THE INTERMEDIATE ROLE OF ORGANIZATIONAL COMMITMENT IN RELATIONSHIP BETWEEN CONSTRUCTIVE CONFLICT AND ORGANIZATIONAL LOYALTY

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Abstract

this study aims to achieve a set of goals centered in its content on determining the level of the variables included in the concerned college to build a clear vision in terms of studying the relationship(s) and its influence (i.e. constructive conflict, organizational commitment and organizational loyalty) throughout their own limited dimensions up to helpful outcomes that can be served in solving problem(s) of the study. The problem(s) is represented by the intermediate role of organizational commitment in relationship between constructive conflict and organizational loyalty; regarding that conflict is one of subjects that should be adequately dealt with by officials via education and awareness-raising to be changed into constructive (positive) conflict to save our college. This step will be reflected on its own organizational loyalty.

For this purpose, a questionnaire form has been prepared including (59) items to cover the specific dimensions of each of each variable in this study. This form has been distributed on a subject of (59) lecturers with various scientific qualifications who work at the college.

The study comes up with a variety of conclusions including the cases of constructive conflict and high affiliation to this college which is reflected to the organizational loyalty.

A bunch of recommendations have been stated at the margin of the paper like the necessity of college administration to strive for preventing problems that may accompany the process of decision-making after each case of conflict and changing it into a constructive and positive conflict.

Keywords: Constructive conflict, organizational commitment, organizational loyalty

Introduction

The organizations with their different types endeavor to achieve a level of success and distinction in their performance which guarantees their persistence and success, especially in light of increasing the competing organizations, each of which endeavors to obtain the distinction and superiority to keep on persistence among the competitive ones. Since academic staff are the elite on which the private colleges in Iraq bet to obtain success and competence among others, this issue makes the researcher choose this topic tackling the constructive conflict among lecturers and its relationship to organizational loyalty through mediating the organizational commitment variable regarded as of the important variables, which represents

one of the cornerstones of the college success. In this respect, it is provided that looking for conflicts leads the influenced members to find different ways to change their performance and build the individual's personality in particular and the organization in general (Hell Rigetetal, 2011-259); especially if these Permanent conflicts in between this educational class have been known in order to invest it whenever they consist in the constructive conflict which is the axis of our study as well as in order to prevent the destructive conflicts. Besides, the organizational commitment variable inserted in the field of administrative studies in the twenties of the past century is influenced by the study of human relations which dealt with the human element in researches and studies focusing on his feelings and directions concerned (Akhamari 2013-212). That is due to regarding the human as the strong acceptance of the organizational value and its goals and will to maintain the human's affiliation to organization and his defending its interests. In the same way, we have chosen the organizational loyalty variable that its importance consists in representing the operation where the workers endeavor to maintain the organization and managing variable(s) for its good to stay working in it as long as possible (Al-Break et al., 2021 - 750). Concerning these variables adopted, many researches and studies have been submitted for a long period of time; some of them will be briefed on to have a considerable information about their conclusions and methods adopted for analysis in order to make submit our complementary study rather than being alternative one. To name is a few, below are some relevant studies:

Lee, et al., (2020) explore in their study the longitudinal correlations between mastery, behaviors of conflict management, and depressive symptoms with three hundred seventy one couples of middle-aged over a span of twenty-four years using model of an actor–partner interdependence. Results indicated that for both for males and female's couples, personals who have higher levels of mastery in general demonstrated more constructive behaviours to manage conflict during matrimonial conflicts in the middle years. In contrast, personals with constructive behaviours had less average symptoms of depression in later adulthood. A partner impact was also observed, as personals constructive behaviours were correlating with depressive symptoms of their spouse's. This result underscores the benefits of using a bilateral context to know the influences of inter-individual and intra-individual between couples in lasting marriages. Nermin & Ferda, (2017) have investigated the indirect and direct relations between constructive conflict resolution behavior, school attachment and aggression participated 474 students of sixth grade. The results of this study shows that the relationship between constructive conflict resolution behavior, school attachment and aggression were negative, while results showed positive relationship between constructive conflict resolution behavior and school attachment. Judeh, (2011) aims in his study to examine the relationship between the socialization of employees and the commitment of the organization. In addition, this study aims at estimating the mediating effect of role conflict and role ambiguity on the relationship between commitment of organization and socialization of employee In a Jordanian large communications enterprise. To test the hypotheses, the researcher uses descriptive statistics, correlations, and regression analysis for 256 usable questionnaire. The results shows that the mediators (role conflict and role ambiguity) have a significant relationship between socialization of employee and commitment of organization.

A study conducted by Yu et al., (2019) tries to examines the concept of (IMO) internal market orientation as a tool of employee management for elevation performance and retain employees

by these companies through their organizational obligation. Based on data from three different administrative respondents in 275 China firms, the results show the previous influence of the internal market orientation on the company's performance through organizational commitment and staff retention. Another study by the researchers Moreira Mero et al., (2020) tried to test Dimensions of internal marketing and its potential relationship with organizational obligation. 2499 questionnaires were administered and distributed among leaders, Ecuadorian cooperatives managers and, employees. A hierarchical multiple linear regression analysis was applied to describe the possible mediating effect of the research variables. The findings shows that the dimensions of internal marketing demonstrate positive correlations with the organizational obligation, with the interior communication dimension being the ultimate exponent of relational. It was also deduced that the variables of social demographic and work status positively affect the relationship between both structures, as it presents higher levels of relationships when the employee is married, has graduate studies and a temporary work contract. Furthermore, a study by Hayunintyas et al., (2018) examined the relationship between organizational trust, perceived organizational support and, organizational fairness on affective organizational obligation. By used 188 valid questionnaires to examine the mediation of organizational trust and perceived organizational support in a large Indonesian industry of poultry industry. The results of this study shows firstly that the POS has a positive effect on organizational obligation. The result shows also that organizational trust has a moderating effect on the relationship between organizational fairness and organizational obligation. Organizational fairness can influence the organizational trust; hence, obligation will increase. Similarly, organizational fairness can influence POS, hence, in turn, increase affective obligation.

