by the fact that the strategy of avoidance does not include any degree of cooperation, and is usually used in situations where the individual feels that his loss in the conflict is inevitable and therefore he prefers to withdraw. . The individual can also resort to a strategy of avoidance if he has time to maneuver, delay the resolution of the conflict and gather more information that makes his position stronger than the other party.

8. Recommendation

- Focus on promoting the positive conflict management strategy aimed at finding appropriate solutions to organizational conflicts while ensuring the satisfaction of the parties to the conflict.

- Work on training the staff on how to diagnose the conflict, and identify the causes and ways to deal with it.

- Work to turn the conflict into a fruitful competition and to discussions with positive objectives in the interests of the Organization.

- Be careful in managing the conflict and using the conflict strategy commensurate with the situation and the ability of the manager to implement the strategy of conflict.

- Adopting a conflict management strategy commensurate with the workers' culture.

- Implementation of the Open Door policy in the administration's standing on the problems of workers in human resources policies.

- The best solution to the conflict is confrontation between the parties through an open exchange of information and opinions and the application of a behavioral philosophy that requires win-win for both parties and a conflict resolution to generate consensus between the parties.

- Establish appropriate communication channels between senior management and employees.

- Using the dynamics of the group, by, increasing the work and the collective interaction between the workers.

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