Ekhasau, M (52.19) tackles (The Influence sob Satisfaction and Organizational Commitment on Employee Turnover Intention). He uses the quantitative methods via adopting the double linear decline; the results reveal that the organizational commitment effects on rotating. Selfi asserts the influence of the job satisfaction on the ratio of rotation; this issue confirms the importance of organizational commitment considered by him as the level in which the employees connect themselves to certain organizations and specific goals wish to keep on their membership in the organization (Robbin 2016).

Farrukh, M et al. (2017) apply their study in Pakistan to show the influence of organizational commitment on demeanor within the entrepreneurship of employees in the higher education institutes. They adopt the scanning model for (20) educational institutes using a questionnaire form distributed on the deans, heads and professors. The responses are (3060) and among conclusions is that the affective commitment (AC) and the normative commitment (NC) have a positive influence on the demeanor while the continuous commitment has a negative effect against that.

Problem of the Study

The problem of the personal disputes and quarrels among the employees is considered as one of the common problems in management thought. This issue has been discussed by many researchers and thinkers and they have pointed to concern and disagreement about tackling this phenomenon, its impacts and results on both the organization and individuals equally. The conflict's interest and management have been increasing since the sixties of the past century up to now, in addition to interest in the study of the organizational commitment and the results

achieved for the organization and to the employees as well. Accordingly, depending on what the conflict involves of negative effects on the one hand and positive effects on the other and based on the conflict nature, this encourages dealing with studying this topic especially when it is positive and carries a constructive aspect of that organization or its management can change it to that through increasing the organizational commitment, consequently it achieves the organizational loyalty.

Based on these premises, the topic has been chosen with the essential problems summed up as follows: -

A.   How aware are the employees of the personal conflicts among them?

B.   What is the nature of these conflicts (are the constructive or destructive)?

C.   Does the constructive conflict increase the organizational commitment which consequently reflects on increasing the organizational loyalty.

Value of the Study

The value of this work can be shown as follows: -

1.   This paper is an attempt to review what has been submitted concerning the constructive conflict.

2.   The lack of works in terms of the nature of conflicts (whether constructive or destructive) in the field of the Iraqi environment in general and the private colleges in particular.

3.   Signifying the relationship and the effect of constructive conflict versus the organizational commitment reflected on the organizational loyalty in the college under study.

4.   Paying attention of the administrative leaderships to invest the constructive conflict in a way that positively reflects on the organizational loyalty.

Hypotheses

The study in hand is based on the main following hypotheses:

1.   There is a significant correlation   between the constructive conflict (with its adopted dimensions) and the organizational commitment.

2.   There is a significant correlation between constructive conflict (with its adopted dimensions) and the organizational loyalty.

3.   There is a significant correlation between the organizational commitment and the organizational loyalty.

4.   There is an influence of significant reference concerning the constructive conflict in the organizational commitment.

5.   There is an influence of significant reference concerning the constructive conflict in the organizational loyalty.

6.   The influence of constructive conflict increases in the organizational loyalty throughout the process of organizational commitment.

Subjects of the Study

In order to fulfill the procedures of the current study with its required field approach, AL-Ma'moon University College has been chosen as the research community (i.e. the subject matter). It was established in 1990 with the approval of the ministry of higher education and scientific research. At the beginning, it was named Teachers Association University College.

In 1990-1991, it starts the academic education by opening the Departments of Arabic, English, History and Geography. In 1993-1994, its name was changed into AL-Ma'moon University College; it consisted of (11) departments with various specializations: Business Administration, Engineering, Law, Computer Sciences. The college endeavors to cope with the development through providing equipment and requirements of laboratories, devices and workshops to cover needs of the scientific departments. Out of 150 members of the college, 59 lecturers (including males and females with different specializations) have been selected as subjects of study.

Moreover, a questionnaire form has been designed containing (59) item to cover the concerned variables and their occupied dimensions as shown in the following table.

Variables	Secondary outlines	Paragraphs	Adopted measures
Constructive conflict	1. solving problem	5-1	Copozzoli 195
	2. active participation	6-10	
	3. individuals development	11-15	
	4. constructive consolidation	16-20	
Organizational commitment	1. morale commitment	21-25	Zeidanzoob all and meyer 1990 Bakan et al 2011
	2. constant commitment	26-31	
	3. standard commitment	32-38	
Organizational loyalty	1. organizational confidence	39-43	
	2. employment satisfaction	44-48	
	3. organizational citizenship	49-53	
	4. morale spirit	54-59	

Sample of the Study
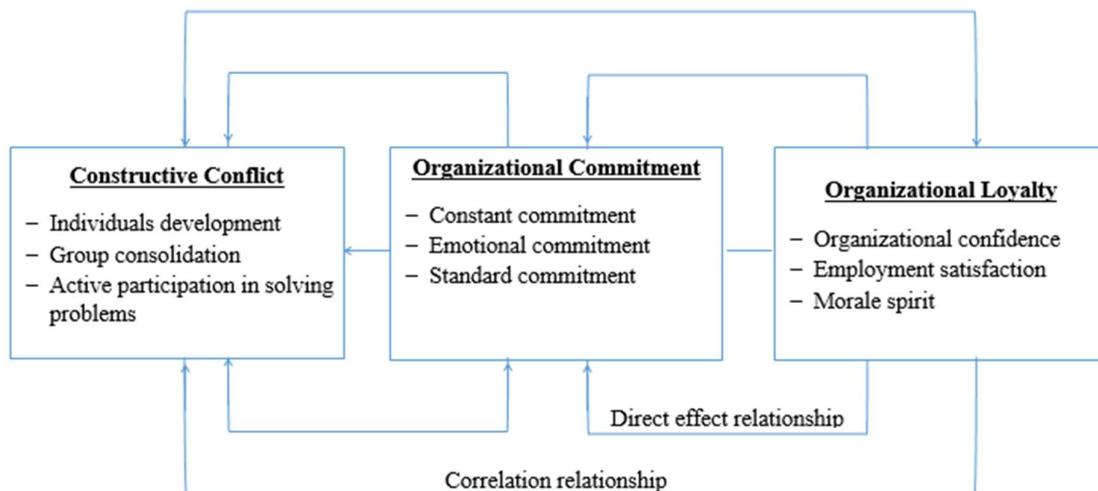
Literature Review

Firstly: The Constructive Conflict

'Conflict' is of the social frequently occurred phenomena due to the nature of interaction among employees at both individual and group levels in society and organizations with different types. Various reasons may be behind such a conflict as mentioned by researchers. The conflict might be for reasonable or unreasonable causes and also the difference may arise

as a result of the different goals for which each part seeks, or because of certain behaviors and saving information (Al-shama'a, M. 1989-311). Halimati (2019-2) singifies that work reliability is one of the causes of arising conflict where the group work includes reliability between the individuals; when those individuals evaluate each other negatively that would cause a conflict between them. Some others mention that there two causes behind conflict among people: reliability and disagreement, and the interfering with each other's duties which causes annoyance among them in addition to that the negative emotions occurred among them (Jan, Wtnen and Jorn 2019). On the other hand, some others identify a set of other reasons represented by deepening or revealing the conflict including individuals disputes in perceptions and personal differences related to the individual such as age, gender, or educational level, in addition to the fact that competition among individuals is one of the factors that deepen the conflict. However, it is worth noting that this study is confined to the aspect of constructive conflict among others, where the conflict is an orientation including contradictory goals or feelings within individual himself/herself or among individuals themselves, or among groups with each other, leading to confrontation among those parties (Hallrigal, et al. 2014-446).

Despite we mentions some the opinions concerning the reasons of conflict and its concept including those who regard it as a negative phenomenon because of inconsistency or contradiction in addition to disagreement among those parties that sometimes leads to hostility; however, it has positive implications which lead to good results towards the better aspects. This theory seems not new, since it has been touched upon since a long period of time where there was an agreement on the fact that 'conflict' implies a positive feature consisting in revealing implications and the true secrets of each party (Jan, Wynen and Jorn 2019).

Accordingly, the conflict concerning work field might lead to increasing awareness and perception against the problems that need a clear determination for giving a higher concern against the collision cases that may happen. The emerged conflict then might be positive or negative as Gibson et al. (2015-225) state; where 'conflict' as a warning signal can be negative or positive. It is considered positive or useful when it is used as a means of change to the best. So, it is preceded by cases of constructive conflict which are of our concern in this study. this is represented here as the case of confrontation or collision among the individuals which results in better outcomes and outputs for the organization itself and achieves the aimed targets through calming down, solving the conflict and strengthening the relations among the conflicting parties.

Thomas (2014-17) points out that the constructive conflict is a desired thing which can lead to superiority, creativity, and innovation, in addition of being served by decision makers to apply their tasks.

□ **Dimensions of the Constructive Conflict**

The constructive conflict is our concern in this study, yet most of the management researches have not limited the dimensions each of constructive conflict and destructive conflict. Hence, we give a brief account where Gibson et al (2014) assert that the constructive conflict is represented positively via creativity, changing, solving problems and achieving adapatation against environmental varieties. Likewise, Thomas and Humhary (2017) mention that (conflict) is characterized by the increased awareness towards the problems that organization may encounter and figuring out solution for them in addition to maintaining the direction of

adaptation and changeability. Cappozzoli (1995-28) also refers to some of these features which the researcher will adopt as dimensions for his measurement; they are represented by the following:

1.   Individuals development: - the constructive conflict helps developing the individual's personality via providing support for the initiatives of creativity aiming to the organization improvement, considering that each member in the organization follows a certain technique with which he/she tries to obtain as much as possible of people's satisfaction because he/she produces new thoughts according to their various attitudes and suggestions so that he/she changes his/her non-preferred behaviors with acceptable ones that give a better understanding for the problems by the employees who are the parties of this conflict and suggest the right attitudes for such problems through looking for their relevant and adequate information (Thomas and Humhary, 2017).

2.   Group consolidation: - it is realized via achieving relations among the team members as they are one group working collectively and cooperatively with respect. They also spend time together and interact in a team spirit which serves the organization (Thomas & Humhry 2010-52). This consolidation is obtained through the influence of multiple factors referred to by many researchers (George &Jones 2012-32).

3.   Active participating: - researchers in organizational field point out that the process of participating helps improving the quantity and quality of solutions figured out to fix the problems and make the relevant right decisions in addition to realize the act of cooperation among the team members. Such a participation might be on various levels according to its nature; it might be at its lower level where their task here is just to ask for obtaining some information. The middle level is however to provide certain recommendations since they are acquainted with the nature of problem. As for the higher levels of participation, the decision making is completely made by those individuals (Ahmed 2019).

4   Solving the problems :- the conflict helps solving the problems through looking for solutions for them because it determines the nature of that relationship, whether it is healthy or not (Adams 2004-1). The managers, in this respect, are capable of settling the problems and proposing solutions that satisfies all. This way is to end or, at least, settle the conflict properly whenever it is expectable for all the parties; regarding the act of listening to others adequately leads to find out solutions that satisfy all the parties. So, these are the justified features for the constructive conflict (Jungest. et. Al 2003-36).

Secondly : The Organizational Commitment

The organizational commitment is one of the concepts the has a great occupation in the organizational thought a while ago, where it was considerably dealt with in many administrative studies during the twenties of the last century, at the margin of the human relations school that had an interest in the mankind (Rasheed 2004). However, despite the divergent viewpoints concerning its beginning, most of researchers confirm that its emergence is related to the effort of the American scholar (Howard Bechir); his studies are considered as of the pioneering studies in this field (Nicholson 2009-33). The researchers have pointed at the development of this concept during the middle of the last century via confirming that it is a combination of accumulated tangible and intangible investments that has a value for the

individual's perspective, he loses it once he leaves the organization that he works at. And then it turns to a deeper meaning than that, when it turns from the concept of commitment from these investments to the psychological connection that the individual carries towards the organization and the force that determines the identity of the individual and the extent of his participation in the organization (Beheryetal 2012). Accordingly, and through reviewing the opinions of some writers and researchers who dealt with this topic, it becomes clear that the difference in the points of view is like any other concepts in accordance with the point of view of each of them and their perspectives of approaching the topic.

Taking all that have been stated into account, many definitions are used to suit the different perspectives of these writers and researchers. Many of them such as Basel and Issum (2018) identify the concept of organizational commitment as a means of increasing the investment that is made by the individual as a result of his continuing work in the organization. Most of them confirm that the individual's permanence in the organization is due to the accumulative investment that he/she makes in the organization, where he/she does not wish to leave it for fear of losing the investment of his/her efforts in it. By the same token, some point that the commitment is one of the concepts that are used in deferent ways to signify that the punctual individual is the one who cares for being in certain behaviors like being a protector for the organization and feeling proud, pride for his/her membership, and having desire to stay in it for a long time. Obalala, et al. (2012-44) also point that it is a set of criteria that lead to certain behaviours that match the goals and the organization interests.

In this respect, Greenberg & Baror believe that the organizational commitment reflects the extent of individual's integration within the organization in addition to his/her constant interest towards it. It is worth focusing on the fact that commitment is based on the employee's desire to submit his/her best with the high rush in keeping his/her membership in it on the one hand, and keeping on the continuity and sustainability the organization and its development on the other hand.

The Dimensions of the Organizational Commitment

The researchers' attempt to tackle the organizational commitment dimensions represent the extent of reflecting these dimensions weather negatively or positively on the organizational commitment phenomenon. Hence, the researchers deal with most of those dimensions. Concerning this study, the researcher is to state only three of these dimensions frequently tackled by many researchers (Al-Tamimi 2016-197). Moreover, they are adopted by some Iraqi researchers; they are as follows:-

1. **Continuous commitment:** It represents the employee's feeling towards the organization he/she works in and the extent of problem that burdens him/her in case of leaving it or even the profits he may obtain in case of staying in it, which may be due to many factors, including the volume of investments, offering loans, dividends in kind and the intangible matters (Jan and Kleizen 2019).

2. **Emotional commitment:** The individual's emotional orientation toward his/her organization comes from his/her belief in its goals and value in addition to connection extent concerning the tasks performed by him/her with feeling of proud of it. This is realized in personal properties (such as age, education level ... etc.), organizational properties (such as leadership method, supervision framework, centralization ... etc.),

and the properties related to work (the relationships among supervisors and supervisees, the conflict, and the work burdens (Basel and Issum 2018).

3.   **Normative commitment:** it reflects the individual's extent to keep on working in organization, which is based on personal standards and values he/she has before joining to the organization (such as culture, family, Social background). In other words, it results from the factors such as social background before joining to the organization, then the organizational efforts and the bonuses given to him/her when he joined to it (Kell & Motowidlo 2012-18).

Thirdly: the organizational loyalty

The organizational loyalty is considered as one of the behavioral issues that have been dealt with by the researchers and thinkers in the field of the management, since the eighties of the past century. This reflects its importance and influence on the organization success and its stability; considered as one of the topics that have been tackled by many of the sociologists and behaviorism who tried to provide various explanations and opinions. As a result, the organizational loyalty is an extension of the social loyalty represented by the individual's loyalty and his/her own belonging to society (Assemand2017).

Loyalty is not imposed on the individuals, but it is an integration and supplementation among the employees' goals and those of the organization itself. Researchers and thinkers give different notions concerned with a specific definition or concept like other topics according to the direction that each of them followed. For example, Etzion who has a considerable relevant theses signifies that there are two types of loyalty existing between the individuals and the organization, the first one is the utilitarian loyalty, because it is based on the advantages achieved by both of the individuals and the organization. In fact, it is unreal integration, because it is not based on the individual's satisfaction of his/her employer's goals , i.e., organization. The reason is that the integration is achieved according to the needs of its employees to be loyal to it and to endeavor to achieve its goals.

There is a mutual relationship between the organization and its employees. the second type, however, implies negative relationship between the two parts because of the restrictions imposed by the organization, such as power or nature of the prominent authority. There are many views concerning this subject stated by many researchers (March-1994, Johnipere - 1997). Nevertheless, we will select some of these definitions avoiding repetition. it is defined as a belief that is linked to the values of culture and individuals towards the organization and contributes to enhance ties between individuals and their organizations and makes the individual always ready to participate in the activities of his/her organization (Assemaid 2017) .

It is also defined as the employees' belief in the goals of organization, regarding them as their own goals, and working for the general interest of the organization and having desire to stay in it (Antoncic 2011-82).

We can state that loyalty is a behavioral phenomenon owned by employees as result of the degree of acceptance and satisfaction to work in their organization in a way that produces a positive attitude towards that organization. That is, they do not prefer to quit it, regardless of the incentives or temptations granted by other organizations in pursuit of attracting them.

The Dimensions of the Organizational Loyalty

1. The organizational trust: - a lot of researches have ensured through the past two decades of the last century that the organizational trust is one of social capital elements which can be adopted such as creating and making value for the organization like its capital. Organizational trust has been defined as positive expectations, beliefs and feelings that the individuals carry towards the organization they work in, the one is related to the applied administrative practices and behaviors in which the commitment to public and private ethic values and staying away from everything that harms the interest of the organization. In other words, it can be said that they are positive expectations and feelings the workers have towards their organizations (Al-Daraji 2013-58). They are defined as positive and contented expectations about the behavior of others, while the distrust is the negative expectations with conviction about the behavior of others (Fegen and Ame 2020).

2. Job satisfaction: It is defined as the general tendency of workers towards wages, job conditions, control, promotion, social relations, recognition of talent and other variables (Tang 2010). It was also defined as the positive feeling made by the employees towards their duties as a result of being affected by a set of material and ethic variables that surround the work environment (Al-Faris 2011-35 .).

3. Behavior of organizational citizenship: The success of any organization does not depend on the performance of the official roles specified for each of the parties working in it and legally stipulated, regulations and instructions prevailing in the organization. Not only this, it also depends on the performance of informal roles outside the framework of those regulations and this factor determines the behavior of organizational citizenship, which has been referred to as the state in which employees are dedicated and hardworking to develop the organization through new and serious attempts voluntarily without being asked to do so (Nezakati et al 2010-47).

   Morale spirit: It is a psychological phenomenon or trend that controls individuals and the group of the workers together, and whose effects appear in the behavior and responses of the members of the group, So it is defined as the subject that refers to the positive supportive feeling of the group towards their organization, and these feelings shared with others such as confidence, pride and self-respect. The (group) morale spirit depends on the morale spirit of each joined member (Ngambi 2011-714).

The third research / the field side

Firstly: the descriptive statistics for the variables

This section explains the statistical description of all the variables, and according to the answers of specific members, in order to determine the level of the variables through the arithmetic mean, standard deviation and the variation coefficient, according to each variable and its dimensions. These variables are as follows:

1. **Constructive conflict:** This independent or explanatory variable includes four dimensions: solving problem, active participation, individual development, and group consolidation. Table (2) shows the results of the statistical description of these dimensions, as the general average of the problem-solving dimension was the arithmetic mean 3233, the standard deviation 0682, and the coefficient of variation 0211. This confirms the level height according to the answers of specific members because the arithmetic mean is greater than the hypothetical mean of (3) - and as it has

been stated about this dimension, the results shown in the same table indicate the high level of the other dimensions and as illustrated in the same table.

2. **Organizational commitment:** This variable represents the mediating one that is represented by the dimensions (emotional commitment - continuous commitment - emotional commitment). Table (3) shows the results of the statistical description of these dimensions, where the general average of the emotional commitment dimension is 4 016, standard deviation 0677, and variation coefficient 0168. This ensures the high level of this dimension according to the answers of the individuals of the research sample because the arithmetic mean as we notice is higher than the hypothetical mean which is (3). And, what has been stated about this dimension is that the results indicate the high level of the other two dimensions, and as illustrated by the same table. Generally, it indicates a high level of organizational commitment in the college under study.

3. **Organizational loyalty:** This variable is represented as the dependable variable, such as the dimensions (organizational confidence - job satisfaction - organizational citizenship - and the morale spirit). Table (4) shows the statistical description of these dimensions, as the general average of the dimension of organizational confidence reached its arithmetic mean 3416 and standard deviation 0868 The variation coefficient is 0254, and these results confirm the high level of this dimension according to the answers of the individuals of the research sample because the arithmetic mean, as we can see, is higher than the hypothetical mean of (3). What has stated about this dimension is mentioned about the other dimensions, and as the results indicate in the same table, which indicates the high level of organizational loyalty in the concerned college.

Table (2) the statistical description of the constructive conflict variable

Paragraph and dimension importance	The level of the answer	Coefficient of variation	standard deviation	Arithmetic mean	Statistical tools / Dimensional paragraphs		Dimensions
4	Moderate	0.335	1.024	3.050	The conflict in the college leads to finding logical solutions to many of the outstanding problems among the .affiliates	1	solving problems
1	High	0.260	0.895	3.440	Decision-makers benefit from designing new alternatives after	2	

					each conflict situation.	
5	Moderate	0.358	1.008	2.813	Problems are compounded by decisions about handling the conflict by officials.	3
2	High	0.303	1.086	3.576	The problem-solving technique helps to avoid them in the future after each conflict situation.	4
3	Moderate	0.309	1.017	3.288	Conflicts between individuals lead to solutions that satisfy all sides.	5
2	Moderate	0.211	0.682	3.233	**The overall average of the dimension**	
3	Moderate	0.281	0.893	3.169	Conflict between management and workers increases the likelihood that participatory decisions will be adopted.	1
1	Moderate	0.182	0.571	3.135	Morale is low due to the prevalence of destructive conflicts among workers.	2
5	Moderate	0.360	1.160	3.220	We have the energy and readiness to work with high energy after every conflict situation.	3
2	High	0.256	1.004	3.915	Constructive conflict obliges workers to search for new methods to address their problems.	4
4	High	0.302	1.071	3.542	Conflicts help in finding motivation among (teaching staff) to abide by decisions to resolve these conflicts and implement them.	5

(Right-most spanning column label: **Active participation**)

1	Moderate	**0.188**	**0.639**	**3.396**	**The overall average of the dimension**		
5	Moderate	0.379	1.112	2.932	Often conflicts occur in which the interest of the college dominates over personal interests.	1	People development
1	Moderate	0.280	0.942	3.355	We all know each other because we deal with conflicts in a constructive way.	2	
3	Moderate	0.330	0.868	2.627	Workers feel frustrated with the multitude of problems and issues that arise as a result of conflicts in them.	3	
2	Moderate	0.316	0.996	3.152	Feel the positive competition between workers after every conflict situation.	4	
4	Moderate	0.361	1.147	3.169	I feel that the conflicts that occur bring out the leadership traits of the individuals.	5	
3	Moderate	**0.221**	**0.673**	**3.047**	**The overall average of the dimension**		
5	Moderate	0.404	1.178	2.915	The conflicts that occur lead to increased confidence between workers and reduced suspicion between them.	1	Group cohesion
3	Moderate	0.3483	1.170	3.355	The departments work as a team to resolve the conflict, which leads to their cohesion.	2	
4	Moderate	0.397	1.070	2.694	Conflicts increase the closeness and familiarity between workers.	3	
2	Moderate	0.3481	1.033	2.966	The conflict situation opens new and permanent	4	

					Dimensions
				channels of communication .between workers	
1	Moderate	0.326	1.046	3.203	The conflict . situation leads to division and dispersion between the operating units and divisions — 5
4	Moderate	0.269	0.815	3.027	**The overall average of the dimension**

Table (3) the statistical description of the organizational commitment variable

Paragraph and dimension importance	The level of the answer	Coefficient of variation	standard deviation	Arithmetic mean	Statistical tools / Dimensional paragraphs	Dimensions
4	High	0.224	0.900	4.016	I would be very happy to spend my professional life in .this college — 1	Emotional commitment
3	High	0.215	0.848	3.932	I enjoy talking about college with .people outside of it — 2	
2	High	0.212	0.812	3.830	I feel that college problems are my .personal problems — 3	
1	very high	0.192	0.810	4.220	I feel part of a family in this .college — 4	
5	High	0.246	1.004	4.084	I feel a strong affiliation with this .college — 5	
3	High	0.168	0.677	4.016	**The overall average of the dimension**	
6	Moderate	0.339	1.017	3.000	I think I have thinkable options .for leaving college — 1	Constant commitment
5	High	0.295	1.173	3.966	Staying in college for the time being is more of a necessity .than a wish — 2	
2	High	0.189	0.791	4.169	Leaving to work in this college will be difficult and — 3	

					expensive in the near future.		
4	High	0.268	1.066	3.966	I fear what might happen if I left college and could not find an alternative college.	4	
1	very high	0.161	0.728	4.508	I have a desire to make a greater effort that contributes to the success of the college.	5	
3	High	0.259	1.024	3.949	One of the main reasons for continuing to work in this college is that leaving it requires great personal sacrifice, and the same benefits cannot be obtained in another college.	6	
2	**High**	**0.143**	**0.562**	**3.926**	**The overall average of the dimension**		
6	very high	0.203	0.876	4.305	I feel obligated to stay in this college.	1	
7	High	0.220	0.903	4.101	I feel guilty if I quit my job now at this college.	2	
4	very high	0.184	0.807	4.372	Do my best to achieve the college goals.	3	Standard commitment
5	High	0.190	0.798	4.186	The college provided me with gains that are not available in other colleges.	4	
2	very high	0.1643	0.749	4.559	Maintain the college's reputation with the community	5	
1	very high	0.160	0.726	4.542	The College deserves all my commitment and loyalty to it.	6	
3	very high	0.1648	0.749	4.559	Choosing to work in this college is a correct decision.	7	

| 1 | ꞁ very high | 0.135 | 0.594 | 4.375 | The overall average of the dimension | |

Table (4) the statistical description of the organizational loyalty variable

Paragraph and dimension importance	The level of the answer	Coefficient of variation	standard deviation	Arithmetic mean	Statistical tools / Dimensional paragraphs		Dimensions
2	High	0.315	1.119	3.542	. I believe that management has the wisdom to fulfill my needs and requirements	1	Organizational trust
1	Moderate	0.310	1.014	3.271	The faculty is distinguished by the exchange of opinions among its members, which constitutes a competitive advantage for it.	2	
3	High	0.323	1.119	3.457	I believe that the head of the department and the deanship of the college possess sufficient knowledge in the supervisory and directive aspects.	3	
4	Moderate	0.325	1.064	3.271	There is a serious and acceptable exchange of views and opinions between the various levels.	4	
5	High	0.332	1.179	3.542	. Professors depend on each other to achieve the goals of the college	5	
2	High	0.254	0.868	3.416	The overall average of the dimension		
2	very high	0.233	0.983	4.220	I feel a strong affiliation with the college.	1	Job

Rank	Level				Statement	No.	Dimension
5	High		0.305	1.055	3.457	The Deanship of the College and the Department of Departments shed our opinions and suggestions.	2	
3	High		0.257	1.048	4.067	Teachers receive their salary and fair remuneration in college.	3	
1	very high		0.179	0.779	4.339	I see that the duties and duties assigned to me are compatible with my degree and specialist.	4	
4	High		0.289	1.088	3.762	I see that the sites assigned to the teachers are commensurate with their qualifications and specializations.	5	
1	High	0.162	0.646	3.969	**The overall average of the dimension**		
4	High		0.264	1.049	3.966	Department members make every effort to generate innovative ideas for development.	1	Organizational citizenship
5	Moderate		0.386	1.193	3.084	Management is concerned with our external problems as well as our employment problems	2	
3	High		0.261	1.021	3.915	All of the professors and the head of the department join hands to perform the work assigned to them.	3	
1	very high		0.178	0.766	4.288	. The teachers work to perform their scientific services and efforts to serve their students	4	
2	High	0.212	0.880	4.135	We all try to do tasks that maximize	5	

					the college's interest.		
3	High	0.173	0.671	3.878	**The overall average of the dimension**		
1	very high	0.207	0.882	4.254	I prefer staying and not moving to another college.	1	
6	High	0.323	1.228	3.796	There is a state of cooperation between the two teachers instead of competition.	2	
3	High	0.263	1.058	4.016	. Old faculty contribute to providing advice and advice to new teachers	3	Morale
4	High	0.267	1.099	4.118	I feel that the department head treats me like a colleague, not a subordinate.	4	
2	High	0.248	1.041	4.186	I feel a strong affiliation with the department in which I work.	5	
5	High	0.279	1.084	3.881	Teachers perform their work and duties free of frustration and boredom.	6	
4	High	0.195	0.788	4.042	**The overall average of the dimension**		

Secondly: hypothesis testing

In order to test the hypotheses that are adopted by the research, the simple correlation coefficient has been adopted to show the level of the correlation between the variables, as follows. In the field correlation of the organizational commitment and the constructive conflict, table (5) shows the nature and the level of the relationship between them in the total level. It turns out that it reaches (0.741.), which is a strong and positive correlation of a morale level at the level (0.01). If we notice the table, it becomes clear to us that the correlation between the dimensions of the two variables separately, and that all the correlation between them are strong, positive and morale at the same level of morale (0.01), and these results and indicators in the table confirm the validity of the hypothesis that leads to the existence of a positive and morale correlation between constructive conflict and organizational commitment.

Table (5) Correlation coefficient between Organizational Commitment and Constructive Conflict

Variable	*Constructive conflict*	*Solving problem*	*Active participation*	*Individual development*	*Construction consolidation*
Organizational commitment	*0.814* **	*0.793* **	*0.836* **	*0.811* **	*0.831* **
Emotional commitment	*0.788* **	*0.769* **	*0.706* **	*0.711* **	*0.699* **
Standard commitment	*0.699* **	*0.693* **	*0.669* **	*0.687* **	*0.679* **

** = having a morale reference at the level of 0.01

As for the correlation between the organizational commitment and the organizational loyalty, table (6) shows the level of the cor relation between them at the total level of each variable and at the level of their dimensions separately; where the correlation between the two variables reaches (0.699), which is a strong, positive and morale relationship at a level of morale (0.01). and if we look at the table, we see the level of the correlation between the dimensions of the two variables, each separately, and it turns out that all the correlation between them is also strong, positive and morale at the level (01-0). This confirms the validity of the hypothesis that there is a strong, positive and morale correlation between organizational commitment and organizational loyalty.

Table (6) Correlation coefficient between Organizational Commitment and Organizational Loyalty

Variable	*Constructive conflict*	*Solving problem*	*Active participation*	*Individual development*	*Construction consolidation*
Organizational commitment	*0.688* **	*0.724* **	*0.7.9* **	*0.721* **	*0.733* **
Emotional commitment	*0.730* **	*0.719* **	*0.711* **	*0.698* **	*0.7.8* **
Constant commitment	*0.728* **	*0.761* **	*0.755* **	*0.764* **	*0.763* **
Standard commitment	*0.783* **	*0.774* **	*0.761* **	*0.759* **	*0.749* **

** = having a morale reference at the level of 0.01

As for the correlation between constructive conflict and organizational loyalty, it is illustrated by table (7), where the results show the strength of the correlation between the two variables, as the total level between them reached (0.745), which is a strong, positive and morale correlation at the level (0.01). If we notice the correlation between each of the dimensions, the two variables separately and how much is indicated by the same table, it gets clear that the strength of the co relation between them, and all of them have a morale significance at the level (0.01) as well, and this reinforces the validity of the hypothesis that the constructive conflict with the organizational loyalty is related to a positive and morale correlation.

Table (7) Correlation Coefficient between Organizational Loyalty and Constructive conflict

Variable	Organizational loyalty	Organizational confidence	Employment Satisfaction	Organizational citizenship	Morale spirit
Constructive conflict	0.745 **	0.726 **	0.703 **	0.712 **	0.731 **
Solving problem	0.722 **	0.711 **	0.711 **	0.707 **	2.716 **
Active participation	0.697 **	0.691 **	0.709 **	0.689 **	0.672 **
Individual development	0.712 **	0.724 **	0.717 **	0.714 **	0.701 **
Construction consolidation	0.692 **	0.695 **	0.702 **	0.709 **	0.698 **

** = Connection with morale reference at the level 0, 01

This show the effect between the variables for testing the hypotheses identified by the study through the adoption of simple linear regression, as follows. In the statement of the effect of the constructive conflict on organizational commitment, the results indicate that there is a significant effect at the level (0.01). and that get ensured through the calculated (f) value that reached (78.53) which is greater than its table value of (7.06) and the value of the coefficient of determination (R2) which is (0.593), noting that the constructive conflict is able to explain 59.3% of variables arising for the organizational commitment and the remaining percentage which is %40.7 that is due to the contribution of other variables which are not included in the study form. And as the results mentioned through the boundary slope coefficient that reached 0.78, so the increasing in the level of the constructive conflict by 1 standard deviation will lead to an increase in the level of organizational commitment by 784% of one standard deviation unit.

And if we check the effect of each one of the dimensions of the two variables, we notice the result with a strong effect of a moral significance to the constructive conflict in the organizational commitment.

In the terms of the effect of constructive conflict in organizational loyalty, the results have been indicated the validity of the hypothesis that was taken in the study of the existence of a significant effect of constructive conflict on organizational loyalty. And this is illustrated through the (F) value, and the existence of the calculated indication that reached (98.7) which is bigger than (F) the tabular value of (6.98) at the 0.01 level and that the value of the coefficient of determination (F) reached (0.62), meaning that the constructive conflict explains (62%) of the changes that occur in organizational loyalty, and the remaining percentage (38%) is contributed by other variables that is not included in the research form.

As for the effect of the organizational commitment in the organizational loyalty, the results have indicated that there is a significant effect that confirms the validity of the hypothesis that was putted by the researcher. That is shown through the calculated (f) value that reached (232) which is bigger than the value of the tabular (F) that is (6.09) the coefficient of the determination (R2) that reached 0.78, meaning that the organizational commitment variable explains the percentage (78%) of the changes that occur in organizational loyalty, and the remaining percentage (22%) is contributed by other variables that is not included in the model.

Conclusions& Recommendations
First: conclusions

1.   The hardworking pursuit of decision-makers in the college to confront the cases of problems that may occur during the decision-making process by immediate treatment for them and designing situational mechanisms that limit their recurrence in the future, on the contrary and through the indicators, it has been found that there is a high agreement among the sample members about a decrease in the morale of the workers in the college because of the negative conflicts that directly affect the partnership and constructive cooperation between the employees.

2.   The existence of conflict situations of a positive nature, which makes the competition between the workers in the benefit of the college because of the correct dealing with the conflict outlines so that it gives up and is directed towards competition and makes it focus on improving the performance of the workers, and on the other hand the conflict negatively affects the mechanisms of cooperation between the scientific departments in The college and its service departments, which in it turns limit the integration between them, and thus the completion of work in an inefficiently way.

3.   There is a high sense of belonging to the college, which contributes to raising the levels of desire to exert great effort on the part of the workers in order to complete their work in an efficient way, in addition, and through the results that have proven high commitment and loyalty to it, which applies to transferring the good reputation of the college to the community.

4.   The college administration feels the importance of the opinions and proposals of its workers and its continuous quest to achieve their needs and requirements, as well as its interest in the necessity of distributing roles and tasks according to the specializations and certificates associated with it, which is the main reason behind the desire of its employees to stay in the work.

5.   Emotional commitment has a partial mediating role in the relationship between the dimensions of constructive conflict and organizational loyalty, within only three dimensions, without the dimension of organizational trust, as it played its mediating role between the dimensions of active participation and the development of individuals only, which has not yet been able to solve problems and group consolidation from contributing to the morale mediating role of emotional commitment, so the results proved the validity of the second, third and fourth hypothesis of the research partially and without the first hypothesis, and the summary of the results is that the paths of moral influence were determined by active participation and the development of individuals towards emotional commitment, the last one towards the dimensions of the organizational loyalty variable.

6.   There is a partial mediating role for the dimension of continuous commitment in the relationship between the dimensions of the constructive conflict variable as an independent variable and the organizational loyalty variable as a response variable (dependable) and within the limits of its four dimensions, where it played its mediating role between the dimensions of problem solving, active participation and group cohesion only without the development of individuals , which did not contribute in the morality of the mediating role of emotional commitment, so the results proved the

validity of the fifth, sixth, seventh and eighth hypotheses of the research in a partial way, and the summary of the results is that the paths of moral influence were determined by the dimensions of problem solving, active participation and group cohesion towards continuous commitment, and the last one towards the dimensions of the organizational loyalty variable.

7.   Through the results, it was also found that the normative commitment dimension has a partial mediating role in the relationship between a dimensions of constructive conflict variable as an independent variable and the organizational loyalty variable as a dependent variable within the limits of its four dimensions, as it had a mediating role between the dimensions of problem solving and the development of individuals only without the two dimensions of participation and group cohesion, which did not contribute to the morality of the mediating role of normative commitment, so the results proved the validity of the ninth, tenth, eleventh and twelfth hypotheses of the research in part, and the summary of the results is that the paths of moral influence were determined by the dimensions of problem solving and the development of individuals towards normative commitment to a dimensions of the organizational loyalty variable.

Second: Recommendations

1.   According to the college's ability to fix the problems that accompany the decision-making process and prevent their recurrence, the study recommends strengthening this feature and continuing to pursuit to eliminate the negatives that accompany it, as well as working to raise the moral spirit of its workers by supporting constructive cooperation and trying to identify the positive points that is common between them and thus limiting the problems.

2.   Decision makers should put an administrative mechanisms that contribute to strengthening cooperation between the various departments of the college (scientific and administrative), and these mechanisms are obligatory to be implemented by all, its main objective is to correct administrative procedures, in addition to setting deterrent punishments for the individuals who do not respond to them.

3.   The college in the field of research should adopt new administrative methods that qualify it to move from the complex of abstract thinking to exercising the role of strategic partnership between workers and the college and to achieve additional moral values that contribute to raising organizational loyalty through long-term organizational commitment in order to achieve its goals of survival, continuity and growth in the performance of its services and educational activities that is different to society.

4.   Also, the failure of emotional commitment to promote the role of constructive conflict in organizational trust in the studied college force on this college to study the reasons behind this failure and try to promote emotional commitment and thus contribute to achieve organizational confidence between the workers of the college.

5.   According to the emotional, continuous and normative loyalty of the research sample, the college is required to support those subjects via increasing the advantages such as moral and tangible incentives, and thus increasing their loyalty and sincerity to the college.

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